



# METHODOLOGY GUIDE FOR EFFECTIVE PROMOTION OF ENERGY RENOVATION IN THE MEDITERRANEAN



**MARIE**

MEDITERRANEAN BUILDING  
RETHINKING FOR ENERGY  
EFFICIENCY IMPROVEMENT



# MARIE GUIDEBOOK

**A methodology guide designed to assist local government promote energy renovation.**

## THE FINDING: A STAGNANT MARKET

Despite significant communication campaigns and varied financial incentives, the energy efficiency renovation market is not as dynamic today as it should be to meet Europe's environmental objectives, particularly the climate-energy package adopted in 2008 by the European Commission\*. Even though the vast majority of the European populace supports this project and says it is convinced of the need to act quickly to reduce our environmental footprint, it is not doing anything significant about it.

All of the studies performed in this area over the last 10 years agree that above all, what the energy renovation market suffers from is a problem with its image. The manner in which it is currently presented to the public generates resistance rather than acceptance. The populace feel stressed and lost when faced with an over-abundance of information which is sometimes contradictory and the wide range of promotional offers. They are sceptical about the way it is communicated and have developed a defence mechanism, even a rejection system, which is blocking government programmes.

Local government which has been tasked with promoting energy efficiency renovation and achieving the "20-20-20" targets is faced with a paradox. They are asked to communicate to encourage energy efficiency even though over-communicating about it, due to the large number of people involved – contractors, suppliers, institutions, professional bodies and so forth – seems to make the public reject it and prevent the market from working properly.

In addition, this information overload is amplified by the subject matter itself since energy efficiency renovation is not just any consumer product. Rethinking one's energy expenditure is a difficult thing to do and does not generate any feelings of pleasure, well-being, status or desire in the way other household improvements might. In the way it's done at present, the intellectual and rational approach does not stimulate the same desire to buy in the consumer's mind and poor communication quickly becomes disliked and counter-productive.

## THE AIM OF MARIE PROJECT: INCREASE THE NUMBER OF PEOPLE TAKING ACTION

Therefore, it's in this gridlocked context that the MED programme launched the European strategic project MARIE\*\*. Its aim is to facilitate Europe's energy transition by putting forward measures to shake up the market for energy renovation of buildings while incorporating the climatic, socio-economic and cultural characteristics of the Mediterranean.

The results of the MARIE project, presented in the form of proposals for a Mediterranean Energy Efficiency Strategy (MEDBEES) will be built on and incorporated in conjunction with the European Commission into future directives as well as into the line of action of the 2014-2020 European structural funds.

The research aim of the project is to match together supply and demand by testing different innovative solutions, which could stimulate the implementation rate of ambitious energy efficiency renovations. In particular MARIE conceived and coordinated the creation of business networks and platforms to

\* The climate-energy package adopted in 2008 by the EU plans to increase the share of renewable energy in the European energy mix to 20% by 2020, to reduce the CO<sub>2</sub> emissions of EU countries by 20% and to increase energy efficiency by 20%.




\*\* The European MARIE project brings together 23 partners from 9 Mediterranean countries for a period of three years (2011-2014).

bring together all the stakeholders in the industry (Rénover+), events for the public at large Rénover+ or “Committing myself to Rénover+” and so on.





**In this strategic framework, this guide reports on project progress in terms of its communication approach. It repeats the MARIE recommendations concerning public promotion of energy renovation. Its aim is to provide local authorities with a methodology for implementing appropriate communication strategies for the needs of their region.**

## HOW TO USE IT

Designed by local government authorities with functional and educational uses in mind, the guide consists of three main sections :

-  A methodology section which details the marketing and communication approach recommended by MARIE for promoting energy efficiency renovation.
-  A section on Practical Case Studies which illustrates the theory by following the implementation of three pilot actions developed by MARIE
-  A Tool box section which provides useful information to define and implement a communication campaign: conclusions and recommendations issued from the state-of-the-art concerning the promotion of energy renovation in the Mediterranean, methodology guide to set-up a communication campaign based on the principle of «Nudge», practical fact sheets on communication, examples of Communication tools developed in the framework of MARIE's pilot actions.

Several icons also guide the reader :

-  Summarises the objectives of each step
-  Illustrates the text with examples from project pilot actions
-  Lists good questions to ask yourself
-  Advice and experience from partners and experts

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## PART 1 - INTRODUCTION

# METHODOLOGY

## FROM THE MARKETING PLAN TO THE COMMUNICATION PLAN: THE 4 KEY STEPS

According to Vincent Gollain, "regional marketing is the collective effort to enable regions take advantage of and adapt to competitive markets, to influence public behaviour in their favour with a different and attractive range of service offerings, from which the value obtained has sustained superiority over competing offerings. This approach aims to find the best balance between supply-side marketing of the promised destination and demand-side marketing based on excellent customer knowledge. Finally, Regional Marketing is a toolbox consisting of methods, techniques, tools, and analyses of practices performed across the world".

The true strength of marketing comes from its ability to apply reproducible techniques to build relevant responses - service offerings and promotion processes – to existing situations, i.e. markets. The process is intrinsically procedural and methodology based. Several key steps follow on from each other, each enabling the next to be built in a way that matches the market.

When adapted to the energy renovation sector the process unfolds into 4 key stages.

- The marketing study on sources of energy savings which paints a picture of the overall energy renovation market and enables priority sectors to be identified.
- Strategic marketing which studies the targets and their needs to define the best market positioning.
- Operational marketing which defines a range of service offerings and sales tactics.
- And finally, communication which completes the line up by defining suitable messages and communication actions for the strategy that has been developed.



\* Strengths, Weaknesses, Opportunities, Threats. The SWOT matrix is a business strategy tool for determining potential strategic options in a particular field. See page:



## PHASE 1 - INTRODUCTION

# MARKETING STUDY: READ AND USE THE STUDY ON SOURCES OF ENERGY SAVINGS AND CHOOSE PRIORITY MARKET SEGMENT

An analysis of the internal and external functioning of the market is the fundamental basis on which the entire marketing strategy is based since it's only based on this knowledge that specific objectives can be defined for the promotional action to be undertaken.

There are several ways, some more involved than others, to achieve an objective and the best approach should be selected. If we want to achieve a 20% reduction in greenhouse gases, we can either address the whole market or focus on a specific target market such as young couples or retired persons, or again concentrate on a specific sector such as industry, the private residential housing stock or the tertiary sector for example. The information that comes out of the analysis of energy efficiency sources will assist us to draw up more effective tactics to achieve the objective.

The "Study on Sources of Energy Savings" is the hub of the marketing strategy. The purpose of the document is to show all the influences, which affect the energy renovation market as well as its internal characteristics (building types, analysis of energy expenditure by type of building, type of owner etc.).

In most cases, consultants do this analysis and it will be useless to try to make a complete presentation of its set-up; its format varies depending on the professionals who write it and the aim of the study. The aim of this section is to give the reader a "marketing" grid and assist him to understand how to use it. Through this understanding our aim is actually to identify the market sector, which represents the best return on investment for that local government authority.

Ask yourself the right questions

"What levers do I need to pull to decide as effectively as possible the strategies and policies which I have to put into practice?"



QUESTIONS

The analysis on energy efficiency sources is a complete assessment. Its format will vary depending on the aims of the study and the consultants who wrote it. However in the context of this user guide we will consider three major aspects:

- The analysis of external market factors (the macro-environment study).
- The internal analysis of the market (the overall characteristics of the building stock and the market).
- Finally, a summary and outlook.



## PHASE 1 - STEP 1

# MACRO-ENVIRONMENT ANALYSIS



### Understanding the overall Energy Renovation environment in which the market is situated.

The first stage of the energy efficiency sources study is the macro- environment analysis. By macro- environment, we mean the general environment in which the target market is situated. It essentially concerns the general characteristics of the economy and society. Strictly, within the context of their energy efficiency promotion activities, local government does not have any direct influence over these extraneous factors, but they must take them into account when designing their services offerings. This data will be reinterpreted and reused later in the strategy phase for the SWOT matrix used to define the marketing plan.

Several factors determine the macro-environment of the energy renovation market:

- Important regional climatic and geographic factors: types of weather (coastal, mountain, continental, micro-climates), geography and relief, insolation levels, humidity, temperature curves, rainfall, wind and zones of influence (summer and winter) plus the population – distribution, number of inhabitants per area and so forth.
- Demographic factors: size of the population, changes in the age pyramid, migration flows etc.
- Economic Factors: type of local economy, growth level, unemployment rate, special difficulties encountered etc.
- Sociological factors: educational attainment, reduction in inequality, trends, etc.
- Political and legal factors: legislation and financial aid for promotion and energy efficiency.
- Technology factors: technological innovation, use of new cost reduction processes etc.

A macro-environmental analysis does not necessarily provide a quantitative answer but knowledge of these external factors is essential to position oneself appropriately in the market. It's even more important in the energy renovation market where societal factors play a major role in decision makers taking action. Private individuals are one of the targets of the renovation market but not the only one (public Contracting Authorities for instance).

\* Strengths, Weaknesses, Opportunities, Threats. The SWOT matrix is a business strategy tool for determining potential strategic options in a particular field.

## PHASE 1 - STEP 2

# CHARACTERISTICS OF THE LOCAL MARKET AND BUILDING STOCK



**Use the current situation to obtain a quantitative estimate of energy performance and market potential.**

In parallel with this external assessment, the study on energy efficiency sources also gives an overall view of the housing stock in terms of types of buildings, occupants and energy needs. Its bottom up approach gives a quantitative estimate of the energy performance and potential of the market. By analysing the existing property base, it gives quantitative answers to the following questions:

- What types of energy are used in different type of buildings?
- What are current energy consumption levels?
- What percentage of the housing stock potentially needs renovation?
- What are the easiest sources of energy savings to address? Which are the most important?

Experts use different models and types of classification to represent the market. For instance we have classification by type of housing stock, class of building by type of decision maker (individual or collective), decision maker hierarchy for each type of housing, energy consumption classification by type of housing (Kwh/square meter), ranking by year of construction, by source of CO2 and so forth.

Each table gives different insight into the market. Combining the various study parameters is what gives meaning to the analysis.

In the PACA region of France, one of the determining factors in the pilot programme "Committing myself to Rénover+" was to establish a classification by type of decision maker.

Since the end objective of the operation was to increase the number of housing energy renovations actually performed (putting words into deeds) one of the classifications proposed by the project was defined from the rather simple question "Who holds the purse strings?", i.e. "Who are the key players in the decision?". The answer to this question led to defining a classification, which distinguished between four main segments: Type 1: private owners, owners or leaseholders; type 2: co-owner associations; type 3, social housing lessors; type 4: trustee operations.

The target group of private owners then came out as the priority for the operation due to their larger numbers (in terms of sources of Energy savings), and the relative straightforwardness of the decision making process for a single owner compared to a collective decision.



CASE STUDY

## PHASE 1 - STEP 3

# STRATEGIC ASSESSMENT AND OUTLOOK



### Assess the profitability of potential communication actions source by source.

The last phase of the energy efficiency sources study is a summary and description of possible scenarios. The aim of this section is to answer the question "What savings can be expected, source by source?"

To substantiate their analysis, experts use models and draw up quantitative, qualitative (analysis of the performance) and financial scenarios. They then build up multiple assessments of the market potential and energy savings. Here are some examples: potential for introducing renewable energy by building type / potential fossil fuel reduction by building type / costing and short, medium and long-term return on investment by type / size of heating installation replacement market by building type / renovation estimates by energy type (electricity, gas, oil etc.) and usage, etc.

These various scenarios and analysis of expected savings are then used to assess the profitability of potential communication actions, source by source.

Extract from the MARIE inventory performed in the PACA region showing the type of information that can be used to define a potential scenario.

" - 20% of private houses have insufficient roof insulation.

- 12% of housing units are air conditioned. Of these at least 37% have a major thermal insulation defect.

- Electricity is over represented as the main source of heating energy (44% compared to 31% on average in France) while the region is potentially faced with disruption to its electrical power supply, particularly in the East.

- Under-use of double glazing compared to the rest of France.

- Zero-interest loans are under-used, with bankers and contractors poorly trained in how to use them".

The combination of these factors and the macro-environmental analysis create a consistent picture and reveal trends.



CASE STUDY

## PHASE 1 - STEP 4

# THE STRATEGIC ASSESSMENT: SELECTION OF PRIORITY SEGMENT



**Chose the market segment, which represents the best "return on investment"**

From this stage on, we enter the marketing stage itself, the first part of which is a strategic assessment. Sources of savings become "market segments" and our objective is to define the market segment, which will provide the best "return on investment" for the local government concerned.

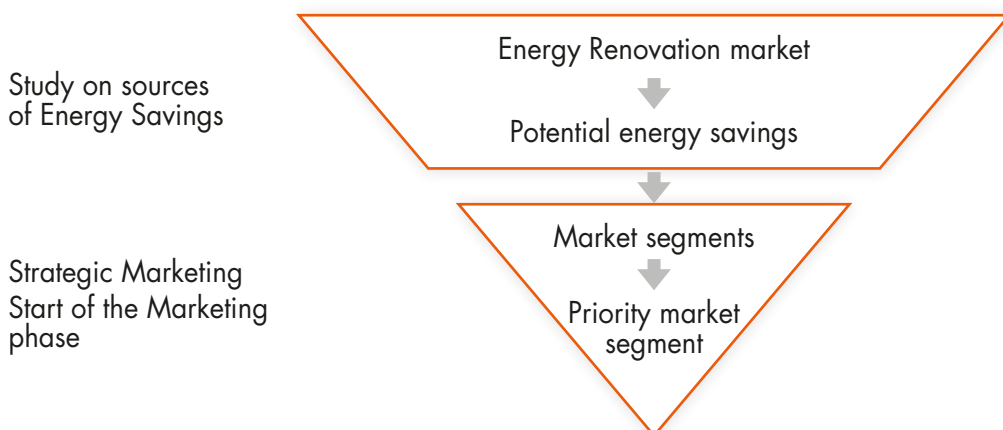
Segments to prioritise are selected by combining different criteria: contribution to strategic objectives, political will, estimated level of opportunities and costs for implementing the various promotional activities and so on. This scoring system is used to define a hierarchy for each segment based on the solution it provides to the problem, the aim being to obtain one or more priority segment(s) to guide the entire strategy.

