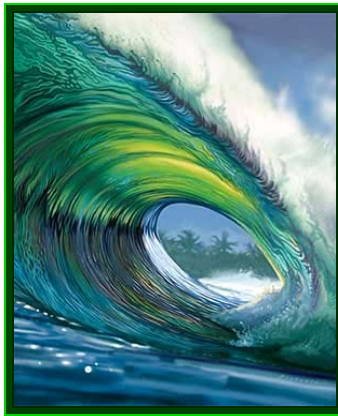


# WAVEMAP



## THE GREEN WAVE PROJECT

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**research/into/action™**



**Kim Drury**

**June 2008**

**THE GREEN WAVE  
PROJECT**



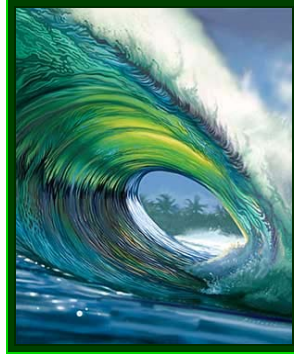
## ≈ ACKNOWLEDGEMENTS ≈

Many thanks to all involved with the Green Wave Project – those who had the gumption to put this work out there and those who informed it. It was a challenging and fresh opportunity for all to learn and think hard about if and how energy efficiency organizations in the Pacific Northwest can benefit from linking two powerful issues together – climate change and energy efficiency. Our team greatly appreciated the support, input, and enthusiasm from those around the table, including Energy Trust of Oregon, Inc., Bonneville Power Administration, Northwest Power and Conservation Council, Northwest Energy Efficiency Alliance, and Portland Energy Conservation Inc. Particular thanks go to Jan Schaeffer at Energy Trust for shepherding us through this “figure it out” process.



≈ ACKNOWLEDGEMENTS ≈





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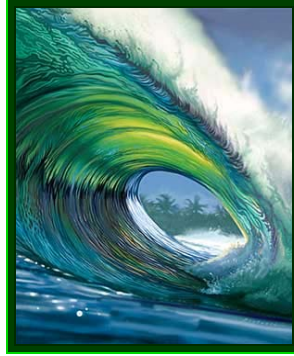
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**“Even polar opposites like Al Sharpton and Pat Robertson agree we need to protect the planet.”**

– Go to <http://www.wecansolveit.org/> to see them together at the beach.



**“We must begin by making the common rescue of the global environment the central organizing principle of the world community.”**

– Al Gore, Nobel Peace Prize Laureate, 2007 Acceptance Speech

## ≈ SECTION ONE: CATCHING THE GREEN WAVE ≈

**The GREEN WAVE is here...** in all its power and complexity of interests. It is also here to stay, even if it wears us out and makes us want to vacate the beach. Our future demands it.

At the epicenter of the Green Wave<sup>1</sup> is concern about climate change – a threat that is prompting disparate environmental forces to rally for our planet. One of the Green Wave’s key and hopeful forces is energy efficiency – likely the fastest, most positive, and perhaps cheapest way to mitigate climate change (as well as deliver other benefits). As Wally McGuire, Director of California’s *Flex Your Power*<sup>SM</sup> campaign, points out:

**“At the end of [the energy crisis], politicians and regulators realized that calling for conservation isn’t a negative. . . They all of a sudden said that people liked doing it, that they’re saving money, that it helps the environment, that it prevents global warming – the quickest way we can prevent the generation of green house gases – and that we should do more of it.”<sup>2</sup>**

So, what should Pacific Northwest (PNW) energy efficiency organizations (particularly those at the present table) do about the Green Wave?

**“The winds and the waves are always on the side of the ablest navigators.”**

– Edward Gibbon

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<sup>1</sup> We use the term Green Wave to mean a wide set of environmental concerns that has climate change at its center. Please note, we use several terms interchangeably – *energy efficiency* and *conservation*, as well as *climate change* and *global warming* – even though we know in other contexts they are sometimes used to mean different things.

<sup>2</sup> Please note that the footnote citations will be informative and informal in this report, rather than academic. However, resources noted in the footnotes are listed in *Section Five* of this report.

## ≈ SECTION ONE: CATCHING THE GREEN WAVE ≈

This section is part guidebook and part inspiration. In it, we present our recommended “next steps” for tackling the Green Wave. And because our team believes the evidence we have digested on your behalf over the past few months shouts that it’s the right time to deliberately join energy efficiency with climate change, we also want to cheer you on. The balance of this report, as well as prior communications with you, lends credence to our recommendations. We hope you will find this section gives you solid direction, bearing in mind that, as Alfred Korzybski said, “*The map is not the territory.*”

Our SWOT<sup>3</sup> analysis in *Section Two* concludes that linking energy efficiency with climate change is a good – even a great – strategy. As Maria Vargas, head of ENERGY STAR® marketing at EPA, says, “A good brand has to be emotional” and adding global warming to energy efficiency speaks to both the “heart and the head... protecting the planet is supported by the functional benefit of saving energy.”

The cause of climate change reaches into our souls and values like energy efficiency never has. It taps into emotions, such as fear of loss, the need for protection, and the propagation of the species. And these emotions can prompt us to behave in ways that are positive and “predictably irrational”<sup>4</sup> if handled adroitly. To the extent that global warming can also tap into social norms (i.e., *everyone around me is making a commitment to save the planet*), it will be all the more powerful.<sup>5</sup>

The SWOT analysis also shows that the PNW is uniquely poised – through experience and intention – with its leaders, its businesses, and the people who live here to lead the nation in exploiting global warming’s attention-grabbing and emotional nature. The PNW has long been a leader in environmental efforts, and leadership is needed at regional, state, and local levels to meet savings goals and address global warming.

Thus, to move forward from interest in the Green Wave and its climate change clout to action, here are the decisions and steps we believe PNW energy organizations wishing to capitalize on the Green Wave need to take:

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<sup>3</sup> A SWOT analysis examines the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats for a contemplated policy or course of action.

<sup>4</sup> See *Predictably Irrational* (2008) by Dan Ariely, a behavioral economist who provides many examples of people making choices for a variety of reasons they don't acknowledge and are not well understood.

<sup>5</sup> See *Influence, the Psychology of Persuasion* (2007) and other work by Robert Cialdini.



- 1. Decide who around the current table is willing and able to lead the charge to develop and implement marketing messages and materials that emphasize energy efficiency as one of the quickest, cleanest, and most affordable solutions to global warming.** These messages would raise awareness among target audiences that reducing energy use results in reduced climate pollution. In addition to raising the visibility of this connection, messaging and programmatic efforts would provide specific energy efficiency solutions.

Our review of those currently at the table suggests that Energy Trust of Oregon, Inc. (Energy Trust) may be most ready to lead the charge, but that the Bonneville Power Administration (BPA) and the Northwest Energy Efficiency Alliance (NEEA), who have a regional presence, may want to be “founding” partners with Energy Trust.<sup>6</sup> Whoever decides to take the lead, and/or be founding partners, will need to have the necessary resources and determine that taking on this type of campaign is within its mandate. At the moment, we will assume that Energy Trust takes the lead.

- 2. Write an initial “scalable” social marketing campaign brief.**

Operate under the assumption that Energy Trust will develop this brief and use it to recruit a small set of “founding” partners, “strategic” partners, underwriters, and influencers. The brief should present the vision of the effort, pitch its benefits, and describe the roles of those involved. In developing the brief, all the elements of a social marketing plan (presented in *Section Three*) should be mapped out as much as possible, including the social marketing environment, where you want to go, how you want to get there, how to stay on course. However, much of the volume of this thinking will stay in the background, since the brief should focus on the pitch. Take the extra time needed, as T.S. Eliot suggested, to write something short.

