



American Council for an Energy-Efficient Economy

Community-based Social Marketing: State of Play 2012

Susan Mazur-Stommen and Michelle
Vigen, ACEEE

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ACEEE Involvement

Susan Mazur-Stommen, Ph.D

Director, Behavior and Human Dimensions Program

smazur@aceee.org

Michelle Vigen, MPP

Research Analyst, Behavior and Human Dimensions Program

mvigen@aceee.org

CBSM: the white paper

- Goal is assisting EE stakeholders in efforts to construct programs around social science-based ideas for program implementation.
- ACEEE promotes the specific application of appropriate methods for unique, local contexts!
- Community-based social marketing (CBSM) is a 'hot' concept that is often misunderstood or misapplied.
- With our partners from One Change Foundation, known nationally for their CBSM program, Project Porchlight, we felt this was a good opportunity to discuss this approach in-depth

Goals Today

- ✓ Define Community-based social marketing and its components
- ✓ Describe core concepts and application of CBSM
- ✓ Provide recent examples of its use within energy efficiency and demand-side management programs.
- ✓ One Change will be discussing CBSM with respect to home retrofits.

CBSM is...

- An alternative model about behavior change
 - The attitude-behavior model suggests that simply informing individuals will suffice for them to change a behavior.
 - The economic self-interest model assumes individuals will change behavior to maximize financial benefit.
 - Community-based social marketing precedes from the idea that both of these may be necessary, but insufficient to change complex and deeply rooted habits.
- A set of steps that any CBSM program must incorporate (from Mackenzie-Mohr):
 1. Selecting behaviors that will achieve program outcomes
 2. Identifying barriers and benefits, using local research when possible
 3. Developing strategies, addressing barriers
 4. Piloting the strategies, ensuring effectiveness of strategies
 5. Broad-scale implementation and evaluation, using direct and observational measurement

CBSM is...

- More targeted, leaner, and more impactful
- A way to overcome barriers and consider overlooked human behavior aspects
- Appealing to our social selves, not just our economic selves:
 - Behavior change happens within a social context, which provides additional motivation and support (think Weight Watchers)
- The thoughtful application of social marketing tools to specific, *local*, barriers

What CBSM is NOT

- Community-based social marketing is not a synonym for social media
- CBSM is not traditional marketing oriented around the four P's: Product, Price, Placement, and Promotion
- CBSM is not 'out-reach' in a tent at a fair
- CBSM is not an 'educational' effort
 - Educational materials may be developed for the effort, but simple distribution is not CBSM

Why CBSM works

- CBSM consider certain factors to be important in decision-making, including:
 - Social cues, self-image and the status quo, local values and identities.
- The CBSM framework guides program design toward specific outcomes, rather than outputs.
 - For example, rather than designing a program where the goal would be an output of promotional information; a CBSM program focuses on the measurable outcome achieved from a specific action such as the energy savings from turning down a water heater to 120 degrees.
- Program designs move beyond reliance upon uni-directional transfer of information to passive recipients. Participants are encouraged to engage.
- CBSM employs direct observation and empirical measurements of behavior change (as opposed to post-delivery surveys and correlation).



From powerwise.ca commercial

Integrating change in a community-based framework

CBSM is LOCAL

- Traditional programs often have a “cookie-cutter” quality
- Behavior-based energy efficiency programs are effective because they address the specific barriers and challenges that program participants will experience as they attempt to adopt the new behavior.
- Barriers are inherently *local*, maybe even individual -- thus CBSM programs are custom-made to fit the needs of the target community.
- Focus groups, interviews, literature reviews, and surveys help program designers identify barriers the target audience is most likely to encounter.
- Local research can uncover important information such as
 - When certain audiences are available to meet (farmers’ availability around planting and harvest)
 - Who is the best messenger to deliver information (local environmental advocates or well-known civic leaders)
 - What messages resonate with local culture, values, and identity (climate change or economic recovery)

Save the Crabs

- “Save the Crabs” campaign in the Chesapeake Bay/Washington, D.C. area.
- Run-off was impacting the water quality in the Chesapeake Bay
- In the CBSM campaign, homeowners were asked to complete *one* specific action: to **fertilize in the fall instead of the spring** to reduce runoff into the bay.
- The campaign was framed around the blue crab, a seafood with local cultural resonance
 - Blue crabs also symbolized a crucial regional industry (Paolisso 2007).
- The slogan “*Save the crabs...then eat them later*” representing the request to save fertilizing till the fall was promoted by **local** chefs and **local** newspapers
- The program was promoted in restaurants and by homeowners who displayed signs reading →
- The campaign also used a print and TV media campaign.
- Post-campaign survey results showed that those who were exposed to the campaign were significantly more likely not to fertilize their lawn in the spring (Landers et al. 2006).