### Scoring method to choose priority segment(s)

Market segment	Contribution to the set objectives	Political will	Level of opportunity	Promotion cost	Level of difficulty for implementation	Time for decision-making	Other	Score final
Segment 1	1 to 10	1 to 10	1 to 10	1 to 10	1 to 10	1 to 10	1 to 10	1 to 10
Segment 2								
Segment 3								
etc								

This marketing process uses a funnel approach to reduce the range of possibilities by comparing opportunities with threats and aiming to determine the priority segment (the most "profitable") to then study all factors (see Phase 2) and therefore improve effectiveness and impact.

### The Marketing process uses a funnel approach





## PHASE 2 - INTRODUCTION

# STRATEGIC MARKETING: KNOWING THE TARGET MARKET AND POSITIONING IN IT



## Understanding the business dynamics of the target market and positioning in it

Strategic marketing consists of first of all identifying the need and then answering it with a services offering marketed via promotional operations.

The aim of this step is to optimise the match between the services offering and demand and to increase the number of people taking definite action.

Such an approach assumes that the way the previously chosen segment works commercially is understood – its sales and purchase mechanisms. It's only from a complete view of how the target market works that action can be taken to address it.

During the second step, known as "Strategic Marketing", all component parts of the target market are reviewed such as households, their needs, their buying behaviour, the various businesses involved and current service offerings to throw light on how these factors all interact. Following this essential step, we will be able to select a relevant market positioning.

What are the business dynamics of the market?  
How can I position myself to provide a relevant response to my objectives and market needs?



QUESTIONS

What is a market?  
A market is a set of current and potential customers for a product or service. Therefore a market consists of two entities (individuals and goods or services) and two functions (buying and selling).



## PHASE 2 - STEP 1

# MAP OF BUSINESS PLAYERS IN THE CHOSEN MARKET SEGMENT



**Identify the business stakeholders in the market and their interactions.**

To better understand the market, it is essential to have a clear view of all stakeholders, starting with those who work in it. Therefore the marketing task consists in classifying the businesses involved in controlling energy consumption. These are classified into different categories depending on the part they play in the value chain and their relationship with the end consumer:

- Public and private information and awareness professionals (information points and professional associations) whose job is to inform the public of new solutions, legal and financial options, the need to optimise energy consumption and so forth.
- Businesses in the property sector (property administration and transactions) : public notaries, estate agents (realtors). They have a role in providing information to buyers and sellers in relation to the formalities to be fulfilled in terms of energy rating assessments when property is sold, or the energy potential of a housing unit once it has been renovated (improved comfort, better green value and so on).
- Audit and consultancy businesses (energy efficiency, engineers). They assess buildings and advise their owners.
- Designers. They incorporate energy efficiency into their building renovation projects (architects, construction engineers, heating engineers, etc.)
- Contractors who do the work (small and medium sized builders, project managers, etc.)
- Materials suppliers and manufacturers. They are involved in the value chain in two ways: as solution promoters and as communication points.
- Finance professionals: accountants and bankers. They put together finance packages or administer fiscal incentives.

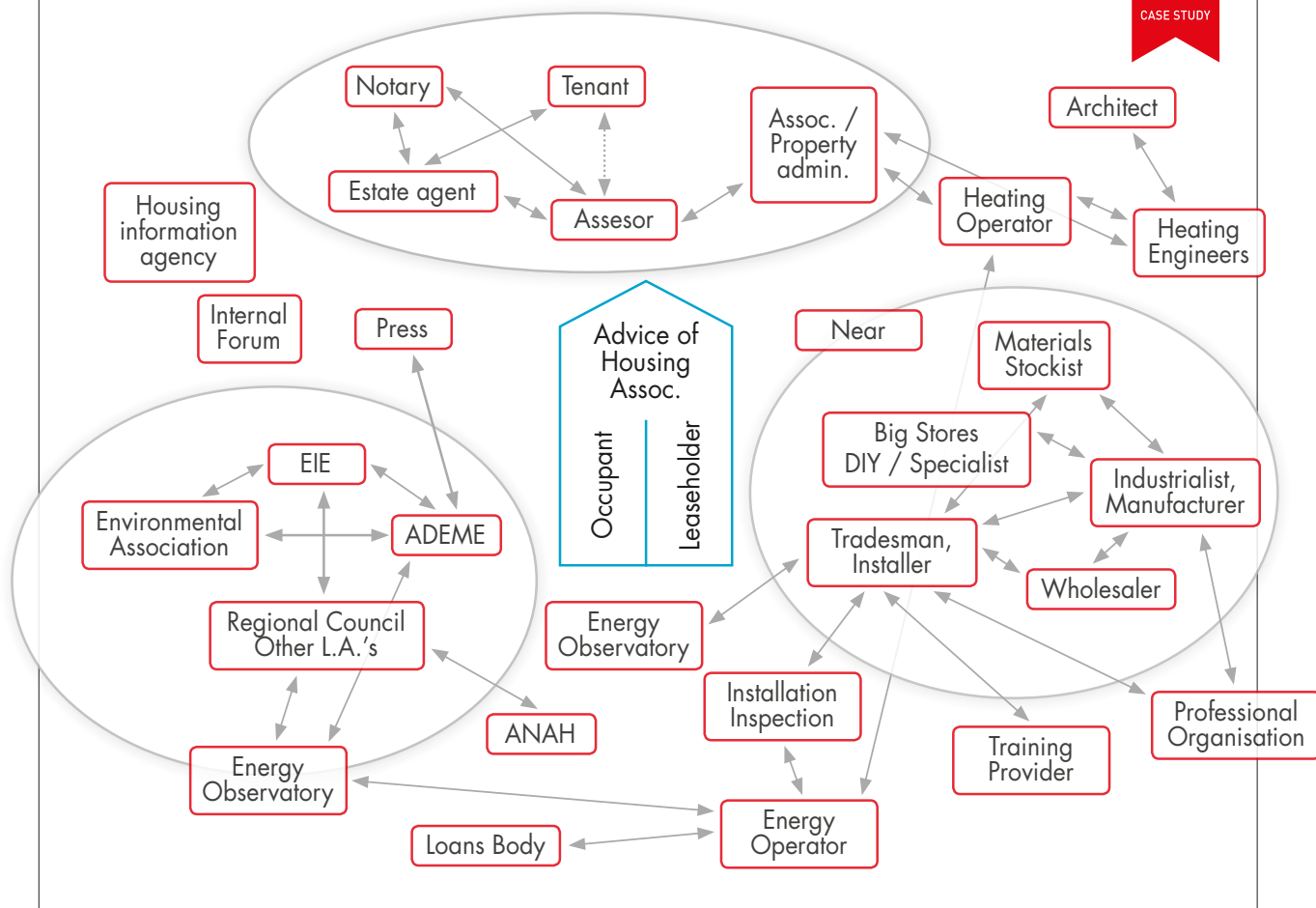
Drawing up this map is a key step in the strategic marketing process. Clearly such details form the point of departure for the analysis of existing service offerings. It can be used to identify any under-performing links in the value chain (a particular lever which could be acted upon) or on the contrary it enables strengths to be identified.

It also provides technical details for defining potential communication methods, which are essential for project success. Therefore a very detailed study is important at this stage to obtain key information, which will be used during the operational phase.

Example of a cartography (PACA region).



CASE STUDY



## PHASE 2 - STEP 2

# ANALYSIS OF EXISTING LOCAL ENERGY RENOVATION SERVICE OFFERINGS, STRENGTHS, WEAKNESSES AND TRENDS



**Predict the amount of effort needed to effectively mobilise business players**

The assessment is finalised with an analysis of what these players are selling: their service offerings.

Here we are entering the specifics of public promotion of energy renovation. The function of local government is not limited to stimulating demand but also includes supporting the provision and implementation of energy renovation services.

It would be useless to raise public awareness if they are not then given the means to put it into action. The construction industry is currently undergoing a structural transformation: training, legal framework, joint-working methods. In response to industry developments, the role of the public authorities is also to support the industry in implementing a structural framework for their service offerings, particularly by putting different trades and skills in contact with each other.

For local government, analysing service offerings is a way to understand how much work will be needed to mobilise business to achieve the required objectives. The entire energy renovation spectrum must be reviewed to check that the various links in the market chain are compatible with European energy performance expectations.

The following organisations must be studied:

- Small builders and the types of services they offer: Are there enough of them? What is the quality of the services they provide? Do they meet market needs area by area?
- Professional training: who provides this? Is it preparing businesses for the skills of the future? Does it train businesses enough, area by area? Strengths? Weak points?
- Local networks: how are they organised? Are they successful? What motivates local builders to join an association? What difficulties do they encounter?
- Co-operatives and associations of SMEs and Micro-Businesses: how do they operate? Number of members? What are members' shared values? Are SMEs ready to cooperate locally?
- "Single point of contact" services: how many of these are there? Who are the professionals working there? Who are they promoted by?
- Clusters: are there any in the region? What role do they play? What is their international reach?
- Trademarks of professional bodies.

This type of analysis covers several criteria: quantitative aspects arising in large part from the map of key players (number of skilled workers by type of trade, network, cooperative and so forth) and qualitative aspects which enable any malfunctions to be identified or to validate the originality and efficiency of an approach. Analysis of this data leads to a schematic diagram of the strengths and weaknesses of the existing market offerings and the trends.

Extract from the service offering analysis “Energy Renovation Market in France in Provence Alpes-Côte d’Azur” carried out by the MARIE project in 2012 showing the importance of some of the information provided by a service-offering study.

- “Small contractors are still not very involved in the energy renovation market which is still stagnant while the new-build market remains strong and easier to access both technically and commercially.

- The consequences of the regulatory vice in the process of closing around contractors are not anticipated and the number of small building contractors who are trained or accredited is extremely low. On the other hand a growing number of players – historical ones but also new players – are seeking in various ways to inform, mobilise and group together these building contractors to capture the energy renovation market. They act on both demand and supply and they are positioning themselves on a number of the links in the energy renovation project value chain from canvassing the customer to final acceptance of the work and ensuring the customer is satisfied.

- Like the end consumer, building contractors are also over informed and over-sold. The players referred to above want to capture the most capable... which means information relating to them must be available, in accordance with the characteristics of each one”.



CASE STUDY

## PHASE 2 - STEP 3

## SEGMENTATION OF THE TARGET PUBLIC



**Define the variables, which explain the variety of consumer attitudes when faced with service offerings and their marketing.**

Such segmentation is essential for defining the services offering since a detailed knowledge of the targets is needed to support operational choices and design services along with a suitable communication programme. Therefore its purpose is to find variables, which explain the range of attitudes encountered by services offerings and the way they are marketed. Practically speaking, this differentiation process enables the marketing strategy to be broken down into a different approach for each segment.

In terms of energy renovation, several types of segmentation and sub-segmentation can be defined:

- By geographic criteria.
- By socio-economic criteria (age, income, social and occupational class).
- By housing type (apartment, house, with or without garden etc.).
- By property type (principal residence or weekend/holiday home).
- By the presence of a source of renewable energy.
- By housing characteristics (age, uniform bungalow area, type of windows).
- By type of main heating system.
- By consumer behaviour (buyer or not). - By opinion formers and trendsetters.
- and so on.

The difficulty with the exercise is to do with finding good criteria: criteria which really do discriminate and explain why a wide range of decisions and behaviours occur when people are confronted with a decision-making situation (to carry out building work including energy efficiency measures) and one or more service offerings (a choice between several contractors/quotations). These criteria will enable us to create relevant measures to motivate people to actually take action.

The six main characteristics of good segmentation are:

- The criteria used must enable segments to be clearly differentiated (discriminatory) while maintaining uniformity within each segment to design service offerings as a function of common characteristics.
- Measurability: the ability to assess the importance of a segment and foreseeable developments, so its profitability and stability can be estimated.
- Segments must be accessible using the anticipated resources and actions.

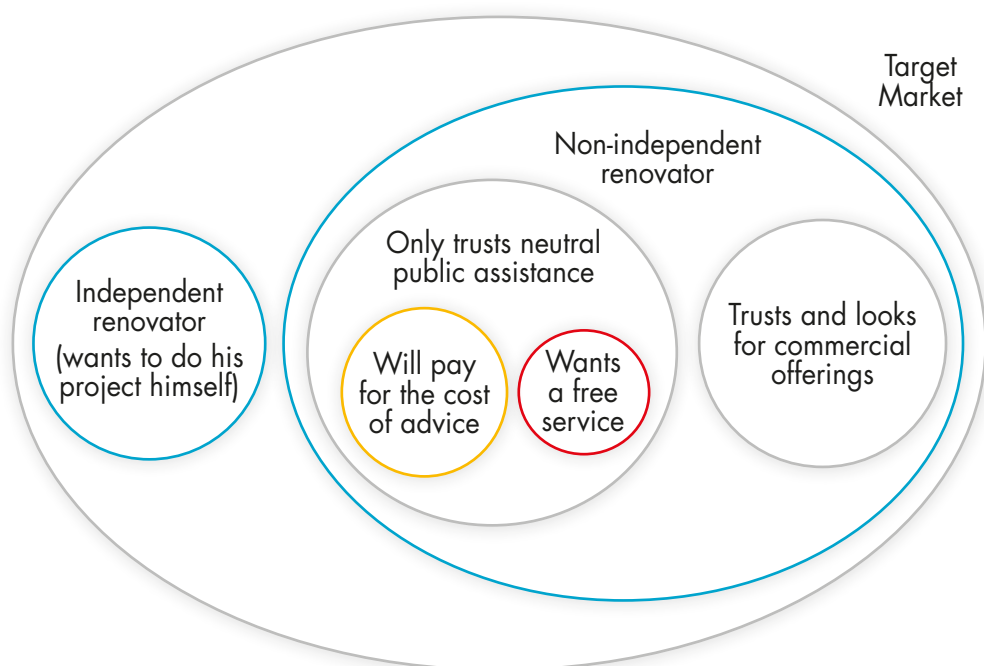


Segmentation and sub-segmentation by type of buying behaviour.