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<sup>6</sup> Everyone around the table may want to stay involved, but it's important that roles and decision-making are clear and that moving forward doesn't get bogged down at this point. While the benefits of coupling energy efficiency and climate change seem obvious, few energy efficiency organizations have actually done it. The *Start Small, Save Big* campaign in the Northeast did not join the two issues, except for its strong connection to ENERGY STAR®, which launched its current energy efficiency plus climate change campaign in November 2007, despite the agency's clean air mandate and its long desire to do so. Even the *One Thing* campaign, which was designed around “a cleaner/greener” Connecticut, is just now taking on climate directly. The *Flex Your Power* campaign in California has also just begun to strongly connect these topics. The uncertainty and nervousness around global warming – whether it is real and who is responsible (including utilities) – have limited a willingness to expand efforts.

## ≈ SECTION ONE: CATCHING THE GREEN WAVE ≈

Our current view is that the founding partners will be the key decision-makers and users of the campaign. Strategic partners would include media who add credibility (such as Oregon Public Broadcasting) – entities that see the news value of the “story” and who are willing to provide added value beyond paid media coverage. Underwriters would include private sector firms in the PNW that are green, as well as utilities. Influencers would include political leaders, “name” environmental and business leaders, and perhaps celebrities. As part of developing the campaign brief, a list of desirable stakeholders in each of these categories should be developed.

Hiring marketing/ public relations/ advertising expertise at this point would be a good idea. The right firm will help you think through and develop the brief, and will augment your existing connections to media, underwriters, and influencers. They can use materials from this project (such as the SWOT and consumer research) and other resources to develop the brief.

The “public affairs” approach – illustrated by the Connecticut’s *One Thing* campaign and the Northeast’s *Start Small, Save Big* campaign – makes sense to us.<sup>7</sup> As described in a paper on the *Start Small, Save Big* campaign, “public affairs campaigns are distinct from traditional advertising in that they do not deliver the kind of direct brand or sales messages associated with paid advertising. They do not sell products or companies; they sell ideas, education, and a call to action.”<sup>8</sup>

Those campaigns both have been able to leverage “bought” media to a significant degree, and to garner the support of influencers and underwriters – all due to the wide interest in supporting activities to mitigate climate change. The interactive, feedback nature of the *One Thing* campaign also has appeal, since many pieces of research point to the importance of providing people with feedback for their actions (i.e., energy saved, CO<sub>2</sub> reduced).

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<sup>7</sup> See *Section Four* for descriptions of these two campaigns. Both campaigns used a strong public affairs approach, combined with more traditional advertising, some social marketing, etc. In both cases, the goal was to raise awareness and drive audiences to a website.

<sup>8</sup> See “Starting Small, Saving BIG in New England, Using a Public Affairs Approach to Engage Consumers and Mobilize Partners Toward Energy Efficiency,” 2008, AESP Conference Paper (full citation, *Section Five*).

## ≈ SECTION ONE: CATCHING THE GREEN WAVE ≈

While we think much is to be learned from these two campaigns, we do not believe that either of these campaigns – or any campaign that we encountered in researching this project – can be effectively replicated in the PNW. *Politics, leadership, efficiency agencies, existing marketing and program efforts, customers, and trade allies all make a tailored plan essential.*

In developing this initial campaign brief, there are some further ideas to consider:

- ◆ **Make a direct contact to the Alliance for Climate Protection:** It's a safe bet that Al Gore's "We" campaign has substantial market research behind it. The theme of that campaign stresses that it takes everyone working together – we all have a part. Find out if they can offer any materials, research results, advice or funding.
  - ◆ **ENERGY STAR® is another resource for research and materials,** some of which are cited in this report. Consider how other recent or upcoming primary research opportunities can inform this effort.<sup>9</sup>
  - ◆ An alternative approach would be to **have Energy Trust pilot a program to test messages and strategy before inviting others to join.**
  - ◆ **Added partners and additional funding could either increase the scope and coverage of the initial campaign, or could expand the campaign regionally.**
  - ◆ **Components could be used and applied outside the region.**
- 3. With the campaign brief, recruit potential founding partners, strategic partners, underwriters, and influencers.** For economies of scale and shared risk, do try for at least one founding partner outside the current table. The Oregon Department of Energy and the Oregon's

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<sup>9</sup> The City of Seattle, EMC survey research studied (listed in *Section Five*) may be especially helpful for understanding PNW residential consumers. In addition, Energy Trust is about to embark on a regional survey which could address energy efficiency/climate change issues. Finally, several utilities in the PNW are about to embark on consumer segmentation studies.

## ≈ SECTION ONE: CATCHING THE GREEN WAVE ≈

Governor's Office<sup>10</sup> should be on the list (the Governor's Office will also be important as an influencer). To make program planning and decision-making manageable and timely, limit early collaboration to a small number of like-minded founding partners.

We believe a collaboration of Oregon Department of Energy (ODOE) and Energy Trust would work especially well because:

- ◆ They have the same media market.
- ◆ ODOE is also in the energy efficiency business with its BETC/RETC (Business / Residential Energy Tax Credit) programs and is already collaborating with Energy Trust.
- ◆ Both agencies deal with electricity and natural gas energy efficiency.
- ◆ ODOE is the lead state agency on climate protection, including the provisions of HB 3534, which directs the Global Warming Task Force to develop and implement an outreach program to inform Oregonians of ways to reduce emissions.
- ◆ In time, working with ODOE may provide the most potential leverage for a larger effort, due to ODOE's connection to the *Western Climate Initiative*.
- ◆ In addition to recruiting the founding partners, recruit other stakeholders from the list developed in Step 2.

**4. Get organized and get started.** The idea is to begin small, but add partners and capabilities as interest and funding grows. This initial campaign can hopefully be launched within nine months.<sup>11</sup> The founding partners, using hired expertise, will develop a full outreach and marketing plan<sup>12</sup> that describes all the elements of the effort, including players, timeline, and budget.

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<sup>10</sup> With the Western Climate Initiative moving forward, Governor Kulongoski is planning to focus heavily on energy and climate change issues.

<sup>11</sup> One of the two campaigns outlined in *Section Four* took six months from design to launch, while the second took a year; thus nine months seems a reasonable timeframe and will coincide with a new federal administration that will hopefully add to the "umpff" of the campaign.

<sup>12</sup> Please note that this brief is not a full-fledged marketing plan, but that one should eventually be developed if the campaign flies. Two full-fledged marketing plans are available in the reference materials that we will

Continued...

## ≈ SECTION ONE: CATCHING THE GREEN WAVE ≈

Overall, the strategy would be to develop a single, cohesive set of messages, materials, and approaches (such as web-site information, advertising, collateral, events, public affairs media), and perhaps a sub-brand, that all the founding partners will use to enhance their **existing** branding, marketing, advertising, programs, and websites.<sup>13</sup>

- ◆ The campaign would drive audiences to seek assistance from the partners and also to take actions.
- ◆ The founding partners will also need to agree upon standards of use, but within those standards, they can tailor the materials to fit their circumstances.
- ◆ Design the campaign to target commercial, residential and institutional energy users. Energy savings potential – and program funding – exists for every sector, all of which need to be segmented into target audiences.
- ◆ Tap into the influence employers have with employees to help deliver messages and model behavior.
- ◆ The campaign should incorporate ways to provide feedback (e.g., energy savings, cost savings, reduced greenhouse gas emissions, number of participants, etc.). Feedback promotes continued energy saving behaviors.