Tool: Commitment

- Spoken, written, and public statements reinforce self-image
 - Example: SMUD found that people who made a pledge goal achieved 3X savings as the average (Schick and Goodwin 2011).
- We want to bring our behavior into alignment with public statements
- Grant McCracken, an anthropologist from MIT, calls these 'unities' in his theory *Diderot's Bathrobe*.
- Misapplication: PEPCO put up print ads at DC Metro Stations and bus shelters with random actors and a textual script that read, "I pledge to set my thermostat at 68."
 - Pledging, PEPCO, U R doin' it rong.
 - How to fix? PEPCO could have a welcome kit for new accounts that includes a mail-in pledge.

Tool: Social Norming

- No one wants to be weird!
- Offer demonstration of ‘the norm’
- Make behavior impacts visible and comparable
 - Many utilities across the United States are working with third-party providers, such as C3, OPOWER, and Tendril, to send their customers personalized reports
- I made fun of PEPCO last slide, so let me give them credit for a good website: <http://www.pepco.com/home/billing/myaccount.aspx>
- With ‘norms’ NUMBERS MATTER. Show people that other people are doing it too.
- When to use it: If there is a lack of motivation due to uncertainty about social acceptance



NYTimes.com, Mario Tama/Getty Images

Comparing Yourself to Others: It's Not All Bad

Tool: Prompts

- Prompts are VISIBLE calls to a specific action, “Did you turn out the lights?”
- Prompts are NOT slogans
- Prompts can be delivered through signage, feedback devices, or reminders (like a door hanger)
- Prompts need to be placed in physical proximity to the targeted action
- Prompts need to be deployed as close to the timing of the action as possible
- Prompts also require placement within a natural sequence of actions:
 - For example, it is recommended that you check the batteries in your smoke alarm when you turn the clocks forward and back in Spring and Fall, thus appending a new and ‘voluntary’ action to an established and permanent habit.
- When to use it: If a major barrier to completing an action is forgetfulness or a lack of instant cues, providing a prompt can be an effective intervention.
 - E.g. turning off the lights when leaving empty rooms. A prompt, in the form of a light switch sticker, can direct occupants to turn off the lights and remind them just as they are leaving the room to do so (Temple University Office of Sustainability 2009; UCF Today 2012).

Tool: Convenience

- Many barriers to behavior change are rooted in inconvenience that limits ability or incentive to take action
- These barriers can be found in the **built environment**:
 - Example, you may want to encourage taking the stairs, but the stairs are located at the opposite end of the building
- Barriers can also appear **in the processes** we encounter as we navigate our day:
 - Example, you want employees to bike to work more often, but have an 8:00AM all-hands staff meeting every morning.
- When to use it: If there is a structural or procedural barrier that causes significant inconvenience to completing an action, a convenience-altering intervention should be implemented.
 - Example: The University of Minnesota's Power Police does a standard installation at each workstation to address the inconvenience of reaching under the desk to turn off a power strip at the end of the work day. They install an intermediary switch between the power strip and the outlet, which is laid on the desk, easily within reach (University of Minnesota 2012).



Michelle Vigen

Easier to see, easier to reach

In conclusion

- A properly designed CBSM program is not easy or cheap
- **However**, CBSM is cost-effective due to:
 - Higher participation rates
 - Greater adoption of energy efficient products
 - Deeper, longer lasting changes in energy-related behaviors.
- The keys to mounting an effective CBSM program are:
 - Local research
 - Selecting behavior
 - Addressing barriers
 - Multiple channels
 - Culturally appropriate
 - Peer champions
 - 'Stacking' tools



CHANGE WITHIN REACH

Stimulating Greater Participation in Home Energy Retrofit at Lower Cost

October 11, 2012



High 5 is an initiative of OneChange, designed to dramatically increase home energy retrofit participation at lower cost.