The marketing analysis performed by the MARIE Project in the PACA region for its pilot programme Renovate+ is partly based on segmentation by purchasing behaviour. Within the target market of private householders, experts identified two types of consumer. The independent renovator wants to carry out his renovation project himself while the non-independent sector of private householders is looking for custom-designed assistance and complete fulfilment of the work. To fine tune this they established sub-segmentations which give an immediate and detailed understanding of the target.



CASE STUDY



## PHASE 2 - STEP 4

ANALYSIS OF DEMAND,  
OBSTACLES AND  
MOTIVATIONS

**Determine the potential and areas for improvement in your region.**

The aim of this differentiation approach is to end up with an analysis of the needs of each segment and to quantify the market potential. There are two phases to the study. First, describe the existing situation (energy renovations which have been performed) and second, analyse the motivating and restraining factors in the target market.

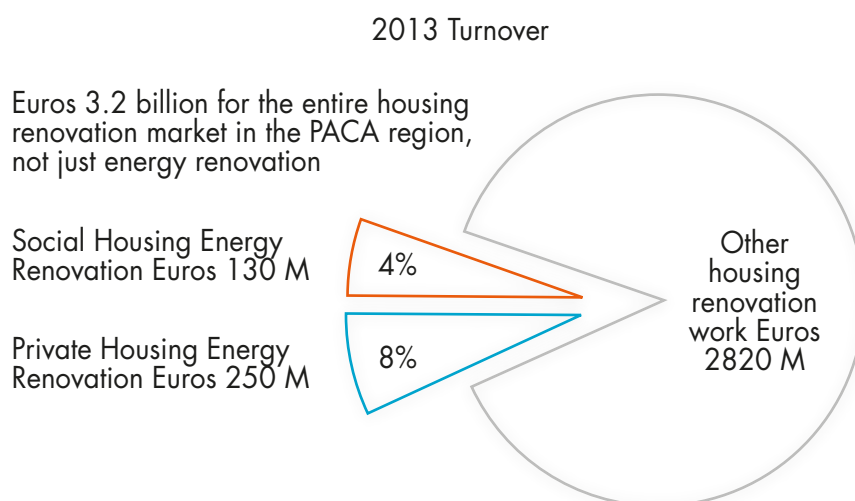
## DESCRIPTION OF EXISTING DEMAND

The description phase must give a complete view of the market and its noteworthy characteristics. It answers four key questions:

- What is the nature of the renovation work undertaken by the target segment? (Heating, insulation, use of renewable energy etc.).
- How is it broken down? (Percentage breakdown between energy renovation work and ordinary renovation work).
- What is their scope? (Overall remodelling or partial projects?).
- Will this pace of work enable to achieve a good energy efficiency level?

This data provides a map of the energy renovation work that has been carried out in the form of tables and charts.

## 2013 TURNOVER



Annual report on eco-buildings (2013)  
(Cellules Economiques Régionales de la construction – PACA Region)

## MOTIVATION ANALYSIS

This is to help understand what caused the target to actually take action. What were his motives for carrying out energy renovation work?

By greatly simplifying this analysis, we can identify 3 different motivation categories.

- Comfort and well-being. The consumer wants to have improved thermal insulation, more efficient heating, more light and so on.
- Financial. The consumer wants to reduce the cost of his energy expenditure and forestall increases in fossil fuel costs.
- Ethical. The consumer wants to match his system of values by reducing his environmental footprint and/or use renewable energy.

Therefore it has to be asked what are the overriding motives for the selected market segment. These will determine the service offerings to be created, which will leverage the right motivating factors as well as underpinning the sales approach to be used.

Contrary to received wisdom, all the analysis which have been carried out on the subject show that financial aspects are not the main motive for private individuals to take action in the energy renovation area. As Paul Millot d'Armat (Arcelor Mittal) underlines for the website [moniteur.fr](http://moniteur.fr), "the main motivating factor is comfort. This principally takes the form of heating (60%), space (34%), light (33%), functional improvement (31%) and finally sound and thermal insulation (30%). 97% of people questioned also feel that their accommodation is comfortable. Therefore it's not so easy to undertake work if it does not affect comfort".

In more detail, when owners are asked the reasons which made them carry out work to change windows or insulation over the last 5 years, energy savings only come last, at 11%, 20% and 24% respectively behind improved comfort and performance in terms of energy/CO2 savings.



## ANALYSIS ON CONSTRAINING FACTORS, WHICH CAN IMPEDE MARKET UPTAKE

A study on constraints then completes the assessment. It enables improvements to be made in the way we design our services offering.

There are several types of obstacle:

### - Economic and Financial Obstacles

Since this type of renovation work is expensive, the current price of energy does not yet generate a really attractive rate of return on investment. Is this a significant obstacle in the market segment concerned? Do the financial incentives currently offered in the region make up for the costs? Are the public aware of them? Are they effective? Are they successful?

### - Information Related Restraining Factors

Are consumers aware of their energy consumption? Is available information clear? Comprehensive? Not out of date? Does it cover all types of buildings and all seasons? Do they know what financial instruments are available (tax credits, zero-interest loans)? What about information on regulations? On EE compliance of renovation work?

- Technical Barriers

Energy renovation projects can be intrusive, complex and difficult to standardise.

- Social-Cultural Barriers

What do consumers expect? Are their expectations compatible with the message put out by public policy?

- Structural Barriers

What information is available on regulations? On compliance of energy efficiency work with standards? How well does the product/service offering match market requirements? Is it fragmented?

This information is put together to produce a detailed scheme summarising the barriers and factors motivating demand.

Main barriers and motivations identified by Project MARIE during the PACA Region energy renovation analysis (Rénover+ pilot project)



### Barriers

#### Structural Barriers

A service offer difficult to apprehend

#### Technical Barriers

1. Energy renovation projects are intrusive, complex and difficult to standardise.
2. Providers are still poorly trained.

#### Socio-Cultural Barriers

1. Distortion between public policy based on energy efficiency and consumer behaviour based on more irrational and difficult to quantify factors (aesthetics, fashion, DIY, acoustics etc.)
2. SME poorly trained and structured to answer the need.
3. Consumers suspicious of builders and construction firms.

#### Information and Knowledge Barriers

1. Communication is not very clear. Private householders are victims of sometimes contradictory information overload from a large number of sources.
2. Private householders have little or no information on their energy consumption, particularly in real time.
3. Summer comfort hardly considered at all in Mediterranean buildings.

### Motivations

#### Comfort and Well-Being

The consumer is looking for better thermal insulation, better heating, more light etc.

#### Financial Motivations

The consumer is looking to reduce his energy expenditure and take action before fossil fuel prices go up.

#### Ethical Motivations

The consumer wants to match his internal values by reducing his ecological footprint and using renewable energy.

## PHASE 2 - STEP 5

## SWOT ANALYSIS SUMMARY



**Model and summarise the market using 4 factors (strengths/weaknesses/opportunities/threats)**

After collecting data, we now enter a summary and modelling phase. It reviews the state of the energy renovation market in the chosen segment in as summarised a way as possible to clearly identify the strategic avenues to be developed for the chosen segment.

The MARIE project recommends using a SWOT analysis (Strengths – Weaknesses – Opportunities – Threats), which combines analysing the strengths and weaknesses of the services offering with the opportunities and threats in the environment.

First of all, carrying out a SWOT analysis consists of filling in the matrix with the data collected earlier.

The analysis of strengths and weaknesses looks at criteria that will be used to create a strategy and factors that need significant improvement. It focuses on positive and negative factors, which are internal to the market, which can be controlled by it.

*This part of the matrix is mainly fed into by the sections: “mapping industry players” and “service offering analysis”, as well as internal market factors from “segmentation of the target” and “analysis of demand, obstacles and motivating factors”.*

The analysis of opportunities and threats concentrates on factors that the market has little or no direct influence on (factors external to the market).

- Positive external possibilities that one may be able to take advantage of in the context of current strengths and weaknesses.
- External problems, limitations or obstacles which could prevent or restrict development of a country or a sector.

*This analysis is mainly driven by information from the section: “analysis of the macro- environment”, “building stock characteristics”, “outlook”, “target segmentation” and “analysis of demand, obstacles and motivating factors”.*

\* In French this tool is called AFOM (Atouts – Faiblesses – Opportunités – Menaces).



## Summary of the SWOT analysis on the energy renovation market in the PACA Region

### Weaknesses

- The energy renovation decision-making process gets its complexity from the fact that large numbers of stakeholders who revolve around it remain closeted in their own sphere. No cross-linkage, they don't know each other or don't talk to each other.
- Small-builders don't really know what energy renovation consists of. Where to put the cursor? To achieve the ambition of global and highly effective energy renovation, this will require a radical change in behaviour to start working together.
- Private householders for whom energy renovation has no appeal. They are dubious and reticent. On the other hand renovation work is done every day in private houses in relation to improved comfort, well being, cocooning and so on.

### Strengths

- A strong political desire and a committed region (Regional Climate Energy Plan, Agenda 21 etc.).
- High engagement from the population and economic entities in relation to these issues.
- A living area and a catchment area.
- Diverse urban characteristics, indeed very urban (small condominiums, old houses, social problems, energy poverty etc.)

### Opportunities

- A global context of consensus on the environment and energy and on reducing GHGs.
- The housing energy renovation plan offers a structural framework.
- Major slowdown in new housing construction.

### Threats

- An extremely complex market and a set of stakeholders which cannot be satisfied with a simple solution.
- On a market undergoing continuous change, public action changes and adapts which causes an unstable context, damages confidence and makes a long term strategy difficult for businesses and consumers (supply and demand).

## PHASE 2 - STEP 6

# POSITIONING ON THE MARKET AND DEFINITION OF THE APPROACH



**Compare SWOT factors to determine strategic development approaches and define positioning.**

The interplay between these various factors (strengths/ weaknesses/ opportunities/ threats) is what defines the strategic approach and positioning to be adopted.

By systematically exploring ten scenarios, a SWOT analysis gives an improved overview on how to capitalise on the current situation in the energy renovation market.

In technical terms, the matrix works using the following question framework.

			Internal approach		
			Strengths	Weaknesses	
			How can strengths be maximised?	How can weaknesses be minimised?	See if the strengths outweigh the weaknesses.
External approach	Opportunities	How can opportunities be maximised?	How can strengths be used to capitalise on opportunities?	How can weaknesses be corrected by capitalising on opportunities?	
	Threats	How can threats be minimised?	How can strengths be used to reduce threats?	How can weaknesses and threats be minimised?	
	Determine how the opportunities can minimise the treats.	Source : EuropAid, evaluation guide from the European Commission <a href="http://ec.europa.eu/europeaid/evaluation/methodology/egeval/tools/too_swo_how_fr.htm">http://ec.europa.eu/europeaid/evaluation/methodology/egeval/tools/too_swo_how_fr.htm</a>			

Therefore a SWOT analysis is a methodology framework, which by answering 10 key questions enables different scenarios to be created and to define the most suitable positioning to fulfil the mission objectives.

These ambitions track the direction in which the marketing strategy will have to go.

Following the analysis of the situation in the PACA region, the MARIE project identified five areas of improvement to lower existing barriers.

- Introduce links into the sector and synergy between everything already in place.
- Create conditions for improved awareness (market and services offering).
- Create conditions for competitive tendering between the various players approaching SMEs and micro-businesses.
- Monitor what occurs within a carefully delimited scope.
- In parallel, stimulate demand by experimenting with new approaches.



CASE STUDY

## PHASE 2 - TESTIMONIAL



"In terms of public policy, the strategic approach proposed by societal marketing is a cultural revolution in two essential areas: the concept of targeting and taking "social demand" into account.

By segmenting the market and considering the potential of each market segment for achieving the collective aims being sought (energy independence, GHG emissions reduction, reducing energy poverty, employment creation and so on) it is possible to prioritise the issues and concentrate on the most promising segments. Targeting means agreeing not to disperse your efforts (and public money) on the entire market but to prioritise actions which use investment resources more efficiently. This is now essential at a time when public resources are more limited.

By focusing on understanding how the market works and reacts, public policy can be targeted more effectively using service offerings that will fall on more fertile ground amongst the public. For instance, there's no use offering additional financial assistance for energy renovation work if the real problem is the fact that the work is not very attractive, intrusive and disruptive. Financial support can potentially create windfalls by increasing market prices and the money being captured by households who would have done the work anyway. It's more about taking action so that work is managed in a smoother and less disruptive way, for example by training contractors on how to organise work projects and use new technology to insulate from outside, and to promote motivating factors which mean something to householders – the improved well-being and comfort provided by energy renovation.

By adopting a strategic approach, public authorities can profoundly review their familiar systems and invest in other areas of action, so they can correct market distortions and failures".