### **5. Don't overlook all the “traditional” barriers to energy efficiency.**

Do spend a little extra time and money to apply new market research insights on how to motivate consumers and policymakers to make energy-efficient decisions and investments.

Research highlighted in *Predictably Irrational*, *Nudge*, and *Influence: The Art of Persuasion*<sup>14</sup> show that, when making choices, people are often not economically “rational.” They are influenced by social norms (even though

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supply the sponsors as part of this project: one for *Flex Your Power* and one for Connecticut's *One Thing* campaign. These plans can be used as models for the eventual full-fledged plan, after partners are gathered and the effort gets underway in earnest.

<sup>13</sup> We suggest this approach due to the uncertainty of funding and the large coordination that may be required to do a regional campaign. However, if a coordinated regional will and budget appear, a more centralized approach can be considered.

<sup>14</sup> See *Section Five* for citations.

## ≈ SECTION ONE: CATCHING THE GREEN WAVE ≈

they don't admit it), fear of loss, the need to do their part (self-efficacy), the desire not to waste, the need to follow through on a pledge, and positive feedback. These research findings should be applied to experience with environmental behavior-change programs. Direct incentives or financial payback approaches may not be the most compelling messages.

“Values” are a motivator for many, such as the campaign of *Interfaith Power and Light* and of the evangelical churches to promote environmental stewardship, protect God's creation, and reduce global warming. Energy efficiency is often cited by church councils as a logical action to reduce global warming.

### 6. Recognize that marketing is only one means to increase energy efficiency and that other actions need to be used, such as:

- ◆ Working with state and local governments to change regulations to provide additional incentives and/or to require energy efficiency actions; and
- ◆ Undertaking or supporting research on methods, materials, and technologies to increase energy efficiency in high-priority areas.

## THE REMAINDER OF THIS REPORT

The following sections of this report support this section and include:

- **Section Two** – A SWOT analysis that addresses the PNW's ability to provide an effective *energy efficiency + climate change* marketing campaign. This information can be directly applied to the first portion of your social marketing plan – **The Social Marketing Environment**.
- **Section Three** – A guide to the key elements to include in a social marketing plan. This section can guide the initial and subsequent plan development.
- **Section Four** – An analysis of the medium and medium-high interest programs (Connecticut and New England), including their key program features, key lessons, and challenges in applying their approaches to the PNW. Both of these programs offer great ideas for consideration here.



≈ SECTION ONE: CATCHING THE GREEN WAVE ≈

- **Section Five** – A bibliography of materials and resources used in developing this report and prior deliverables. In addition, the project sponsors have been given hard copies of key documents.

≈ SECTION ONE: CATCHING THE GREEN WAVE ≈



## ≈ SECTION TWO: SWOT ANALYSIS ≈

*“We expect California to be better off because of tackling global warming.”*

*– Devra Wang, Director, California Energy Program at  
the Natural Resources Council*

### INTRODUCTION

This project began with the impetus of answering these two questions:

- ▶ *How can the Northwest best capitalize on the “convergence of climate change concerns with energy efficiency solutions?”*
- ▶ *Do marketing strategies that build a stronger convergence result in more positive energy steps being taken?*

Or, taken together, can catching the Green Wave accelerate<sup>15</sup> Northwest energy savings?

Here – with a SWOT analysis - we summarize the key elements to consider in developing a regional marketing campaign designed to accelerate energy efficiency by partnering it with climate change. The analysis will evaluate the viability of a regional initiative to accelerate and sustain energy savings by tapping into the public’s desire to help solve global warming. It will assist planning and decision-making by addressing the following:

- ▶ **The Region’s Strengths** – the skills, experience and infrastructure of the region’s actors and institutions to successfully accomplish this new approach to promoting energy efficiency
- ▶ **The Region’s Weaknesses** – What are its institutional failings? Where are the known obstacles? What are the landmines to avoid in planning and launching the marketing campaign?

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<sup>15</sup> Accelerate: To achieve max speed from a hard bottom turn so that you can climb the face of the wave in order to set up a maneuver. <http://rippinh2o.com/dropzone/surflingo.shtml>.

## ≈ SECTION TWO: SWOT ANALYSIS ≈

- **The Region's Opportunities** – What are the favorable conditions: is now the right time? Is there funding? Are the allies and potential partners ready and willing to join? Will there be political support?
- **The Threats** – What are the potential unfavorable conditions for launching the campaign – either in terms of substance or timing?

### THE REGION'S STRENGTHS

The following are what we see as key strengths of the Pacific Northwest:

- Despite relatively low electric rates, the Pacific Northwest has saved enough electricity in the past 27 years to power the City of Seattle three times over – providing strong and convincing evidence that the region can respond to the need to increase energy efficiency.
- Thanks to the region's long-term (although somewhat sporadic) investments in energy efficiency, existing actors – Energy Trust, utilities, Northwest Energy Efficiency Alliance (NEEA), etc. – are already positioned as energy efficiency experts, which translates into built-in credibility for a new angle on energy efficiency messages.
- With so many organizations (Energy Trust, utilities, NEEA, BPA, state agencies, US DOE/EPA) sharing the same goal – to accelerate energy efficiency – the costs of developing and launching a regional marketing campaign can be shared, making it more affordable and attractive for participants.
- National and regional polling data demonstrate that the majority of people are very concerned about climate change and want to take actions to cut greenhouse gas emissions.
- Perhaps more than any other region, Oregon and Washington have the existing infrastructure to respond to a new message and accelerate electric energy efficiency – widespread funding availability (ETO, utilities, Residential and Business Energy Tax Credit program), vendors, contractors, architects and engineers, advocacy groups, LEED-certified professionals, etc.

## ≈ SECTION TWO: SWOT ANALYSIS ≈

- The region is primed to act on reducing climate pollution: Oregon<sup>16</sup> and Washington<sup>17</sup> have both codified goals and adopted plans for reducing climate pollution – and among the top priority actions to meet the states’ climate targets is increased energy efficiency. In addition, dozens of cities in the two states have signed on to the *U.S. Mayors’ Climate Protection Initiative*, committing them to cutting climate pollution in their cities.<sup>18</sup>
- Much of the region is already looking for new ways to accelerate energy efficiency. The Northwest Power and Conservation Council (NPCC) recently acknowledged that the region can ramp up its energy efficiency acquisitions<sup>19</sup> and utilities throughout the region are raising their conservation goals.
- The region has experience with regional energy efficiency marketing campaigns: in the 1980’s BPA launched *Super Good Cents*, to promote and brand energy-efficient homes. For the past ten years, NEEA has been home to BetterBricks, which has evolved from a web-based, information campaign to an effort that includes technical support, education and training, and broad based marketing to increase energy efficiency in commercial buildings. And in Western Washington, *WashWise* is a partnership of electric and water utilities offering financial incentives for high efficiency washers.

## THE REGION’S WEAKNESSES

The following are what we see as challenges to launching a regional campaign in the Pacific Northwest:

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<sup>16</sup> Oregon’s HB 3543, enacted in June 2007, codifies the following goals: by 2010, begin to reduce GHG emissions, by 2020 reduce them to 20% below 1990 levels, and by 2050 reduce them to 75% below 1990 levels. The law also establishes a Global Warming Commission to recommend strategies for achieving the goals; the Commission is next required to submit its report in March 2009.