Stuart Hickox
OneChange

Chris Granda
OneChange

 **ONECHANGE**
Simple actions matter.™

One Change **empowers** people to believe that **simple actions matter** and to make smart choices



Selected High 5 Reviewers and Contributors

Jennifer Amman	American Council for an EE Economy
Steven Bickel	D&R Intl
Merrian Coggio Borgeson	Lawrence Berkeley National Labs
Logan Brown	Vermont Energy Investment Corporation
Julie de Seve	Conservation Services Group
Janis Erikson	Sacramento Municipal Utility District (ret.)
Sheila Foreman	One Change, NJ Project Porchlight
Marion Fraser	Province of Ontario
Bret Hamilton	Shelter Analytics
Kathy Kuntz	Wisconsin Climate Change Action Initiative
Bret Knox	Green Homes America, CEO
Alex Lasky	OPower
Peter Love	Love Energy Consultants
Wendy Reed	Consultant, OC board member
Mike Rogers	Green Homes America
Beth Sachs	Vermont Energy Investment Corporation
Patricia Thompson	Sage View, OC Board member
Brian Coble	Advanced Energy
Linda Wigington	Affordable Comfort Inc.
Mary Worzala	Academy for Educational Development
Jay Wrobel	Midwest Energy Efficiency Alliance
Quincey Xavier	Green Faith and former NJ Porchlight Project



Five Precepts of One Change

- Positive
- Measurable
- Action-oriented
- Diverse and inclusive
- Non-political



How we do it

- **Mobilize** influencers, local opinion leaders, established community groups
- **Target**, engage residents: door-to-door, community events, local/social media
- **Convert** awareness to action: stronger leads through tangible actions
- **Measure**, track, report on interactions via integrated data/mapping systems



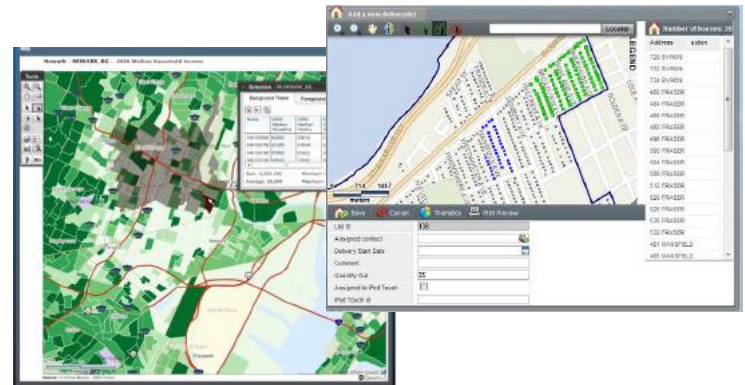
We deliver

engaged, informed, active customers
who want to do more.



Mass mobilization is technically possible:

Systems allow segmentation based on research and participation data, and identify best customers for deeper measures



A sustainable home energy retrofit industry that

Meets savings targets

Creates jobs

Provides consistently positive experiences for customers and contractors

Generates 1 million completed retrofits per year





But to deliver...

Deeper commitment

Lower cost

More participants

... we need more than technical ability.

We need people to believe.