Viviane HAMON

Viviane HAMON Conseil



## PHASE 3 - INTRODUCTION

# OPERATIONAL MARKETING: DEFINING THE SERVICES OFFERING AND DRAWING UP A PLAN OF ACTION

With this new section we leave the review phase to address the operational phase of the marketing process. We will focus on three key actions. It will consist first, to produce a “service offering”, second, to define a plan of action and third, to communicate the range of services.

In the following pages, we will attempt to illustrate that designing the range of services and “commercialising” them is really only the end point of the investigations carried out earlier. A range of services cannot be improvised. It is not an intellectual construction produced in a vacuum, it is simply the logical response to an actual situation, i.e. the environment, market and households.

The real situation on the ground is all the more evident in the context of energy renovation since these services come from various regional stakeholders – public, private and associations. While they are present in the analysis and strategic assessment phase they are all the more important in the operational deployment phase, both for designing the services but also in terms of marketing, communicating and deploying them.

Success in promoting energy efficiency renovation to the public also depends on the ability of local government to cover the entire region and get all players working together.



## PHASE 3 - STEP 1

## THE PROMISE MADE TO THE TARGET

**State the consumer benefit clearly and simply.**

The centrepiece of the marketing message is the promise made to the target. It must state what makes the service attractive and competitive in a way as simple as possible. These advantages correspond to the need or motivation identified previously in the strategic analysis. The way the promise is worded must enable household to interpret it immediately as a real benefit.

The promise must be consistent with the positioning and differentiate itself from the competition to motivate the target to react. To be effective and to ensure the message is remembered, the promise must be in the form of a simple phrase, clearly written with easy to understand words, and should focus on just one consumer benefit. Most frequently this should be the highest expectation from the core target market (need or motivation), which was identified by the strategic analysis. The promise can be stated as a suggestion: "Solar Power: 20% energy savings in the first year alone" or "Thermal Insulation: The promise of unequalled comfort".

This marketing promise is not the final wording but is needed before the creative work can start. It lays down and summarises the strategic framework. The communication department will express it later in a more attractive way with a slogan and so forth.

How do you differentiate yourself from competing offers?

- What are your strengths?
- What should one remember about your service offerings? Why?
- What consumer benefit do you want to prioritise?



QUESTIONS

### Definition of the promise for private-householders and businesses (Rénover+ pilot action – PACA Region)

#### ► The promise made to the private-householder

Be more comfortable and feel better in your future home by saving energy and making effective financial decisions.

Supporting the Promise

A set of partners mobilised to give advice and provide services:

- on technical solutions and work to carry out
- on existing subsidies, tax breaks and financing options.

#### ► The promise made to businesses

Be better equipped to tackle the watershed of "renovation for well-being".  
Acquire a competitive advantage in a very competitive market.

Supporting the Promise

1. A set of partners mobilised to provide advice and the services needed to develop your skills and business:

- advice
- training
- partners for turnkey services, including finance and subsidies
- CEE approval
- business development network

2. A challenge to promote best practice



CASE STUDY

## PHASE 3 - STEP 2

## BUILD YOUR MARKETING MIX

**Implement a strategy to promote the service.**

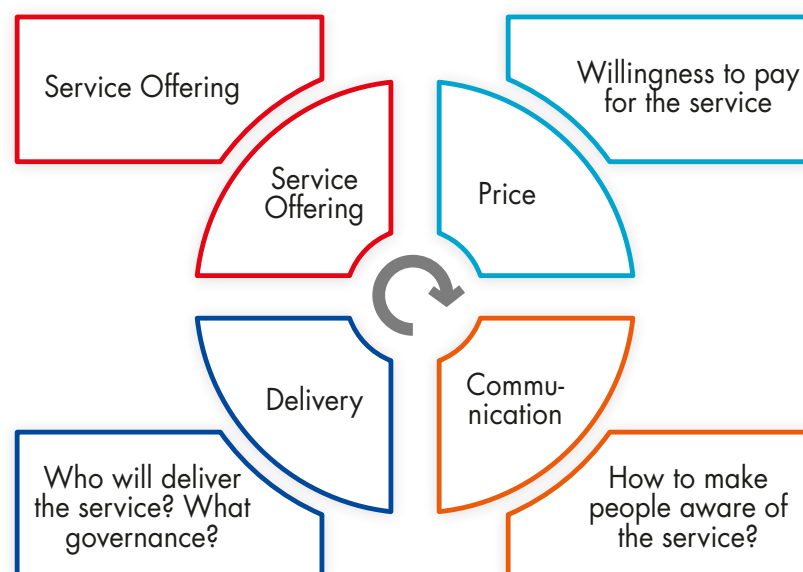
Once this work has been done you will now have to translate your strategy into marketing mix form. This involves, laying down, in a document the planned combinations of actions to ensure the success of the operation. The marketing mix is a road map, which presents the chosen tactics in a schematic form.

The role of a good marketing mix is to ensure the overall consistency of the operation. Therefore it must be realistic: matched not only to the target but also to the person who is going to manage the work. That is why it must have as many marketing mixes as there are market segments. However it is imperative to establish an overall marketing mix covering the entire strategy for consistency since all component parts are interdependent.

The marketing mix traditionally consists of four components: the service, the price, promotion and distribution. Even though the purpose of communication by a public institution is different to a commercial business, we find the same methodology here with a few modifications:

- The services offering as stated before.
- Actions related to the pricing policy consist of analysing the willingness of the target market to pay for the different services in the package. The authorities can then tailor the assistance they provide depending on what the market can and will pay. Thus it may be better to target public subsidies on the audit and work recommendations part rather than on the actual performance of the renovation work itself.
- Delivery  
In the context of institutional communication, institutional players must identify bodies which can deliver the operation and make the service available to the public by way of information points, professional associations, partners and so on. Using regional resources, they organise a "sales force" with "implementation" channels and services covering sales advice and after sales service.
- Communication  
The marketing mix must select the main communication channels to reach the target market - the communication mix (advertising, public relations, direct marketing), the media strategy (choice of media categories to be used – television, radio, press, bill boarding) and the types of promotional methods used (samples, special offers, combined sale with other products). It also stipulates the overall budget for the operation.

The 4 components of the services marketing mix tailored to energy renovation.



Mercator Definition

Marketing mix: Consistent collection of decisions in relation to product, price, distribution and communication policies for a product or a brand.



## PHASE 3 - HIGHLIGHT

FOCUS ON THE DESIGN OF  
THE RANGE OF SERVICES**Answer the needs of the target with a service**

The services on offer provide the link between the target and his requirements and suppliers. It may consist of a single service or several services around a base service offering.

The service offering is identified by two main characteristics – its breadth and its depth. The scope corresponds to the needs it covers. Its depth corresponds to the choices offered within each need (breakdown of options). A specialist solar power trade fair for example will have a narrow scope (solar power) but which goes into great depth – the range proposed will be vast. On the other hand a general stand on energy efficiency will have a wide range of services covering all possible types of energy savings but won't go into great depth since the solutions offered on each type of saving will not be able to be comprehensive.

Putting into perspective the objectives set at the end of the strategic phase determines the make-up of the service package. If a single segment is targeted, the service offering will be concentrated, narrow, quantitatively limited (niche strategy) but could be comprehensive. If several segments are targeted, the offering will be wider with a different service package for each segment. In general, the depth of the service offering for each target will be limited by the resources (marketing, human, financial), which can be allocated to each one.

NB: if it is decided to ignore observed differences and thus the existence of several customer segments, this is referred to as an undifferentiated strategy – a single service package (and the same public policy) for everyone. We will not deal with this subject here since in this situation you cannot refer to “marketing”, even though public policy is often constructed in this way, using a poorly understood principle of equality.

Here's some advice for designing your services:

- Always start from the needs of the market that you want to address, which you will have identified by this stage of the analysis.
- Analyse the target's willingness to pay for the service.
- Consider add-on services which can improve customer loyalty such as consultancy, expert assessments etc.
- Take into account all constraints you are going to have to operate within: budget, deadlines, staffing.
- Your service package must be: profitable, readable and accessible by targets and must be sustained over a long period of time, particularly since in this market the decision making process takes a lot of time.



The service as a response to the strategic analysis and identified needs: the example of the Rénover+ service for business.

Formally speaking, the service offering is a strict response to the problems identified in the strategic phase. There must be one or more solution for each priority objective. For example let's take the example of the Rénover+ project for the business segment. The conclusions of the study on sources of energy savings carried out by project MARIE identified "a complex and atomised energy renovation market in the PACA region. Despite the emergence of new services, no proposals to organise an all-encompassing renovation service had been able to be created".

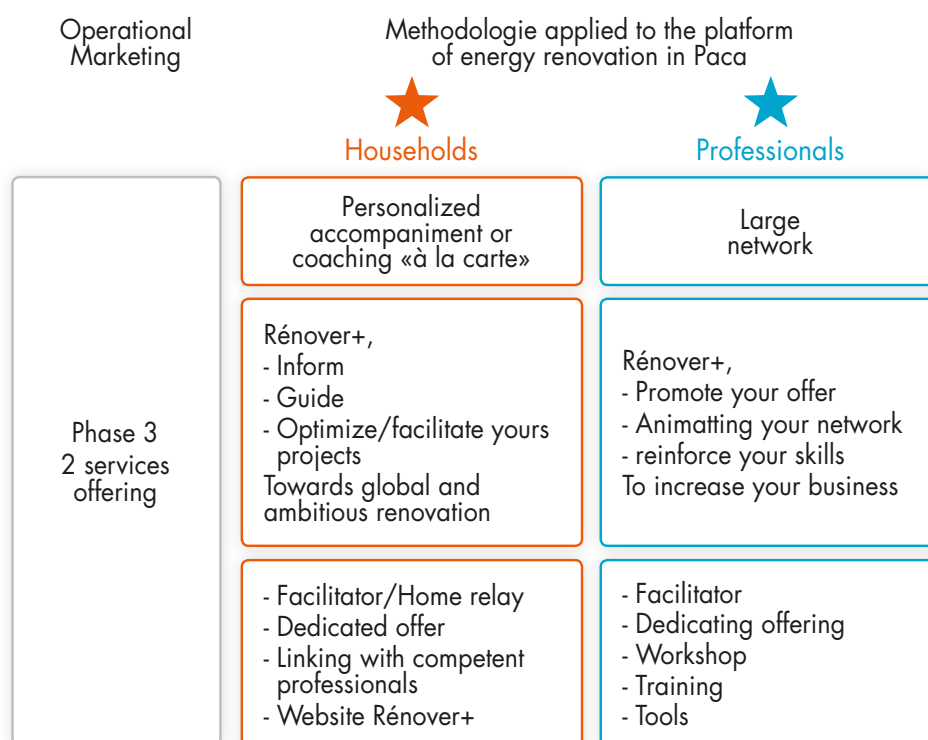
Therefore the following objectives were laid down for Rénover+

- To introduce links into the sector and synergy between everything already in place.
- To create conditions for improved awareness (market and service offerings).
- To create conditions for competitive tendering between the various players approaching SMEs and micro-businesses.
- To test new financial support mechanisms.
- In parallel, to stimulate demand by experimenting with new approaches.

The answer to these findings: a turnkey service (in a package of services) making up the Rénover+ platform and also a range of connected services:

- The website 123 Reno for businesses and private individuals to identify what they need to do to carry out an effective and intelligent renovation project.
- Partner services for business.
- Special financial incentives.
- Access to specific training.
- The Rénover+ challenge.
- Events for the wider public at large.

Each of the services offered contributed to meeting the objectives in a definite way. The network and the Rénover+ platform provide links, visibility and competitive tendering. The Challenge is more specifically to do with tendering and events to stimulate demand etc. The Rénover+ service for businesses therefore has a narrow scope, to increase their competitiveness but goes into great depth (BtoB, BtoC, training, networks and partnerships).



## PHASE 3 - TESTIMONIAL



"At the start of Project MARIE we considered establishing a package of turnkey services which we would offer to small builders so they could structure their own sales-offerings (a "Business Services Pack").

But the analysis we performed with the project partners quickly showed that there was already a huge number of services aimed at builders and this overload was leading to a general lack of impact for the sector. By creating a new service we would only have added to the market confusion which is also developing in an unstable economic and regulatory context.

Therefore we changed our line of attack. Our new aim was to provide the various parties involved in energy renovation with guidance and tools. The idea of a compass naturally sprang to mind. We met these businesses, studied what they were selling and asked them to play the game for 14 months. We essentially focused on field awareness-raising events to create conditions for effective information sharing and to promote synergy between the various industry players.

Today Rénover+ isn't simply a digital platform but a human platform – the project really did stimulate a local collective dynamic. Only after this experimental phase was over did the Regional Chamber of Trades and Crafts start to write a relevant service offering which can be developed over time and applied to all regional projects. The service offering is based on what went before and will build on it.

Franck Baudement

Chambre régionale de métiers et de l'artisanat Provence-Alpes-Côte d'Azur



## PHASE 4 - INTRODUCTION

# THE COMMUNICATION PLAN CREATE THE TOOLS AND ACTIONS FOR PROMOTING THE SERVICE

The act itself of communicating is an important part of the function of local authorities since they are in themselves information relay-stations between the Government and the public. Prevention campaigns, information on services provided, municipal information – they have a wide range of communication activities to implement.

But the increased number of communication channels with the Internet and social-media plus the increased volume of information every day make these tasks more and more complex in today's environment.

Also in this section we wanted to explain how to implement a cross-media strategy that matches not only the aims of the authorities but also the inclinations and expectations of the public. We retraced the major steps of a communication plan built up from a regional marketing analysis, which all too often is neglected by the authorities due to a lack of time.

The communications department answers 5 questions called the "5 Ws".

Why? Why communicate?

Who? To whom?

What? To offer them what?

When?

Where? With which communication channels?