<sup>17</sup> Washington’s ESHB 2815, enacted in March 2008, codifies climate goals first adopted in 2007: by 2020, reduce GHG emissions to 1990 levels, by 2035 to 25% below 1990 levels, and by 2050 to 50% below 1990 levels or 70% below what emissions would have been. The law also requires the State Dept of Ecology to submit a plan to the legislature by December 1, 2008, on how those goals are going to be reached.

<sup>18</sup> See: <http://www.usmayors.org/climateprotection/list.asp>.

<sup>19</sup> Achievable Savings: A Retrospective Look at the Council’s Conservation Planning Assumptions, <http://www.nwcouncil.org/library/2007/2007-7.htm>.



## ≈ SECTION TWO: SWOT ANALYSIS ≈

- The sheer number of critically important organizations involved in conservation program planning and delivery in the Northwest (Energy Trust, gas and electric utilities, state agencies, local governments, non-profit agencies, NEEA, BPA, NPCC), plus the relative lack of program experience in marketing energy efficiency as a climate solution, present a real coordination and decision-making challenge for a new regional marketing campaign.
- Developing and launching a new marketing program can be costly. Partnering with utilities on a regional campaign implies extra utility funding for marketing – but for investor-owned utilities, regulators tend to be very conservative about allowing utilities to rate-base the cost of marketing and education programs.
- The first version of BetterBricks and its regional public information campaign had mixed success in achieving its market transformation goals.
- Although natural gas use is a major source of climate pollution, the infrastructure for identifying, promoting, and funding natural gas end-use energy efficiency is not as extensive or mature as that for electric energy efficiency.
- Until the region has weaned itself off of electric energy powered by coal and heat-pump hot-water heaters are a viable technical and market option, direct use of natural gas for heating is the more energy-efficient and climate-friendly fuel choice. However, there is no regional policy initiative leading in that direction and the NPCC's authority extends only to electric energy issues.
- Although climate protection presents an additional compelling case for increased energy efficiency for consumers and policymakers, all of the well-known barriers to energy efficiency still exist – e.g., energy bills still represent a relatively small part of consumer budgets; where tenants pay the energy bills, landlords have little financial incentive to make energy efficiency investments, etc.
- Because the Northwest has so much clean hydropower compared to other parts of the country that use a lot of coal-fired power, it may be a harder sell for people to understand that energy efficiency is just as important to cutting climate pollution as actions they may be more familiar with (e.g., clean fuels, fuel efficient cars, etc.).



## THE REGION'S OPPORTUNITIES

We see the following as positive opportunities for the launching of a Pacific Northwest campaign:

- Because there is such a wave of renewed interest in energy efficiency and/or reducing climate pollution in Oregon and Washington, there are many ripe opportunities for developing a regional marketing campaign collaboration.
- There is a regionally-based, cap-and-trade framework on the horizon that will gradually imbed the cost of climate pollution in energy resources, thereby creating more demand for energy efficiency and renewables. Oregon and Washington are both leaders in the *Western Climate Initiative*, a collaboration of seven states and several Canadian provinces to develop regional strategies to address climate change. Through WCI, the partners set an overall regional goal for reducing greenhouse gas emissions (see the *GHG Reduction Goal Statement*). By August 2008, the partners will also complete the design of a market-based mechanism to help achieve that reduction goal.
- Oregon's most comprehensive climate legislation, HB 3543, includes direction for the State Global Warming Commission to develop an outreach strategy to inform Oregonians of ways to reduce greenhouse gas emissions and to include, at a minimum, state and local government, educational institutions, and businesses in developing the outreach strategy.<sup>20</sup>
- Washington's Climate Advisory Team (CAT) is reconvening in May 2008 to focus on how its January 2008 recommendations to the Governor will be implemented and funded. How to achieve the levels of increased energy efficiency called for in its report is a key topic.
- Recognizing the economies of scale and improved marketing opportunities, more Washington utilities are collaborating on resource conservation programs. For example, in addition to *WashWise*, Tacoma Power, Puget Sound Energy, Seattle City Light, and Snohomish PUD are collaborating on energy-efficient commercial appliance programs.

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<sup>20</sup> HB 3543, Section 11: <http://www.leg.state.or.us/07reg/measpdf/hb3500.dir/hb3543.en.pdf>.

## ≈ SECTION TWO: SWOT ANALYSIS ≈

- The ENERGY STAR® program makes a strong link between energy efficiency and climate protection.
- There is plenty of cost-effective energy conservation potential remaining. Nationally, the McKinsey Global Institute (2007) found that existing technologies could cut residential energy use by more than a third by 2020. The key finding in a soon-to-be-released NEEA-funded study<sup>21</sup> is that new commercial buildings, taken as a whole, have not substantially increased in efficiency over the past six to eight years. More efficient technologies have been introduced, and sometimes broadly adopted, but increased energy use in other areas has offset the savings. And, while more lighting and HVAC controls are a positive change in a large share of newer buildings, many systems are not yet being used – offering savings potential.
- This March, NPCC and BPA launched a stakeholder process – the Northwest Energy Efficiency Task Force – to discuss accelerating energy savings, including ways to highlight energy conservation benefits and promote best practice programs through broad regional public education efforts.
- In Oregon, both Pacific Power and Portland General Electric have received approval from the Public Utility Commission to increase funding for cost-effective energy efficiency, adding to what is already collected for conservation through the 3% public purposes charge.
- In Washington, 17 of the state’s largest electric utilities are developing comprehensive energy efficiency assessments and plans in order to comply with the *Energy Independence Act*, which, as of 2010, requires the utilities to acquire all cost-effective energy conservation.
- A marketing program would be scalable; the region shares a lot of the media market.
- The NPCC is in the midst of developing its sixth Power Plan, due out in mid-2009. The theme of this plan is to reduce the carbon footprint of the region’s electric power system.

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<sup>21</sup> 2006 Non-residential Baseline 2002-2004 Building Stock Characteristics, Ecotope, March 2007.



## ≈ SECTION TWO: SWOT ANALYSIS ≈

- Many of the region's utilities are eagerly looking for ways to increase energy efficiency: at a time of growing energy demands and high and volatile natural gas prices, energy efficiency investments limit their risks and lower consumer bills.
- The few existing campaigns in the country – *Connecticut One Step*, New England's *Start Small, Save Big*, Seattle's *Climate Action Now*, and ENERGY STAR® – provide models to build on and connect to, thereby increasing a new campaign's reach and impact.
- With a new decision-making structure and board, NEEA is in the midst of re-thinking its strengths, role, and opportunities. It may be the most opportune time to take on a regional marketing energy efficiency/climate marketing campaign.
- With a looming recession and so much financial uncertainty, consumers may be more open to investing in increased energy efficiency as a low-risk, high return opportunity.

### THE THREATS

We see the following as posing the greatest challenges to the launching of a campaign in the near future:

- Like most of the country, the region's economic indicators point to a recession. Potential partners may have less funding capability to participate in a marketing campaign; utilities experiencing reduced demand and revenues may choose to slow down energy efficiency campaigns. Consumer interest in addressing climate change may be overwhelmed by immediate and near-term concerns, like job security and mortgage payments – and they may be less able to afford upgrades to their homes with more energy-efficient equipment, appliances, insulation, etc.
- “Green” marketing messages for nearly every product and service are everywhere these days, making it more challenging to create an effective energy efficiency campaign that gets heard and seen. Additionally, in order to connect the dots on how energy use relates to climate change, the campaign messages may be more complex and difficult to deliver than for issues where public understanding is already well established.