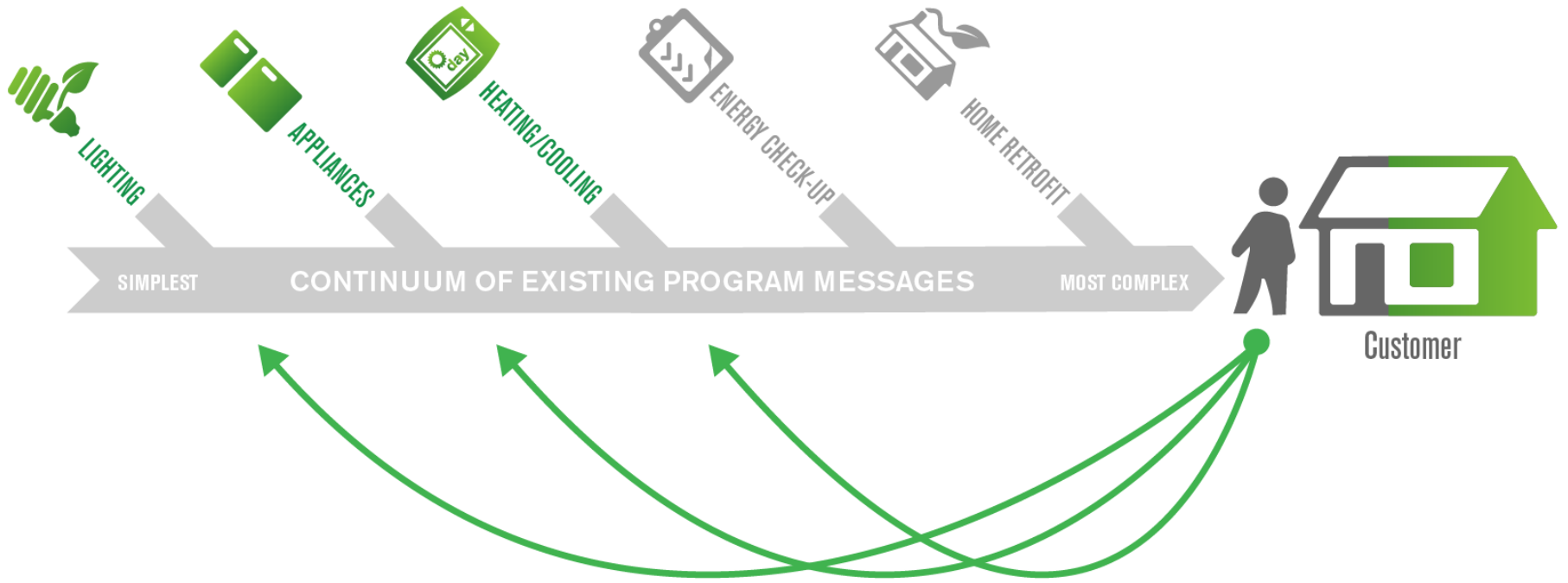
Rethinking retrofit promotion

Like any other product/service,
multiple “touches” – 5! – needed to make sale



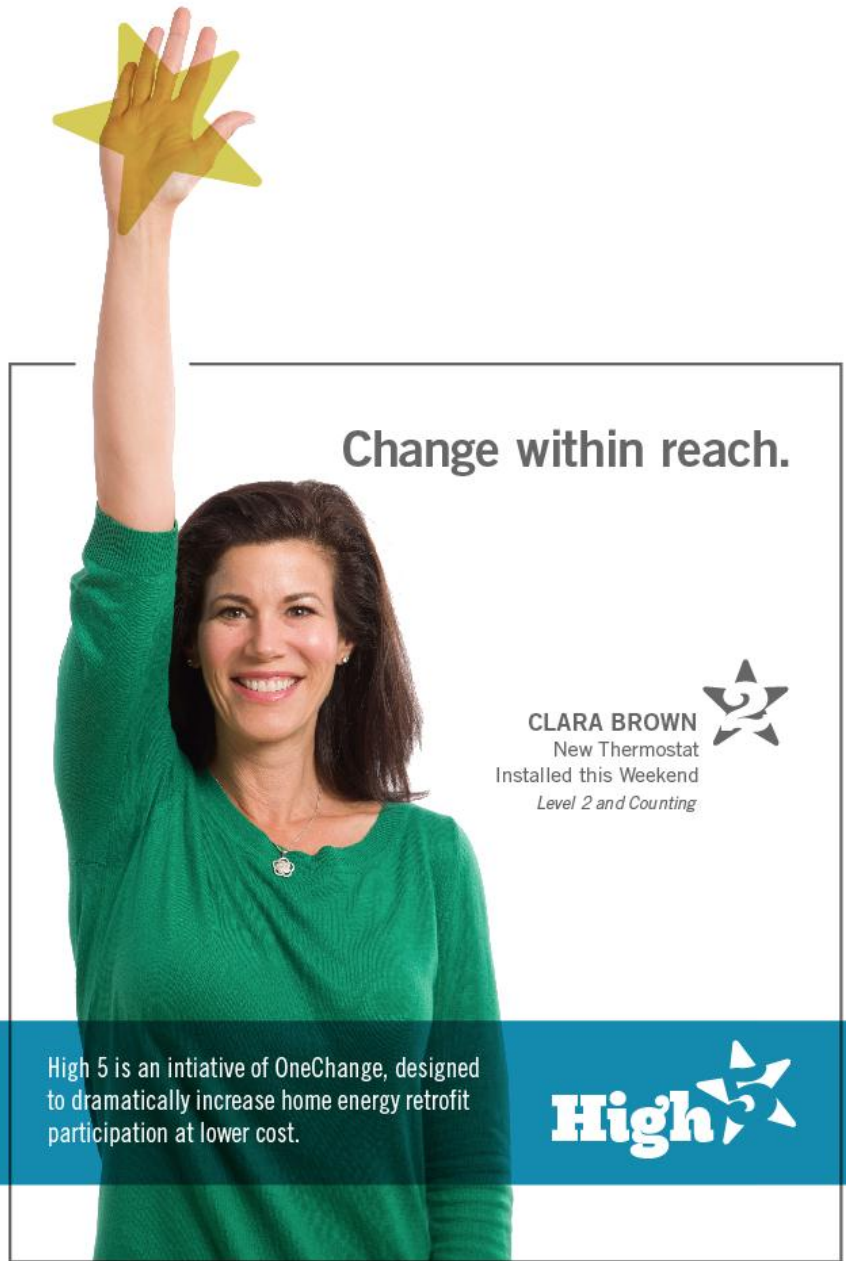
Lighting, appliances, cooling, plug load... local apples.