## PHASE 4 - STEP 1

REVIEW OF EXISTING  
COMMUNICATION  
(BENCHMARK)

**Avoid clichés and develop original ideas or tell people what not to do!**

Before creating your communication programme, it is essential that you take stock of the existing communication being carried out to promote energy efficiency renovation. The aim is to avoid clichés and develop original ideas or at least tell people what pitfalls to avoid!

We advise you to produce a proper report, which all stakeholders in the communication process can read. It must include photos, illustrations, an analysis of the strengths and weaknesses of each campaign, the aims of the communications strategy and the results obtained.

In general there are two angles to the benchmark. First, research by communication source or campaign subject and second an analysis on the communication resources used.

The purpose of this step is essentially to understand why some actions are more effective than others. Therefore it must finish with Recommendations to guide the communication team.

#### The two angles of the benchmark

Communication sources such as:

- Institutions (European, National, Regional, Local).
- Business (by business type: assessments, works, materials suppliers).
- Professional associations.
- Single contact points and energy information points.

Campaign subjects such as:


- Solar Power.
- Energy Efficiency.
- Renovation.
- Renewable Energy.
- Thermal insulation etc.



The communication channels used in the previous campaigns need to be analyzed and described succinctly.

## PHASE 4 - STEP 2

# DEFINITION OF COMMUNICATION OBJECTIVES

 **Put the aims of each communication action into perspective compared to the marketing objectives.**

In a second step, it is important to accurately define and prioritise the communication objectives. Surprising as it may seem, the failure of numerous communication campaigns is often due to poor definition of the communication objectives. However it's a fact: if you don't know exactly where you are going, the result has little chance of being convincing.

To be efficient, the objectives, defined as part of a communication plan must be:

- Succinct and be limited to 5 or 6 at the most.
- Prioritised: to construct a clear strategy, priority levels must be determined or the message will be too diluted to be effective.
- Realistic: it must be within budget, on time and relevant to the contractor and the targets.
- Able to be scheduled and measurable: it is important to define objective factors to evaluate the effectiveness of the communication actions performed (e.g. awareness level, number of visitors, sales achieved and so on). These criteria are useful later on to analyse what comes out of the operation but also during the project management phase.

There are three types of communication objective. Rational (to inform and make people aware), action focused (to generate a reaction, a behaviour – make people buy, increase loyalty, take action) and thirdly, affective (to generate desire or incentivise, which takes advantage of the positioning of the business, institution or product).

Ask the right questions step by step

- What are we expecting from our communication campaign?
- Is it about raising awareness of an institution, a service or an initiative?
- What are our targets?
- What tangible changes do we want as a result of the communication campaign?
- Over what timescale?
- How will we measure the results?



QUESTIONS

## The Communication Objectives of the Committing myself to Rénover+ campaign

The aim of the communication campaign was mainly to shake people up into taking action. It was about encouraging more people to take concrete action and to incorporate energy renovation into existing house improvements.

To meet this objective the MARIE project worked on the idea of commitment. A large number of social psychology studies have shown that someone who has already committed to a project or cause, even in a tiny way, will be more inclined to do something about it. To unlock this mechanism, three types of commitment were proposed to households on the campaign media materials: "I Want Information", "I'm Taking Action" and "I'm an Ambassador".

In parallel, the campaign also used the feeling of belonging to a wider community, a key part of nudge theory, which inspired this communication campaign. This approach was expressed by the slogan "Join the Happy Eco-Homeowners!".



CASE STUDY

## PHASE 4 - STEP 3

# IDENTIFYING COMMUNICATION TARGETS



## Determine who is most relevant to communicate with to obtain the desired results

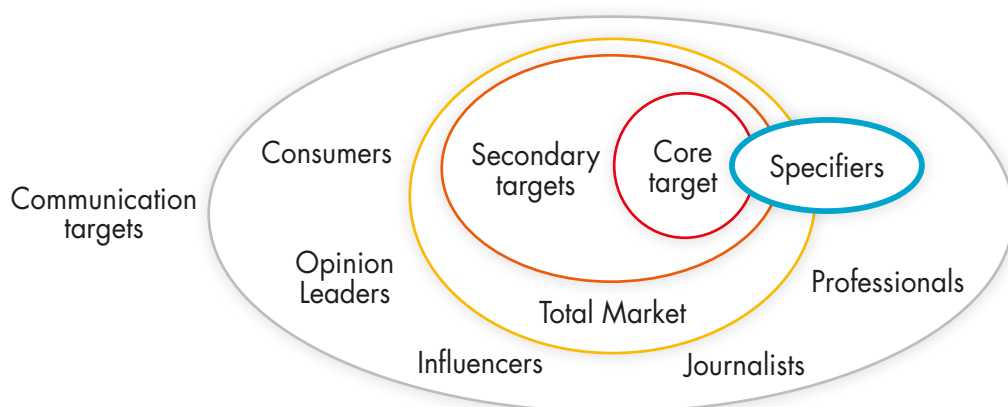
Once the objectives have been defined, we must identify the target individuals to be reached to obtain the desired results. Targeted communication is very different from targeted marketing since it isn't based on the same factors. Categorisation is not only carried out by the potential of each group to actually implement a renovation project but also according to their function in the chain. Communication recipients are structured into different groups, which are not necessarily consumers – the target itself, the core target, secondary targets and specifiers.

- The communication target encompasses all persons you want the message to reach – customers, prospects, specifiers, opinion leaders and the institutional environment. It is much wider than the marketing target which is exclusively focused on potential buyers.

- The core target is a sub-set of the target. It represents the highest potential, targets you want to communicate with in more depth and in more detail as it theoretically represents the highest potential of effects generated by the communication.

- Secondary targets may encompass several types (second-hand and potential buyers). They are somewhat less interested by the service package than the core target market but even so represent sales opportunities, which should not be ignored.

- Specifiers and opinion formers do not directly use the product or service but influence the uptake rate by the target or core target. They can be businesses, which recommend using the service as part of their activities, recognised experts, journalists and so forth, indeed existing customers who make up an active community.



Each group identified requires tailored handling and communication. Communication is not performed in the same way to private individuals, businesses or local authorities. Therefore good knowledge of the target is one of the keys to success of any communication campaign.

As part of the French operation "Committing myself to Rénover+", the PACA Region decided to target private individuals (owners of individual houses). The target was then refocused on "people who have already undertaken renovation projects" as the core target.

The aim of this specific targeting was to address people who had already been thorough the decision-making process of putting house renovation work into action.



CASE STUDY

## PHASE 4 - STEP 4

CHOICE OF POSITIONING  
AND MESSAGE**Establish the best relationship between the service, the provider and the user**

Once this strategic framework has been set, the communication plan determines the positioning to be adopted. The aim of positioning is to establish the best relationship between the service, the provider and the user. It's about determining the most effective way of communicating to make the message heard without the promise being made to the target being distorted or misinterpreted.

The definition of advertising positioning is a founding act of the communication plan. This is what determines the overall feeling and spirit of the campaign (institutional, playful...) and gives pointers to the whole communication chain (copywriters, graphic designers, video editors...). In practice, communication positioning is always incorporated into the strategy definition document.

Good positioning is based on 4 fundamental qualities:

- Simplicity: it must be clear and simple, based on a small number of functional or symbolic characteristics of the service.
- Relevance: it is only relevant if it corresponds to the relatively important expectations of potential consumers.
- Credibility: it doesn't contradict the characteristics of the service or the brand image of the institution.
- Originality: consumers already receive a lot of information and cannot retain it all. Therefore imagination is needed to position oneself with superior quality presentation than other information clamouring for the consumer's attention.

**A positioning example: the nudge concept applied to the "Committing myself to Rénover+" operation.**

To construct its communication strategy the "Committing myself to Rénover+" project was largely inspired by the new concept of "nudging" to define its positioning. Given the difficulty in addressing the target public, already overloaded and suspicious, and the poor macro-economic context, the project communication strategy wanted to be softer and not commercially aggressive. It aimed to suggest without dictating to people.

5 nudge principles were adopted for the project:

- Don't blame.
- Do not make people do it.
- Focus on social comparison.
- Promote collective action.
- Be lighthearted.

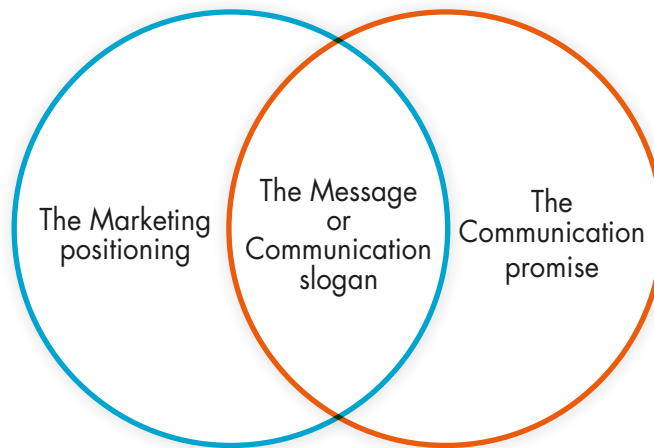
You can find details on the operation on page 52



CASE STUDY

The message (slogan or signature): a key positioning element

The communication message or slogan is the keystone of the positioning. Technically, it is a summary of the positioning and marketing promise made earlier. When they read it households must immediately interpret the benefit of the service being offered as a real benefit – comfort, wellbeing, financial savings, values and so forth.



One of its features is that it must be easy to remember. Therefore it must be concise and written in advertising style.

To be effective a good message must meet the 4 AIDA criteria.

**Attract.** Inform about the service by presenting a benefit that is different to the competition.

**Interest.** Involve the consumer, he must recognise it as applying to him.

**Desire.** Create need due to the benefit, which the consumer will obtain from using it.

**Act.** Encourage action, make them try it or buy the service.



As part of the "Committing myself to Rénover+" programme, the pre-requisites of the specification were as follows. "To sell energy renovation without blaming the consumer and answer the question: what advantages, what promises?".

The slogan selected was therefore "Join the happy eco-homes!". ».

Lively and upbeat, this approach is an invitation and not an order. In some way, happiness becomes the promise of being ecological. To integrate with the overall positioning of the operation, the chosen wording shows that anyone who decides to invest in it becomes a member of a larger group – he's joining a community – and is involved in a global process. Therefore we are definitely carrying out a nudge operation here.



CASE STUDY

## PHASE 4 - STEP 5

# WRITING THE STRATEGY DEFINITION DOCUMENT



**Create a common theme by formalising the overall communication strategy into a single document.**

The strategy definition document is a framework document, which goes into the communication strategy by detailing specific communication activities. It is a technical specification: it forms the core guidelines of the campaign and is used to direct and coordinate the operation.

7 key elements of a copy strategy

- 1 – Understanding of the context.
- 2 – The objective to be achieved by the communication.
- 3 – The communication targets.
- 4 - The positioning and tone of the communication
- 4 – The basic promise made to the target.
- 5 – The service characteristics, which will support or justify this basic promise.
- 7 – Technical, legal, economic or business constraints.

Some examples of copy strategies are available in the part 2 of the guide for the «Committing myself to Rénover+» campaign (France- PACA Region) and «Illa Efficient» pilot action (Spain- area of Barcelona).  
See pages 62 and 72



CASE STUDY

## PHASE 4 - STEP 6

CHOICE OF APPROPRIATE  
COMMUNICATION  
METHODS AND THE  
COMMUNICATION PLAN**Define the most relevant communication channels to reach the targets.**

By getting to this stage, we have reached the final phase of the project. It is then necessary to define the most relevant communication channels to promote the package of service offerings.

There is a vast range of media and communication actions possible. Each channel has its own specific features and strengths and weaknesses. They may also complement each other. Given that it is not possible to use them all, the aim of this step will be to choose the most effective ones to reach the targets. It will then involve designing the most effective multi-channel package to reach your objectives and your targets to schedule and to budget.

Each target has his preferred media as well as each subject.

As an example institutional communication may be based on the following vectors to transmit its messages:

- Edition (brochure, newsletters, flyers)
- TV (local/regional)
- Billboards
- Radio (local/regional)
- Press (local/regional and specialized press & magazines)
- Websites and Web TVs
- Social networks
- Blogs
- Smartphones applications
- Sponsoring
- Trade-shows/fairs
- Street marketing events
- Focus groups and experiential Marketing



Focus groups and experiential MarketingFocus groups and experiential Marketing

Once these decisions have been made, the communication plan can be formalised. This will detail the strategy, communication channels (when? why? how?), human and financial resources, different corporate identity guidelines (editorial and graphic) as well as the backward schedule.

An example of the multi-channel communication used for "Committing myself to Rénover+".

The main vector was public relations (creation of events around energy renovation) but also including:

#### **A range of media**

- Billboards.
- An Internet site.
- Social network web banners and visuals.
- Press releases.

#### **A range of non-media activities**

- Print items: Leaflet, Press kit, Presentation kit.
- Public and press relations before the event.
- Logistics : A travelling stand (umbrella stand / kiosk / tactile screen multimedia terminal / LCD screen to display the number of commitments).



CASE STUDY

## PHASE 4 - TESTIMONIAL



"Communication is only the end of the marketing process. It puts the promise and strategy defined during the marketing steps into words and pictures.

Like project MARIE, we are convinced that this statement is correct. In the context of our work, the analysis performed earlier by project MARIE on the state of the energy renovation market, market drivers and restraining factors, segmentation, benchmarking and so forth, was essential for defining the aims of the "Committing myself to Rénover+" campaign. The PACA Regional Council and ourselves knew, before we even designed the operation, that our target market was already over-informed and suspicious; this helped us adapt our aims and communication messages. We proposed a light-hearted campaign that didn't blame households, based on the NUDGE approach: don't blame, don't force, use social comparisons, promote collective actions, be light-hearted. Moreover we also ensured that the operation was relevant to the target segmentation identified while the Rénover+ services were being designed. Since the aim of the campaign was to increase the number of people taking action by proposing to incorporate energy renovation work into general building projects, we focused on owners who were already looking at doing renovation work to their home.