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- ▶ In Washington, the state’s most significant climate policies and initiatives are closely identified with Governor Gregoire – but she faces a tough re-election campaign this year. Her opponent is not known as a climate protection proponent.
- ▶ As the WCI and Congress move closer to legislation that mandates reductions in climate pollution, consumers may misinterpret that to mean their individual actions are no longer necessary.

### KEY CONCLUSIONS

The SWOT analysis leads us to the following conclusions:

- 1. Linking climate change to energy efficiency solutions is powerful.** Climate change is visceral; energy efficiency can be its practical, quick acting antidote. But the power of this duo has not been fully exploited in our region, or anywhere in our country. Joining these two – problem and solution – should result in increased energy savings.
- 2. The Pacific Northwest is well poised to lead a marketing campaign that pairs these issues.** However, due to the significant cost, time, and coordination challenges of launching a full-scale region-wide effort, a smaller, “scalable” approach which builds over time seems more viable. This may mean that, as regional entities, BPA and NEEA choose lower profile roles, perhaps as “advisors” or “ad-hoc” participants. Nonetheless, some level of participation and funding seems justified by both agencies, as they stand to gain valuable experience and insights from developing and launching even a smaller campaign, experience directly related to their respective missions.



## ≈ SECTION THREE: MARKETING PLAN GUIDE ≈

A marketing plan forms the basis of any successful marketing effort. This is true, both in traditional marketing, where the goal is to sell new products or services, as well as in social marketing, where the goal is to change behavior to benefit the target audience or society as a whole. The partners in this project are aiming to change behavior: they would like people to adopt energy efficiency practices and purchase products or services to help save energy. This requires a social marketing plan.

Your social marketing plan should include:

- ▶ A clear set of goals and objectives
- ▶ Analysis of the social marketing environment
- ▶ Selection of a specific target audience
- ▶ Market research to find out about the audience
- ▶ Decisions based on results of the research and analysis
- ▶ A strategy to reach the target audience and change its change behavior
- ▶ An evaluation plan to determine the effectiveness of the strategy

### GOALS AND OBJECTIVES

A clear set of goals and objectives is critical to creating and implementing a successful project. This is an iterative process that becomes more specific as you obtain results of your market research and analysis.

- ▶ **Part 1: What are your long-term goals?** This is the focus of your overall program; in this case, reducing energy use through energy efficiency.
- ▶ **Part 2: What do you want the project or program to accomplish (project objectives)?** This is more specific, such as reducing the energy load from commercial lighting or home appliances.



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- Part 3: What do you want the audience to do (audience objectives)?** This objective will be determined after you learn more about your audience, its current behaviors and perceptions, its barriers to adopting new behaviors, and benefits to the audience from new behaviors.

**Table 1: Example Social Marketing Plan Outline**

<b>WHERE ARE WE?</b> <b>The Social Marketing Environment</b>	
<b>Step 1:</b>	Determine program focus Identify campaign purpose Conduct an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)
<b>WHERE DO WE WANT TO GO?</b> <b>Target Audiences, Objectives, and Goals</b>	
<b>Step 2:</b>	Select target audiences
<b>Step 3:</b>	Set objectives and goals
<b>Step 4:</b>	Analyze target audiences and the competition
<b>HOW WILL WE GET THERE?</b> <b>Social Marketing Strategies</b>	
<b>Step 5:</b>	Product – Design the market offering Price – Manage costs of behavior change Place – Make the product available Promotion – Create messages Choose media (communication) channels
<b>HOW WILL WE STAY ON COURSE?</b> <b>Social Marketing Program Management</b>	
<b>Step 6:</b>	Develop a plan for evaluation and monitoring
<b>Step 7:</b>	Establish budgets and find funding sources
<b>Step 8:</b>	Complete an implementation plan

*From Kotler, Roberto, and Lee, Social Marketing: Improving the Quality of Life, 2<sup>nd</sup> ed. Sage Publications, 2002.*

## ANALYSIS OF SOCIAL MARKETING ENVIRONMENT

The SWOT analysis in Section Two will be very helpful in assessing the social marketing environment.

**Table 2: SWOT Analysis**

PROPOSAL: Accelerate and sustain energy savings with a new regional marketing campaign that promotes energy efficiency as a critical strategy to cut climate pollution.			
CRITERIA	STRENGTHS	WEAKNESSES	CRITERIA
<ul style="list-style-type: none"> <li>◆ Advantages of proposition?</li> <li>◆ Capabilities?</li> <li>◆ Competitive advantages?</li> <li>◆ USP's (unique selling points)?</li> <li>◆ Resources, assets, people?</li> <li>◆ Experience, knowledge, data?</li> <li>◆ Marketing – reach, distribution, awareness?</li> <li>◆ Innovative aspects?</li> <li>◆ Price, value, quality?</li> <li>◆ Accreditations, qualifications, and certifications?</li> <li>◆ Processes, systems, IT, communications?</li> <li>◆ Cultural, attitudinal, behavioral?</li> <li>◆ Philosophy and values?</li> </ul>	<ul style="list-style-type: none"> <li>◆ Existing EE experience &amp; infrastructure in the PNW – utilities, NPCC, Energy Trust, etc. – provides built-in message, credibility, potential funding, economies of scale, and shared motivation.</li> <li>◆ Regional polling data shows strong public concern about climate change and a willingness to act.</li> <li>◆ The region's energy advocates, political and many businesses leaders are already committed to increase energy savings <u>and</u> reduce climate pollution.</li> <li>◆ The region has experience with collaborative, regional energy efficiency marketing campaigns – e.g., <i>Super GoodCents</i>, <i>BetterBricks</i>, and <i>WashWise</i>.</li> <li>◆ A regional, collaborative approach to capping and trading GHG emissions is being developed (WCI); a regional marketing campaign to reduce climate pollution is a natural counterpart.</li> <li>◆ The region's long-term success with EE as an energy resource provides the public the strongest possible evidence that individual energy saving actions do make a difference.</li> </ul>	<ul style="list-style-type: none"> <li>◆ There is limited experience regionally and nationally with similar campaigns – and no research to measure how effective they are.</li> <li>◆ Developing and launching a regional collaborative campaign is resource intensive, involving multiple actors with diverse expectations, decision-making processes, etc.</li> <li>◆ Participation by investor-owned utilities, otherwise a natural ally, may be limited by regulators' restrictions on funding marketing, education, etc</li> <li>◆ An EE campaign centered on reducing climate pollution needs to incorporate natural gas end-uses – but regional experience and funding for it (and other fossil fuels) is not as robust as for electricity energy savings.</li> <li>◆ A marketing campaign linked to reducing climate pollution doesn't solve the many existing market, information and technical barriers to increased energy efficiency.</li> <li>◆ Data suggest that, unlike transportation emissions, the public is not very aware that home and building energy use is a major source of climate pollution.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Disadvantages of proposition?</li> <li>◆ Gaps in capabilities?</li> <li>◆ Lack of competitive strength?</li> <li>◆ Reputation, presence and reach?</li> <li>◆ Financials?</li> <li>◆ Known internal vulnerabilities?</li> <li>◆ Timescales, deadlines, and pressures?</li> <li>◆ Cash-flow, start-up cash-drain?</li> <li>◆ Continuity, supply-chain robustness?</li> <li>◆ Effects on core activities, distraction?</li> <li>◆ Reliability of data, plan predictability?</li> <li>◆ Morale, commitment, leadership?</li> <li>◆ Accreditations, etc?</li> <li>◆ Processes and systems, etc?</li> </ul>