Opportunities to take action, **deepen commitment**, and **create demand** for increasingly complex measures.



Supported by **better language**:

- Market research and community input can identify what is motivational, relevant to each community.
- “Safer, more comfortable, more affordable, gentler on the environment.”



Change within reach.

CLARA BROWN
New Thermostat
Installed this Weekend
Level 2 and Counting



High 5 is an initiative of OneChange, designed to dramatically increase home energy retrofit participation at lower cost.



Demand driven by
community engagement
(CBSM)

Celebrate and reinforce
participation

High 5 provides

- 1) Technical tools to target, engage, and track
- 2) A consistent message and experience
- 3) A new social framework to drive participation up, costs down.

Current home energy retrofit designs are inherently limited by unsustainable costs per participant:



With a budget of \$3 million, a program can only afford to treat **1,000 homes per year.**

High 5 year one budget target reduces the average total program cost per participant:

Energy Star appliance
\$500 

OC CBSM campaign¹
+ \$500 

other program costs²
+ \$700 

= \$1,700  
per participant

With a budget of \$3 million, a program can afford to treat
1,764 homes per year.

A 76% volume increase.

¹per completed job

²excluding marketing

High 5 year two budget target reduces the average total program cost per participant further:

Energy Star appliance 
\$500

OC CBSM campaign¹ 
+ \$400

other program costs² 
+ \$700

= \$1,600  
per participant

With a budget of \$3 million, a program can afford to treat **1,875 homes per year.**

An 88% volume increase.

¹per completed job
²excluding marketing

A social movement, a sustainable industry

CBSM makes messages relevant and personal

Participation in energy efficiency actions, including existing programs, linked to roadmap

A consistent customer experience, with expectations exceeded

Data-driven systems to target customers and track progress

Declining per-retrofit cost structure

A scalable, sustainable home energy retrofit industry



Want to learn more?

Stuart Hickox
stuart@onechange.org

Join us at **BECC** in Sacramento
November 12-14, 2012

Chris Granda
granda@grasteu.com

Contact Information

Stuart Hickox

stuart@onechange.org

Susan Mazur-Stommen

smazur@aceee.org

Chris Granda

granda@grasteu.com

Michelle Vigen

mvigen@aceee.org

White Paper: Reaching the “High-Hanging Fruit” through Behavior Change:
How Community-Based Social Marketing Puts Energy Savings within
Reach

<http://www.aceee.org/white-paper/high-hanging-fruit>

Behavior, Energy, and Climate Change Conference
November 11-14, 2012 in Sacramento, CA

<http://www.beccconference.org>

Early bird ends October 15!

Fostering Sustainable Behavior – CBSM Website

<http://www.cbsm.com>