This experience strengthens our initial statement. We can only encourage local authorities to carry out the marketing analysis phase and to follow a stringent communication methodology before launching any communication campaign. Without the work done earlier by project MARIE, we may have focused on wanting to "inform" people whereas here, given the context, the aim should be "Take Action!".

Sonia Levavasseur,  
Director of Com4EU Communication agency

## PART 2

# FROM THEORY TO PRACTICE: EXAMPLES FROM PILOT ACTIONS OF THE MARIE PROJECT

The methodology proposed in the guide was applied in the framework of three Communication pilot actions in partner's regions.

- The operation « Rénover+ and Committing myself to Rénover+ » in France (PACA region)
- The operation « Illa Eficient » in Spain (Barcelona Region)
- An awareness campaign in Malta

Within the framework of these actions, the Energy Renovation was regarded as a service to promote. The Marketing choices (identification of the segment, market analysis, Marketing action plan) preceded the Communication phase.

The Communication approach, key messages and tools to be used were defined taking into account the lessons learnt from the past and the recommendations for future promotional campaigns resulting from the initial phase of analysis of the MARIE project concerning the promotion of Energy Renovation.

In the following pages, you will find a presentation of each pilot action, key stages for their definition and implementation, testimonials and an experience feedback.



## CASE STUDY 1 - INTRODUCTION

# THE OPERATION RÉNOVER+ AND COMMITTING MYSELF TO RÉNOVER+ (FRANCE - PACA REGION)

### The Action In Short

In short, the goal of the pilot action called Rénovert+, is to mobilize on the individual housing market all the actors of the selected territories (Dignes country and Fréjus - Saint-Raphaël area) in order to make supply (artisans) meet demand (individuals).

The communication plan was based on the service offering of Rénovert+. Two communication's objectives were fixed:

- Raise the public awareness
- Acting on behavior

Consistent with that goal, a number of actions were tested on the main publics targeted (individuals and artisans).

To broadcast Rénovert+, the mains actions were standard like events, press conference, communication support, etc.

To go beyond awareness and take action, the idea was to organize a «nudge».

The operation «Committing myself to Rénovert+» took place in the PACA region where individual households, professionals and local authorities where invited to join this synergistic effort.

## CASE STUDY 1 - PRESENTATION

# CONCEPT OF OPERATION

## COMMITTING MYSELF TO RÉNOVER+

Operation Committing myself to Rénover+ uses a mobile stand put up at various places frequented by the public such as shopping centres, supermarkets and post offices or places that specialise in construction and energy renovation, such as with Rénover+ business partners and the "Energy Info Space". It addresses the energy renovation issue for individual houses and apartments. Its aim is to get private householders thinking about the subject, give them simple and relevant information and then get them to actually take action and do something about it!

**It is a collective operation, covering the whole region, since businesses, local authorities and the public are invited to join this synergistic effort.**

The operation barometer or scorecard measures the number of points gained in favour of energy renovation and gives as an example people who are still hesitating to start the process.

In terms of communication approach, this type of operation is directly inspired by the US concept of nudging – it communicates the advantages and does not blame or force the public to do it.



- › A light-hearted approach to support and inform
- › Appropriate event locations for the target public

### « NUDGING »

The event is organised as an invitation to come and join the "Happy Eco-Homes".

The guiding concept is to validate individual and collective commitment to make what is socially acceptable in terms of energy efficiency to change and move forward. Giving information and urging people to act has very little effect on people's behaviour – it can even be counterproductive. It's what we do, however minimal it may be, that marks our commitment. For instance it has been proven that we are more inclined to finance an association if we have previously signed a petition on its behalf. On average, results go up by a factor of 10.

In the USA, it is common practice to keep the people living in a street regularly informed of the increasing number of "good recyclers" to show anyone can do it ("if my neighbours can do it, I can do it!") and progressively get it into the collective unconscious that sorting and recycling waste is the norm. These are the same social norms which have to be developed in Europe to improve building-energy efficiency.

That's why Committing myself to Rénover+ is based on Commitment Theory (Kiesler 1971, Joule et Beauvois 1987) and aims to start a sustainable initiative by getting visitors to consider different types of virtuous commitment.

## CASE STUDY 1 - PRESENTATION

## THE INTERACTIVE SITE

The fulcrum of the operation is a Website which can be accessed on the stand from an interactive terminal. Visitors can use it to get information and the staff use it to support the operation.

To improve the impact of the operation and the number of commitments obtained, this multimedia document is also available on line at [www.renoverplusjemengage.com](http://www.renoverplusjemengage.com) and from any business taking part in the event.

### > Internet users invited to take part

Co-opetition between neighbours. On the website a detailed map of commitments obtained shows the overall commitment level of each district taking part in the operation!

**Rénover+ JE M'ENGAGE**

Avec Rénover+ Je rejoins l'happy éco-logis

Accueil | Liens utiles | Mentions légales | Télécharger le kit média

Vous rêvez d'un intérieur plus confortable ?  
Vous souhaitez réduire votre consommation d'énergie, tout en préservant votre bien être ?  
Vous envisagez des travaux ?  
C'est le moment d'agir éco !

En savoir plus

J'happy-rénove: je gagne en confort. J'aime !

Faites grimper votre happy baromètre !

Tous ensemble pour plus d'éco-logis !

Aux côtés de votre collectivité, vos voisins et vos amis, engagez vous ! Informez-vous, agissez, témoignez et rejoignez le mouvement !

25 Voir la carte

Baromètre progressif montrant des segments de couleur (orange, bleu, vert) et un total de 1970 points.

Engagez-vous maintenant !

Je m'informe (icône ?) | J'agis (icône !) | Je témoigne (icône ≡)

Vous êtes un professionnel ou une collectivité.

En savoir plus

Les derniers témoignages | Les derniers tweets

Logos partenaires: 33 MARIE, Agence de l'énergie, Région Île-de-France, etc.

## CASE STUDY 1 - PRESENTATION

## A VIRTUAL HOUSE

A COLOUR-CODED  
VIRTUAL HOUSE TO VISIT

Users can explore the house on screen and see all the ways sustainable energy can be used to improve their home. While walking through the house, visitors can visualise potential renovations and see the effect it has on the environment and their well-being. They are then advised by the staff.

## La maison

Passer la souris sur la maison, et découvrez les secrets d'un bon confort thermique et les éléments-clés d'une rénovation énergétique réussie.



## CASE STUDY 1 - PRESENTATION

INTERNET  
USERS  
INVITED TO  
TAKE PART

The Happy Eco-Homes site displays individual and collective commitments to help keep nudging people along.

Web visitors can choose from different commitment levels from getting more information to carrying out eco-innovative renovation work. Each commitment scores a certain number of points depending on its environmental impact

EXAMPLES OF  
HAPPY ECO-HOME  
COMMITMENTS**I'm Getting Information**

I agree to a meeting with an adviser in a Rénover+ location to get information on energy savings.

10 points.

**I'm Taking Action**

I am going to renovate my bathroom, review my heating and hot water system, modernise the ventilation and look at installing heat insulation inside the house.

50 points.

**I'm an Ambassador**

I've already done energy renovation work and I will encourage my neighbours and friends to do it.

50 points



Ici la rénovation c'est **Happy!**



25

PERSONNES SE SONT ENGAGÉES  
EN FAVEUR DE L'HAPPY ÉCO-LOGIS

1970

POINTS CUMULÉS



**Faites grimper  
votre happy baromètre !  
Cliquez sur la borne.**

Rejoignez vite le mouvement et engagez-vous  
dès maintenant aux côtés de votre collectivité,  
vos voisins et vos amis.



Rénover+ Je m'engage est une opération environnementale et citoyenne lancée sur le territoire de la CAVEM

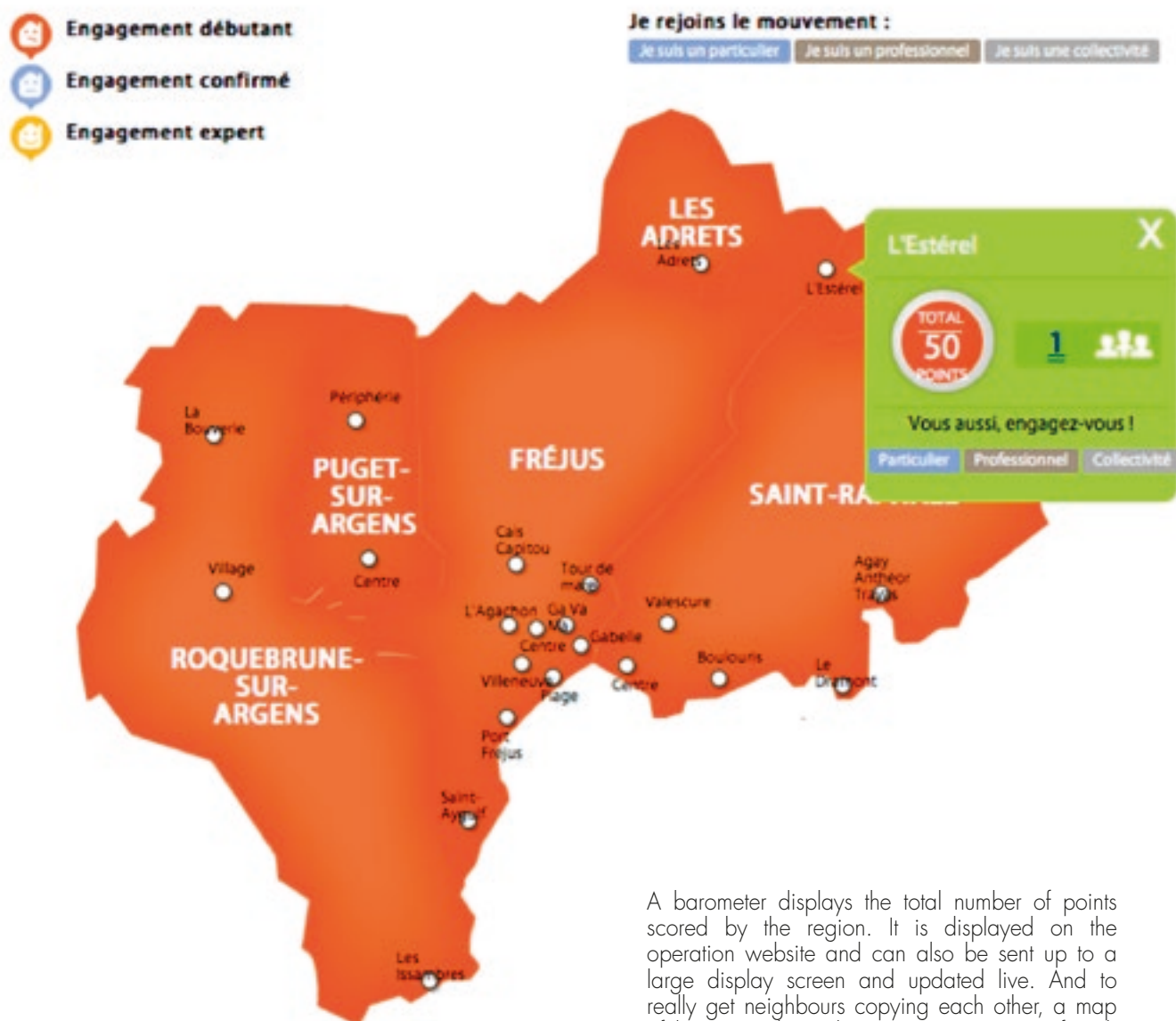
## CASE STUDY 1 - PRESENTATION

## COMMITMENT MAP

THE HAPPY  
ECO-HOMES  
BAROMETER AND  
COMMITMENT  
MAP

› Get neighbours copying each other.

On the website a detailed map of commitments obtained shows the energy commitment level of each district taking part in the operation!



A barometer displays the total number of points scored by the region. It is displayed on the operation website and can also be sent up to a large display screen and updated live. And to really get neighbours copying each other, a map of the region shows the energy commitment of each local district taking part in the operation.

## CASE STUDY 1 - STRATEGY

THE COMMITTING MYSELF TO  
RÉNOVER+ EVENTS STRATEGYLIGHT-HEARTED COMMUNICATION WHICH AVOIDS  
BLAME!

Given the difficulty in addressing the target public, who are already overloaded and suspicious, and the poor macro-economic context, the project communication strategy aimed to be softer and not commercially aggressive. It aimed to suggest, not demand, like the nudge strategies used in the USA.

Its main guidelines were: don't attribute guilt, don't force people; focus on social comparison; promote collective action; be light-hearted; and have a consistent environmental strategy.

NEW CONCEPT FOR ENERGY RENOVATION SERVICES  
COMMITTING MYSELF TO RÉNOVER+

New concept for energy renovation services Committing myself to Rénover+ offers a new approach to energy renovation. It is no longer presented as an end in itself but as a global process which incorporates a set of parameters – a system of values, an actual need, a budget and advantages. This strategic approach is to accommodate the complexity of household decision making and the choices they have to make.

It's no longer about the individual or business changing their objective, such as modernising a bathroom or being competitive but including it in a sustainable development framework which in time will prove beneficial in various ways such as meeting their personal / business values, improving well-being or saving money.

From that perspective, energy efficiency is incorporated into general renovation work and is no longer a separate project.

## IMPROVED TARGETING

Committing myself to Rénover+ reduced its target audience to private householders who have planned to carry out renovation work.