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CRITERIA	STRENGTHS	WEAKNESSES	CRITERIA
	<ul style="list-style-type: none"> <li>◆ A variety of studies indicate the region is awash in cost-effective energy conservation potential.</li> <li>◆ This is an issue with staying power: the urgent need to cut climate pollution will only increase.</li> </ul>		

CRITERIA	OPPORTUNITIES	THREATS	CRITERIA
<ul style="list-style-type: none"> <li>◆ Regulatory framework?</li> <li>◆ Market developments?</li> <li>◆ Lifestyle trends?</li> <li>◆ Technology development and innovation?</li> <li>◆ Timing?</li> <li>◆ Niche target markets?</li> <li>◆ Business and product development?</li> <li>◆ Information and research?</li> <li>◆ Partnerships, agencies, distribution?</li> <li>◆ Volumes, production, economies?</li> </ul>	<ul style="list-style-type: none"> <li>◆ The region is primed: throughout Washington and Oregon there are new rules, policies, plans, goals and targets for reducing climate pollution.</li> <li>◆ Opportunities for economies of scale &amp; partnerships abound: nearly all the key players in the region – utilities, states, BPA, NEEA, NPCC, non-profits – are in some stage of planning, developing or implementing initiatives to accelerate energy efficiency.</li> <li>◆ Collaboration: the region's utility conservation programs are trending toward collaboration to improve program participation rates and customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>◆ A recession: if energy use slows along with the economy, the burgeoning interest in increased energy efficiency may slacken – and there may be less funding available for a regional campaign.</li> <li>◆ Message overload: the media market is awash in “green” messages potentially drowning out a new message and campaign.</li> <li>◆ New laws and unintended consequences: as regional and federal regulations capping CO<sup>2</sup> become more certain, consumers may feel less personal responsibility for reducing climate pollution.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Political effects?</li> <li>◆ Legislative effects?</li> <li>◆ Environmental effects?</li> <li>◆ Market demand?</li> <li>◆ New technologies, services, ideas?</li> <li>◆ Vital contracts and partners?</li> <li>◆ Sustaining internal capabilities?</li> <li>◆ Obstacles faced?</li> <li>◆ Insurmountable weaknesses?</li> <li>◆ Loss of key staff?</li> <li>◆ Sustainable financial backing?</li> <li>◆ Economy - home, abroad?</li> <li>◆ Seasonality, weather effects?</li> </ul>

### SELECTING THE TARGET AUDIENCE

Targeting the audience is a critical step. There is no such thing as the “general public,” and a strategy that aims to reach an audience so broad and undefined has little chance of success. Targeting will help you make the best use of your resources and create an effective strategy.

How do you select the appropriate target audience? A logical first step is to brainstorm all the possible groups that may help you achieve your project objectives. It's best to choose a group that is large enough so any change will be visible, but not so large that it will overwhelm your resources. You will have more impact if you choose a group that is ready to change its behavior, rather than the

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“holdouts” that need to be convinced that there is a problem and they need to do anything about it. You need to be able to reach the group in an efficient manner. If selecting more than one target audience, it’s best to choose those that respond similarly and can be reached together.

It is also useful to look at demographics: age, income, gender, education, and household composition. People will have different concerns and different behaviors, depending on their stage of life and their resources. Other useful filters are geographic – both where people live and where they work – and psychographics, or values and lifestyle.

Don’t forget to look at current behaviors. Previous research has shown that some audiences may be concerned about issues such as energy efficiency, but they may already have adopted appropriate behaviors. Similar groups exist with other environmental issues. For example, an analysis of storm-water audiences in Los Angeles County identified a group called Concerned Non-Contributors. These are people who are concerned about protecting the environment (a motivated audience), but infrequently engage in behaviors that cause pollution. Investing in outreach to this group would not result in much reduction in storm-water pollution.

### AUDIENCE OBJECTIVES

What do you want the audience to change? The more specific the behavior, the more likely you are to both change the behavior and be able to evaluate the effects of your efforts. Depending on the desired behavior change and the target audience, it may also be necessary to change awareness, beliefs and perceptions, knowledge, or skills. For example, people may need to believe that they can actually make a difference in helping to reduce global warming. Before they will adopt a new behavior, they may need to both develop a skill and be confident in their ability to carry it out, a concept called “self-efficacy.”

Your objectives should be **SMART**:

- ▶ **Specific:** What do you want people to do? What will be different?
- ▶ **Measurable:** How many people will you reach? What (specifically) will they change?
- ▶ **Achievable & Attainable:** For example, your efforts can’t stop global warming, but can potentially have an impact in the Northwest. They can’t prevent the need for new power plants, but may slow the growth in demand.



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- ▶ **Realistic:** What can you do with your resources in people, money, and time?
- ▶ **Time-Sensitive:** What is the end-point of the project? How will you know you're done?

### AUDIENCE RESEARCH

You may have hunches about the target audience, but assumptions are often wrong. You will not have an effective program if it is developed in a vacuum inside your office. The best thing you can do is to get outside and ask your target audience. There are two crucial sets of questions:

- ▶ **What are the audience's barriers to changing the behavior?**
- ▶ **What does the audience see as benefits of the behavior change; what might motivate change?**

A successful program strategy will address the audience's barriers and seek to reduce barriers and increase benefits.

Assessing barriers to behavior change can be complex. It is useful to look at both internal and external barriers. Internal barriers could include knowledge, beliefs and perceptions, motivation, skills, and perceived social influence. External barriers could include availability, cost, convenience, infrastructure, and the presence or absence of regulations. There may be multiple internal and external barriers to changing a particular behavior. Barriers are specific to activities: the barriers to recycling are not the same as the barriers to riding the bus; and the barriers to replacing light bulbs are not the same as those to washing a full load of dishes or clothes. Not surprisingly, people tend toward actions with high benefits and few barriers.

There is often pressure to skip research to identify barriers. You may believe you already know the barriers – but do you? There may be time pressures or financial constraints. Research takes time and may cost a substantial amount of money. There may be lack of managerial support. But correctly identifying audience barriers is an essential first step to designing a successful program.

Other useful information to know about your audience includes: What is its size? How diverse or homogeneous is it? Where do social interactions take place? What is its organizational structure? What do audience members see as credible information sources? What are their perceptions of your agency?

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There are a number of ways to research your audience, such as a literature review, various types of surveys, focus groups, interviews, and observation. Some methods are more expensive and time-consuming than others. They provide different types of insights. For example, surveys may give you a sense of how widespread specific behaviors are in the population. Focus groups do a better job of assessing people's beliefs and attitudes; they are a great way to test potential marketing approaches.

You also want to research the competition: What are other behaviors that people could pursue? What else is competing for their attention? What benefits do other behaviors offer that make them more appealing or easier?

### CRAFTING AN EFFECTIVE STRATEGY

Analysis of the audience research should be the first step in developing a marketing strategy. What did you learn from the audience research? What are the barriers to changing behavior? Where do opportunities exist to have an impact? How will the research results affect your strategies and messages, the way they are delivered, and their timing?

Learning from the experiences of others is a great place to start developing a strategy, as in this project. It saves money and time, and it increases the likelihood that your strategy will be effective. It is also worth seeking partners to help leverage resources and help spread messages.

There are two key approaches to social marketing. An approach based on *traditional marketing* has four key elements: *product, price, place, and promotion*. A second approach based on *social psychology* focuses more on *individual influence* and *individual motivation*.