This narrow targeting focused on people who already have an information seeking and "take action" mentality, not those who are indifferent or even hostile.

## APPROPRIATE EVENT LOCATIONS

The various places used to host the event were selected to reach a qualified target market – people looking for information and solutions.

## CASE STUDY 1 - HOW ?

## THE 4 KEY STEPS TO DEFINE THE ACTION

## STEP 1

## CHOICE OF PRIORITY MARKET SEGMENT

## CONCLUSIONS OF MARKETING DIAGNOSTICS AND THE STUDY ON SOURCES OF ENERGY SAVINGS

The analysis of types of existing buildings and potential sources of energy savings revealed important information which enabled priority to be given to segment.

The tertiary residential sector was selected for the Rénover+ operation since it represents 30% of final energy consumption in Provence-Alpes-Côte d'Azur (SRCAE figures, 2007). In addition, on this specific segment, the sources of energy savings study showed that buildings constructed before 1975 displayed a high energy reduction potential making them attractive in terms of marketing strategy.

Some specific features of housing in Provence-Alpes-Côte d'Azur were highlighted such as:

- Under-use of double glazing compared to the rest of France.
- 20% of private houses have insufficient roof insulation.
- Major thermal insulation defects in 37% of housing units.
- Very little air conditioning (only 12% of housing units).
- Electricity is over represented as the main source of heating energy (44% compared to 31% on average in France) while the region is potentially faced with disruption to its electrical power supply, particularly in the East.

## STEP 2

### ANALYSIS OF THE TARGET MARKET AND SELECTED POSITIONING

## CONCLUSIONS OF THE MARKETING STRATEGY

### WHAT RESTRAINING FACTORS WERE FOUND?

#### **In terms of service offerings: “a complex and fragmented market”.**

During their survey, project partners found that the energy renovation market in the PACA region was complex and fragmented. Despite the large number of service offerings and the emergence of new services, no solutions aimed at proposing, organising and coordinating a global energy renovation service had seen the light of day.

#### **In terms of demand: “consumers were suspicious”.**

In terms of demand, several negative factors were discovered:

- An atmosphere of suspicion and hostility faced with too much and often contradictory information.
- Difficulty in starting renovation work, with consumers preferring to wait.
- Priority given to replacing heating appliances.

### WHAT AMBITIONS WERE SET FOR THE RÉNOVER+ PROJECT AT THE END OF THE MARKETING STUDY?

For the project partners, the European objectives could not be achieved in this context since the renovations performed were too incomplete. They “killed the sources of energy savings” for a long time into the future in the words of Olivier Sidler, founder of Enertech consultants.

3 objectives were set:

- Create a link between all players: private individuals, contractors, institutions, politicians.
- Match supply and demand to encourage people into taking action.
- Prioritise overall and more ambitious energy renovations using coordinated, if not cooperative management of renovation projects.

In order to address all players in the energy renovation sector, operation Rénover+ focused on 2 complementary targets with distinct objectives.

#### **The objectives for each target**

##### **Service Offering: construction companies, particularly small builders**

- To promote coordinated energy renovation projects by pulling together the various stakeholders (private, public and institutional players).
- To support small business by giving them the keys to define their service offerings while still being relevant to their ambitions and constraints.
- To test the use of a financial incentive to support consortium projects.

##### **Demand: private owners (occupants and leaseholders) of individual houses and small condominiums since they hold the purse-strings.**

- To stimulate demand by testing a marketing approach based on motivation and activating consumer decision making processes as well as by communicating with humour and avoiding blame.
- To promote more ambitious projects, with a sustainable aspect, by way of comprehensive service offerings and specific financial support to encourage a global approach.

## Summary of the SWOT analysis on the energy renovation market in the PACA Region

### Weaknesses

- The energy renovation decision-making process gets its complexity from the fact that large numbers of stakeholders who revolve around it remain closeted in their own sphere. No cross-linkage, they don't know each other or don't talk to each other.
- Small-builders don't really know what energy renovation consists of. Where to put the cursor? To achieve the ambition of global and highly effective energy renovation, this will require a radical change in behaviour to start working together.
- Private householders for whom energy renovation has no appeal. They are dubious and reticent. On the other hand renovation work is done every day in private houses in relation to improved comfort, well being, cocooning and so on.

### Strengths

- A strong political desire and a committed region (Regional Climate Energy Plan, Agenda 21 etc.).
- High engagement from the population and economic entities in relation to these issues.
- A living area and a catchment area.
- Diverse urban characteristics, indeed very urban (small condominiums, old houses, social problems, energy poverty etc.)

### Opportunities

- A global context of consensus on the environment and energy and on reducing GHGs.
- The housing energy renovation plan offers a structural framework.
- Major slowdown in new housing construction.

### Threats

- An extremely complex market and a set of stakeholders which cannot be satisfied with a simple solution.
- On a market undergoing continuous change, public action changes and adapts which causes an unstable context, damages confidence and makes a long term strategy difficult for businesses and consumers (supply and demand).

## STEP 3

## DEFINING PLAN OF ACTIONS

OPERATIONAL MARKETING ELEMENTS  
(MARKETING MIX)

## THE SERVICE

The response put forward by the project is a turnkey service (in a package of services) which meets the needs of both business and households.

Concerning support for existing services (the business target), Rénover+ above all consists of a network, embodied by the Rénover+ virtual platform, as well as connected services such as:

- The website 123 Reno for finding out what needs to be done to carry out an effective and intelligent renovation project.
- Partner services for business.
- Special financial incentives.
- Access to specific training.
- The Rénover+ challenge.
- Events for the wider public at large.

On the demand side (private individuals), the Rénover+ service consists of a complete system to raise awareness, inform and support private householders with:

- Support and special assistance: the Rénover+ website where the public can find qualified business contacts (Rénover+ business partners who provide renovation services including the energy aspect) and information on financial help.
- The Rénover+ briefcase which was designed to help them control heating energy consumption. With a few simple temperature measurements, it can identify heating system and insulation defects in the house if there are any.

## PRICE

At the moment the service is completely free. A pay-service is currently being studied.

## DELIVERY

To deliver the service, Rénover+ uses a range of private and public partners involved in energy renovation (information points, business networks, businesses and so on).

## COMMUNICATION

As part of the pilot action, the MARIE Project established multi-channel communication. Its aim was to focus on two complementary areas:

- Inform people about the Rénover+ service.
- Test an innovative communication approach to encourage people into taking definite action.

## STEP 4

### DEFINITION OF DEVELOPED COMMUNICATION STRATEGY DOCUMENT AND COMMUNICATION PLANS

## THE STRATEGY DOCUMENT FOR THE "COMMITTING MYSELF TO RÉNOVER+" ACTION

### 1- Understanding of the context

Our regions must reach the 20/20/20 targets. However, energy renovation is currently stalled with on one side a fragmented market and on the other, demand which is on the defensive.

### 2- The objective to be achieved by the communication

The aim of the communication campaign was mainly to shake people up into taking action. It was about encouraging more people to take concrete action and to incorporate energy renovation into existing house improvements.

### 3- The communication targets

The operation restricted its target audience to private householders who had already examined or carried out renovation projects.

This narrow targeting focuses on people who already have an information seeking and "take action" mentality, not those who are indifferent or even hostile.

NB: By choosing relevant locations to meet the public, Energy Info stands set up at shopping centres and DIY stores, Committing myself to Rénover+ enables service providers to get physically close to the core target market.

### 4- The positioning and tone of the communication

Given the fragile nature of the target market, already over-sold, the Committing myself to Rénover+ communication approach is deliberately not commercially aggressive.

It is based on the theory of nudging, communication operations which aim to encourage people to behave better without forcing them to. As part of the Committing myself to Rénover+ events the strategy consisted of not assigning blame but on the contrary, validating the growing number of commitments.

NB: Several nudging principles formed the basis of the Committing myself to Rénover+ strategy: don't attribute guilt, don't force people; focus on social comparison; promote collective action; be light-hearted; and have a consistent environmental strategy.

### 5- Catch Phrase - the basic promise made to the target.

To match the desired tone, the "Committing myself to Rénover+" catch phrase is not forceful and is light-hearted: "Join the Happy Eco-Homes!". The phrase is an invitation and not an order. The difficulty in defining the message here was to succeed in promoting energy renovation without blaming the households. Therefore the communication department used the motivation analysis from the market study which revealed that comfort and well-being were more important than rational economic arguments.

Energy renovation promises "happiness" since it's possible to find a harmonious balance between our individual values (take action for sustainable development), our financial resources and our home comfort.

Moreover, since the collective dimension is as fundamental in the ecological sphere as it is for nudging, as meaningful results can only be achieved by combining all the individual actions together, the wording chosen for the catch phrase reflects this fundamental fact. By "joining the happy Eco-Homes" the subject joins a wider group (a community) and becomes involved in a global positive and growing process.

## 6- The service characteristics which will support or justify this basic promise.

Rénover+ offers households the option to integrate energy renovation work into their general renovation projects so they do not have to do special work just on the energy side. If the household has to renovate his bathroom, the more he invests in energy renovation, the more comfort he will achieve. With the qualified network of Rénover+ businesses, households have the option to meet this requirement securely in a few clicks – businesses can be chosen by how many pluses they have.

NB: The aim here is to push the effective decision making levers which were identified in the marketing approach (comfort and well being, rather than financial aspects) to get more people to actually take action.

### The communication plan of the Committing myself to Rénover+ operation

In the framework of the operation «Committing myself to Rénover+», several communication tools & actions were used:

- A dedicated internet website: [www.renoverplusjemengage.com](http://www.renoverplusjemengage.com).
- Posters and flyers.
- Web 2.0 banners.
- Stickers to show people's commitment in the campaign.

### Choice of communication channels to promote the Rénover+ service offering

To support the implementation of the Rénover+ operation on the territory, the following communication plan has been executed:

- Creation of a dedicated website ([www.renover-plus-a-frejus.energissime.fr](http://www.renover-plus-a-frejus.energissime.fr)).
- Web site 123 Réno ([www.123reno-med.eu](http://www.123reno-med.eu)).
- A launch event.
- Press kits and flyers.
- Street animation and dedicated events on the theme of Energy Renovation.

## CASE STUDY 1 - EVALUATION

# MAIN FINDINGS FROM THE PILOT COMMUNICATION CAMPAIGN "COMMITTING MYSELF TO RÉNOVER+"

## KEY NUMBERS

Number of people who committed in the Fréjus - Saint-Raphaël area	79
Total number of points accumulated in the region	3380
Intermediate level of commitments to energy renovation achieved	1st level – starter commitment
Number of businesses actively involved in the operation	20
Number of operations deployed	4
Number of persons contacted in total during these operations	7500

In addition to these quantitative factors, qualitative data was collected on the added value of the approach developed by the "Committing myself to Rénover+", on avenues for improvement and points to watch.

## ADDED VALUE OF THE OPERATION

- Generate interest and motivate the individual: the totem-like object stimulates curiosity and generates a dialogue in public places, creating some "buzz".
- An entertaining approach which is reassuring and attractive. Clear and easy to understand communication motivates all of the target segments of the public.
- The geographical challenge (showing energy renovation commitments from different parts of the region) adds an additional positive factor.

## POSSIBLE WAYS TO IMPROVE:

- › Underline the entertainment side of it. As such it would be useful to go into the avenues initially explored by the MARIE project in more detail: find an object more entertaining and modern than an interactive terminal (urban property...)
- › Concerning the website:
  - Make it even more entertaining and more intuitive and not information based: easier access to commitments through the virtual house highlighted on the home page.
  - Highlight the geographical challenge by adding the concept of thermal mapping, the effects of which on getting people to take action have been demonstrated in other campaigns.

In terms of content: the list of business and local authority commitments must be optimised. (Multiple choice list of commitments with running total).

- › It lacks a motivating driver for private individuals (contest, gain etc.). Include a contest game / ability to win a "renovation" cheque or a percentage (to be discussed with the business sector).
- › Make the operation more regional and more visible with:
  - An official public launch and a press conference.
  - Having the terminal installed in more institutional locations.
  - Wide distribution of press kits and prior recruitment of communication partners.
  - Mini public events when intermediate objectives are met on the barometer.
  - A neutral and entertaining feel and not commercial in locations where the terminal is being exhibited to attract more people.

## KEY SUCCESS FACTORS AND POINTS TO WATCH

- › Tailor the message carefully to the region.
- › A balance to be found for institutional re-assurance: attract people but must show that it is not a sales trap.
- › The operation requires a significant amount of management time prior to launch.
- › Plan for and adapt the display approach depending on where the terminal is being exhibited.
- › Organise beforehand a terminal deployment schedule as accurately as possible.
- › Massively deploy communication methods such as leaflets and posters in the right place.
- › Ensure builders/ energy renovation firms are fully committed to delivery and communication because involving business is a complex matter.
- › It's not enough by itself and requires supporting measures such as site visits, chalets and so on.
- › A technical object, which requires management and maintenance.

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## CASE STUDY 2 - INTRODUCTION

## ILLA EFICIENT

**The Action In Short**

The pilot action consists of a design competition on how to renovate a block in Barcelona. Professionals and companies from different fields (energy, communication, administration and financial) will be invited to participate to this competition through structured ideas on how to renovate the block (33 buildings, 330 homes).

An expert jury will select the most interesting ideas proposals using several objective criteria. Also the Owner's Communities Presidents (28) will filter the proposals and finally through an open exposition, all the inhabitants will vote for the best idea of renovation. The results will be shared with inhabitants of the area and other inhabitants of the city of Barcelona.

The winner idea should be implemented under the surveillance and constant progress following of a TV programme, so the aim to involve other blocks and cities in the renovation process is more easily achieved. This is a key issue to gather the high replicability levels that this project has as a basis.