### MARKETING APPROACH

**PRODUCT: What are you offering?** It is important to answer the question: *How can you offer your target audience greater benefits than their current behavior?* Think of it as a “benefit onion.” The core product is the benefits of the desired behavior – *benefits to the target audience, not to you*. The actual product would be the behavior itself, and the augmented product would be tangible goods and services that you offer to encourage the behavior. For example, the *actual product* (behavior) may be installation of compact fluorescent light bulbs. The *core product* for the consumer is saving time and money. The *augmented product* might be eco-parties, a website offering assistance in bulb selection, a list of vendors, or a discount coupon.





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**PRICE involves managing costs of the desired behavior.** These could be monetary, tangible costs, such as the premium price for energy-efficient washers and motors. They could be non-monetary costs, such as time, effort, and energy (summarized as convenience), psychological risks and losses, or physical discomforts, such as a colder home. The members of the target audience won't adopt the behavior unless benefits are greater than costs. You could reduce costs through a number of methods, such as rebates, discounts, tax credits, or technical assistance.

**PLACE involves making the product convenient.** This could involve identifying what is efficient at the point of purchase, such as an ENERGY STAR® label, or increasing availability of efficient products at convenient locations.

**PROMOTION involves creating and delivering messages.** Here are a few examples of persuasive communication strategies:

- **Get their attention by making language vivid, painting a picture with words.** Use fewer words and more pictures.
- **Make it personal and emotional,** such as connecting the issue with children. People care about their kids.
- **Frame your message.** For example, messages about loss can be powerful, but only if the person receiving the message believes he or she can change the situation.
- **Be specific and concrete.** What exactly do you want someone to do?
- **Tell a story.** Stories increase impact and are memorable, especially if the story is about someone they know or can relate to.

There are a number of ways to deliver the message, including advertising, public relations, printed materials, promotional items, signage and displays, popular media, and personal contact.

## SOCIAL PSYCHOLOGICAL APPROACH

Personal contact is the key to changing behavior in this approach, sometimes called “community-based social marketing” to emphasize the importance of social interactions. Some major elements of this approach:



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- **Credibility – people listen to those they trust.** Who is a credible messenger? You can increase credibility by finding trusted, respected people to deliver the message, such as working through existing groups.
- **Change agents spread innovations.** They are respected people with wide-ranging personal networks.
- **Social norms and role models –** behavior modeling is more powerful than information, and changing social norms can change the behavior of a community.
- **Pledges and commitments can be powerful.** A small commitment will lead to a bigger one, and making a commitment makes someone more likely to act.
- **Prompts are visual or auditory cues that remind someone of a desired behavior.** They are most effective if they are close in time and space to the behavior.
- **Feedback helps maintain behavior** because it provides information about the impacts.
- **Attitudes may or may not affect behavior.** For example, someone who strongly supports energy efficiency is no more likely to conserve energy than someone who does not.

Social marketing offers useful insights to changing behavior, but other approaches also may help make your strategy more effective. For example:

- Behavioral economics describes the tendency of people to act in a way that may not be economically rational, but may serve other needs.
- The reptilian brain has a large impact on human behavior. The reptilian brain is concerned with survival, fear, reproduction, mating, and territorial defense. For example, people buy SUVs because the highway is a dangerous place and a large vehicle is more likely to survive an accident. If you are communicating only to the cerebral cortex (rational part of the brain) and ignoring the unconscious parts of the brain, you are unlikely to be successful.
- When is government regulation needed?



## EVALUATION

It is important to develop an evaluation plan as part of the project plan. Evaluation allows you to find out what's working (and not working) so your efforts can become more successful over time. Evaluation can also be used to secure support for continued funding. If you don't plan evaluation up front, you may find out later that you have missed an opportunity to collect baseline data or that your project is not set up so that you can easily gather data.

There are three types of evaluation:

- ▶ **FORMATIVE: What should you do?** This could include a pretest to find out if your materials and methods communicate. It could also include a pilot test with part of the target audience to work out kinks, assess effectiveness, and fine-tune your strategy. Testing upfront will prevent wasting large amounts of resources on a strategy that may not be effective.
- ▶ **PROGRESS: How are you doing?** Evaluating periodically during the project will allow you to adjust and improve your strategy. What needs to be changed to make the program more effective?
- ▶ **POST-PROGRAM: Did you do it?** Post-program evaluation should include process evaluation, outcome evaluation, and impact evaluation.
  - ◆ **Process evaluation assesses how well you carried out the program.** It could include measures such as reach and frequency of media stories or advertising, the number of brochures distributed, how many people attended a workshop, and how many partners participated.
  - ◆ **Outcome evaluation measures what happened with the target audience.** Did people change awareness and behaviors? Were they aware of your marketing campaign? What were their responses to campaign elements?
  - ◆ **Impact evaluation measures the results in the larger environment.** What changes were made in energy use?

Sometimes evaluations point to poor results and the project objectives are not met. In this case, you should ask some tough questions so the next project can be more successful. Did you choose the right target audience? Did you have realistic objectives? Did you choose clear, doable behavior? Were the barriers

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too high? Did the costs outweigh the benefits? Were your messages on target? Did you use the right media channels? Was your implementation effective?

## IMPLEMENTATION PLAN

Making a plan is great, but the last step is to make the plan concrete so you actually take action. It is important to write an implementation plan, with a schedule, assigned tasks, and a budget. This will provide accountability, keep the project on track, and help ensure that you are making progress.

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## ≈ SECTION FOUR: TWO MARKETING CAMPAIGNS OF NOTE ≈

This section summarizes key aspects of two public affairs marketing campaigns that will be useful for partners as they develop this campaign: Connecticut's *One Thing Campaign*, and New England's *Start Small, Save BIG Campaign*. More complete resources for each of these campaigns are referenced in *Section Five* and have been supplied, as part of this project, to Energy Trust in a hardcopy notebook and/or in electronic form. We wrote these descriptions based on secondary and primary resources.



### CONNECTICUT'S ONE THING CAMPAIGN

#### Campaign Genesis, Purpose, and Premise

Connecticut's *One Thing*<sup>™</sup> campaign ([www.onethingct.com](http://www.onethingct.com)) supports Governor Rell's *2020 Energy Vision* which she put forth in 2006 to achieve a cleaner/greener state. This vision contained four long-term goals:

- ▶ To reduce fossil fuel consumption (and greenhouse gas emissions) in Connecticut by 20% by 2020;
- ▶ To reduce electric peak load;
- ▶ To incorporate renewables; and
- ▶ To have the state lead by example.

The governor's staff pinpointed a statewide comprehensive conservation campaign as a viable strategy to help accomplish these goals. They identified the campaign as something they could do right away that did not require any policy changes.

The Governor's Office of Policy and Management, which manages the *One Thing*<sup>™</sup> campaign, engaged a marketing firm to help develop the campaign and present ideas to the governor. Everyone was enthusiastic about the potential of the *One Thing*<sup>™</sup> campaign, in part because of its simplicity.

The premise behind *One Thing*<sup>™</sup> is that there are small actionable things people can do **every day** that, over time, will result in large cumulative effects. In



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addition, the campaign assumes that if people succeed in doing their first “one thing” that they will add more “one things” over time.<sup>22</sup>

### Length and Funding

The current campaign took about a year to plan; it was launched in July 2007 and was structured as an 18-month effort. However, the plan is to continue the campaign. The campaign received \$1.5 million from state funds, of which about \$800,000 is for the media campaign; about 40% of the media budget has gone to outdoor advertising.

In addition, the staff obtained a \$75,000 grant from the Emily Hall Tremain Foundation, a local foundation with an environmental focus. The funding will enable the staff to work in collaboration with the Department of Environmental Protection and the Clean Energy Fund to develop an additional component of the website that will make the website more interactive and able to provide feedback. With this component, visitors will be able to enter their *one things* and calculate:

- ▶ Their CO<sub>2</sub> and energy reductions
- ▶ The overall effect from all the *one things* entered on the website

### Components of the Campaign

The campaign includes a website, connection with local television stations, billboards, and, in October 2008, a conference – the *World’s Fair of Conservation – One Thing Expo*.

The website includes lists of actions for different sectors: home, work, business owners, transportation, city, and agriculture. The goal is for people to log in their own *one things*; later the site will accumulate the actions to show the bigger impact. These actions are also suggestions to others as *one things* that can be done and followed by other *one things*. The website also includes descriptions of various incentive and rebate programs offered by utilities, the state and other entities. In the future, local events will be included on the website.

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<sup>22</sup> Please note that a number of campaigns are built on the notion that one action will lead to many actions; this theory of human behavior would benefit from greater empirical scrutiny.

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The marketing firm works to leverage events as much as possible. Several weather reporters have integrated the campaign into their forecasts each day and several contests have been held in which people enter their *one things*; winners are selected and awarded prizes such as: tickets, travel, and accommodations to the NCAA Women's Final Four; two tickets and accommodations to Aruba; and another to win \$2,000 gift certificate for an ENERGY STAR® appliance. The Hartford Marathon will be run the weekend of the Expo. The Marathon is planned as an environmentally sustainable event – thus leveraging both events.

The campaign is not directly linked to utility conservation programs. The marketing agency, Lane-Durham, has worked with utilities for years; their view is that the campaign needs to do more than provide information – it needed to be actionable. They believe that people see climate change as such a large problem that they feel helpless. So, rather than sending people to an informational utility website, they felt that an independent, action-oriented campaign would more likely encourage people to do *one thing* and *one more thing*.

### Evaluation Efforts

The current evaluation efforts are traditional media campaign metrics: earned media (about \$150,000 so far) and website hits (averaging 3,200 to 3,400 unique hits a month). The primary success measure they are working on is the website enhancement to be funded by the Emily Hall Tremaine Foundation. Once that is functional, it will be possible to tally all the individual actions people take to create a cumulative total.

### Lessons Learned

The big lesson from the staff point-of-view is that buy-in and support of people at the top are critical. This is the Governor's campaign: because she is committed, she is able to dedicate resources – financial and otherwise. The team developed a timeline, game plan, and budget directly connected to the plan. This is largely a policy effort to get people to do *one things* and then do more and more. Building out the website to find out what the *one things* are will enable the campaign to learn what has actually happened and what has been influenced.



## NORTHEAST LIGHTING & APPLIANCE INITIATIVE'S *START SMALL, SAVE BIG* CAMPAIGN

### Campaign Genesis, Purpose, and Premise

The Northeast's Lighting and Appliance Initiative's *Start Small, Save BIG* campaign was developed in 2006 in response to what the sponsors saw as a "heightened interest in energy efficiency on the part of consumers, businesses, government and the media [that] was creating a pressing need for energy saving information and solutions."

The goals of the campaign were to "inspire New Englanders" to use energy more efficiently and to drive them to the website ([www.myenergystar.com](http://www.myenergystar.com)). At the website, they were able to find out how to take action, both through information provided on this educational website and through the links it contained, which allowed access to the sponsors' conservation programs and services.

The premise behind this campaign was to use messaging that "tapped into the sentiment of personal responsibility and collective action" due to the growing interest in energy and global warming. It urged people to do the right thing and to take part, and gave people access to solutions. It paired up the sponsors' resources with a regional public affairs campaign that "resonated as pure public service rather than paid advertising." The use of respected media partners (especially New England Cable News [NECN], but also Boston radio stations and newspapers) and local underwriters, as well as state governors and national celebrities, added credibility to this approach.

### Length and Funding

The campaign began planning in the summer 2006 and was launched in April 2007; it ended on Earth Day 2008.

The campaign implementers preferred not to provide a precise budget, but said that if they were advising another group about the budget needed for a similar effort, they would suggest \$750,000 to \$1 million. In the *Start Small, Save BIG* campaign, they used about \$150,000 to buy advertising on NECN; this paid advertising was



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leveraged into hundreds of thousands of dollars of free or contributed coverage. Underwriters – Whole Foods and Percy’s Appliances – contributed \$200,000 to the campaign, both in cash and in-kind services.

### Components of the Campaign

*Start Small, Save BIG* included the following components:

- ▶ A solid network of partners and media, as described above
- ▶ Advertising materials – print ads, posters, and flyers
- ▶ A campaign logo, used in all aspects of the campaign
- ▶ A series of 20, sixty-second unique public service ads, “scheduled to air in sets of five per quarter.” These spots were “vignettes” that offered seasonal energy saving information and tips. NECN personalities served as consistent spokespeople. The longer PSAs were also used to develop 15-second promotional spots.
- ▶ Development of further enhancements for the *myenergystar.com* website
- ▶ Media events, including a launch just prior to Earth Day, with the Massachusetts governor and other high-ranking officials conducting a press conference, urging citizens to go to the website, and showing incandescent lights being switched out in public buildings. Another key media event was use to the national *Change a Light Bus Tour* to host two days of events in Boston “on the theme of a ‘revolution’ in energy efficiency.”
- ▶ NECN and other media news coverage – at least one story per week on NECN, which the network provided as an in-kind effort
- ▶ Consumer events hosted by underwriters

### Evaluation Efforts

The *Start Small, Save BIG* campaign was the first in the regional market to address a growing interest in and concern about energy efficiency and its link to global warming (although global warming was not explicitly named in the campaign) and the need to be more green. Campaign designers report that other media in their regional market have created, or are creating “green” campaigns.

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Key success indicators include:

- ▶ **Increased brand awareness of *myenergystar.com*** by 14% from May to June 2007, the month the campaign was launched – further evaluation of awareness will be conducted after the campaign concludes
- ▶ **Increased web traffic to the regional website**, which has steadily increased since the campaign’s launch; the launch period showed a 100% increase over the prior year – the site has also witnessed a 43% rise in the average “daily unique visitors” following the launch
- ▶ **Other web-based indicators**, such as keyword searches and subscriptions to an online newsletter, were positive
- ▶ **“Over-delivery” of media support by media partners** – “media partners have delivered 200% more media impressions than were negotiated and guaranteed at the start of the campaign”
- ▶ **Measurable increases to individual sponsor websites** – anecdotal evidence that the campaign alleviated end-of-year crises of meetings savings goals
- ▶ **Recognition by the American Council for an Energy-Efficient Economy (ACEEE) as an “exemplary program”**
- ▶ **Continued involvement by underwriters**

### Lessons Learned

The campaign points out the immense strength that can be achieved by gathering together credible sources and presenting the need to save energy in a public affairs context. It added the emotional punch of concern about energy independence, global climate change, and the welfare of future generations.

At the same time, the campaign is not continuing, primarily because certain sponsors could not continue to support raising public awareness and concern in lieu of advertising that directly urged consumers to “buy widgets” to meet savings goals. This underscores the importance of having all partners on board to the strategy and goals of public affairs campaign.

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