## CASE STUDY 2 - PRESENTATION

# THE DIFFERENT STEPS OF THE PILOT ACTION «ILLA EFICIENT»

### The Action In Short

The pilot action consisted in different steps as described below:

## STEP 1: GENERAL PRESENTATION OF THE CAMPAIGN

The first step consisted in inviting representatives of each building to present the pilot awareness campaign (community of owners, landlords, property managers)

Results: 60% of invited people have participated.

## STEP 2: A SURVEY CONCERNING ENERGY CONSUMPTION AND PERCEPTION OF RENOVATION

35 questionnaires were presented to owners and user of housing in 7 buildings of the area. The questionnaire presented questions concerning: use of the accommodation, architecture, legislation, economic cost, will/perception towards the idea of energy renovation of their buildings.

## STEP 3: THE MONITORING OF ENERGY CONSUMPTION OF 10 ACCOMMODATIONS

This step consisted in selecting 10 properties (all are owners) to monitor their electricity consumption. Measurements has been done between January and February 2014 (for winter) and between June and July 2014 (for summer).

### Results: Monitoring of 10 properties (final results will include data and recommendations report).

Results obtained for the sample (35 apartment's one for each) show that:

- 83% owners and users and 17% tenants no owners.
- 74% families, 20% only one person and 6% shared flat.
- 1 person (20%); 2 persons (23%); 3 persons (26%); 4 persons (26%) and 6 persons (6%).
- 19% less than 15th years old, 6% between 15th and 20th years; 18% between 21 and 35; 23% between 36 and 50; 19% 51 -65 and 13% more than 65.
- 30% students; 33% workers; 9% autonomous; 12% without work; 1% at home and 15% pensioner.
- 49% have cooling systems; 14% yes but without using; 20% has not cooling system but any kind of ventilation; 17% not at all.
- 80% have heating system, 14% yes but without using and 6% have not heating system.
- 33% heat pump; 18% electricity; 64% gas boiler; 3% butane.
- Lighting: 34% traditional bulbs; 63% halogen lamps; 63 % fluorescents; 89% low consumption bulbs; 17% LEDs.
- Domestic appliances age. Boilers: 4'3 years; Washing machine: 5'2 years; Microwave oven: 5'9 years; Dryer: 6'4 years; Dishwasher: 7'0 years; Burners: 8'2 years; fridge: 8'3 years; Additional freezer: 8'5 years; Oven: 9'9 years.
- Energy labels for domestic appliances : 4 A+++; 6 A++; 9 A+; 9 A; 1B; OC.
- Using cooling: 1 month: 29%; 2 months: 35%; 3 months: 6%; 4 months: 24%; 5 months: 6%.
- Using heating: 1 month: 7%; 2 months: 11%; 3 months: 11%; 4 months: 21%; 5 months: 32%; 6 months:

18%.

- Using lighting: 66% substitutes with the same type. 71% improves efficiency, and 23% jumps into LED.
- Domestic appliances purchasing: 77% considers Energy label as important. 3% just looks at it, but don't take it into account. 14% ignores what an energy label is, and 6% didn't know what it is, but will consult it thereon.
- Energy consumption: Most people ignore unplugging apparels even though they know they have a stand-by consumption. 75% of interviewed people plans to act in order to reduce energy consumption. 50% has considered window renewal, but disesteemed it because of its costs, inherent bureaucratic procedures, not being the owners of the house, etc. Circa 80% would allow energy meters in their homes. Only 50% would accept counsel and assessment about energy efficiency, etc.

## STEP 4: OPEN CALL FOR BLOCK ENERGY RENOVATIONS IDEAS

This step will consist in open a call for block energy renovation ideas. The terms of reference for the open call will cover 4 main domains: technical aspects (management, active and passive solutions at block scale); administrative (legal, organization, communities,...), communication (psychological, marketing and sociological) and financial (payment model, investment program). ERB projects compete for the tender, which will be affecting a whole block of the Barcelona's Eixample district. These projects will be exposed and submitted to vote of the owners, tenants, communities and Administration for a period not shorter than 3 weeks. Then, a poll will be done, and then the chosen project will be elected, in April 2015.

## STEP 5: AN EXHIBITION TO PRESENT IDEAS OF INNOVATION

At the end of the process, a small exhibition will present the ideas of renovation. Stakeholders involved in the pilot action will vote for the best idea. The main benefit for the owner is the cost (buying for a district will reduce the price of renovation).

### A TV programme to film the experience

The process is witnessed by a reality-TV programme, which will be serving as a story-telling mean, with all the advantages TV represents of dynamism, attraction and eye-catching.

This TV programme will be recording all the implementation process, until the ERB project comes to its end, and this is when the final step is taken: the comparison between the initial and final stages, with a motion sense, turning into a vivid experience what otherwise would be rough data.

The broadcasting of the programme across the country's TV channels will do an encouragement task, to gather the attention and convince, by visual, actual means, other communities of the real advantages of investing in ERB projects for their buildings.

# ECREE

CATALAN STRATEGY FOR ENERGY RENOVATION IN BUILDINGS



Generalitat de Catalunya

grupo



Ajuntament de Barcelona



EDIFICIS DE CATALUNYA  
Energia · Eficiència

## ACTION 2 : Imply & Traine for the Energy Renovation in Buildings

With a stimated budget of 822.400€, the **ACTION 2** of the ECREE aims towards creating a demand for ERS projects, communicating to the implied markets and promote ERS products. Divided into 3 axis, the **ACTION 2** (Imply and Traine for the Energy Renovation in Buildings, residential and tertiary) comprises the activities necessary to overcome the main barriers found: Ignorance over the saving potential inherent to the ERS, lack of qualified professionals, absence of an unified database, the big number of owners for each residential building, and the lack of joint decision bodies to face and promote collective decisions.



### What Illa Efficient is?

Illa Efficient (Efficient block) is a project that aims to create a model for housing rehabilitation by changing values in the public perception.



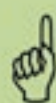
The first phase is a contest of ideas about a city block in Barcelona.

### THE BLOCK IN BARCELONA THAT WILL PROVIDE THE REFERENCE MODEL IN ENERGY RENOVATION



### Targets

Build a reference model, a pilot project which arises methodology that can later be replicated.



Promote new regulatory frameworks and institutional instruments.



Enable financial mechanisms capable of stimulating demand for sustainable and energy rehabilitation of buildings.

**ON**

Contribute decisively to changing perceptions about rehabilitation, creating a new positive feeling of appreciation on the citizenship.



- Profesional jury
- Owners' jury
- Popular city block's jury

### FIRST COMPETITION INVOLVING A POPULAR JURY

### COMPETITION SCHEDULE AND PHASES FOR ILLA EFICIENT



**2014**

- Presentation of the Contest
- Open invitation to tender

**2015**

- PROJECT PRESENTATION (brainstorming the Professional sector)
- PRESENTATION TO THE OWNERS
- POPULAR PARTICIPATION

**2016**

- PROJECT EXECUTION PHASE
- POPULAR IMPLICATION

TAKE PART IN THE FIRST ACTION OF THE CATALAN STRATEGY FOR ENERGY RENOVATION IN BUILDINGS



### DISCOVER THE BASIS FOR THE EFFICIENT BLOCK CONTEST

- The call starts from the example of good practices of public-private partnership formats
- Favourable loans will be provided to undertake the works
- A collective purchase plan will be offered
- Participation in the technological innovation centres to their closest performance
- Accompanying in the activities and support research management

# THE 4 KEY STEPS TO DEFINE THE ACTION

## STEP 1

### CHOICE OF PRIORITY MARKET SEGMENT. CONCLUSIONS OF MARKETING DIAGNOSTICS AND THE STUDY ON SOURCES OF ENERGY SAVINGS

The stock building segment chosen is the multi-familiar pre-war (built before 1936), and the reasons relay on the non-compliance of the legal insulation parameters of these building typology.

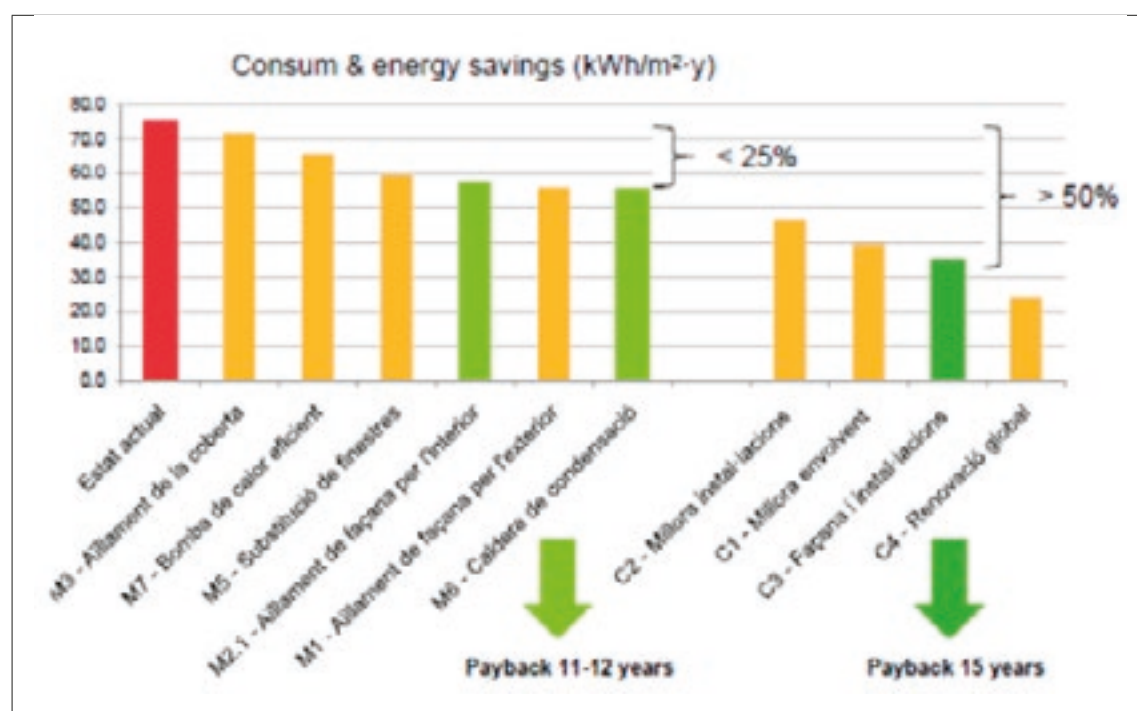
Another reasons for the elections are the high percentage (circa 14%) this typology represents within the building stock profile, and also the fragmented and needed of expertise profile of the ownership.

In this sense, the block selected, belonging to the Barcelona's city centre Eixample district, represented an optimal mixture of all types of buildings, either by destination (tertiary, residential, commercial), ownership (private, public, hired), conditions (refurbished, original state, etc), technologies applied, etc.

The study performed have shown, in accordance to each intervention line taken, the energy savings shown in the below scheme, starting from the current situation (red column), and up to a 50% reduction in consumptions when proceeding with a DEEP integral renovation.



STUDY



## STEP 2

### ANALYSIS OF THE TARGET MARKET AND SELECTED POSITIONING. CONCLUSIONS OF THE MARKETING STRATEGY

Despite the fact of its clear advantages, a SWOT analysis has revealed important potential savings in energy consumption and home well-being, as the main strong points. Studies performed reflect the selected typology represents circa 14% of the buildings, with old heating systems (mobile devices) and absence of a cooperative engagement between owners. The opportunities are related to the economic savings in the long term, the incremental pricing of the housing and the activation of the ERB market, as a whole.

Against these points, it was found weaknesses to be mainly the inertia and the lack of proper financing mechanisms. Threats are mainly the convincement that, without a continuous awareness raising campaign and the involving Public Administrations, the ERB will return to a steady state until it's too late.

The choice taken includes an idea contest and execution, in order to fully exploit the possibilities of the ERB project, and raise the public and private knowledge on how to face these matters.

### STEP 3

### DEFINING PLANS OF ACTION

## OPERATIONAL MARKETING ELEMENTS (MARKETING MIX)

### THE SERVICE

Service will be assessing and accompanying the owners along all the steps needed to plan, project and implement an ERB project. This service includes organising the contest for ideas, its selection, its implementation and, finally, the communication process of all this project for the public knowledge. The first step, the contest, is already on its way, and it's scheduled to enter into phase 2 (idea selection) November 20th 2014. The implementation will take place in 2015, and it's intended to finish, and therefore begin the 4th step, by 2016.

### PRICE

There is no price established for the service, so there's no expectative of refusal.

### GOVERNANCE

Governance will reflect the current legal framework (Ley de Propiedad Horizontal), which requires at least a majority of the owners' agreement to initiate any project affecting the building structure. This governance model also takes into account the facts of the fragmented ownership in Spanish buildings, generally with a low technical knowledge, relatively low incomes and difficulties to achieve agreements. All these factors represent a severe handicap against the cooperative system, predominant in other countries.

### PROMOTION

In what refers to the means of communication for the promotion, the operation is promoted through a complete communication plan, the whole campaign will be followed, from the very beginning, by a TV programme, which will be witnessing every step taken, specially reflecting the initial situation, the milestones of the project and the final stage, when all the benefits of the ERB project can be measured and compared to the initial stage. This programme will be broadcasted in full in the main TV channels of the country, and so dubbed into other languages so to use this project to encourage other communities across Europe to engage in ERB projects.

## STEP 4

### DEFINITION OF THE COMMUNICATION COPY STRATEGY & COMMUNICATION PLAN COPY STRATEGY OF THE ACTION « ILLA EFICIENT »

## CONTEXT

Within the framework of MARIE project, and also the Catalan Strategy for Energy Renovation in Buildings, pioneer in the MED area, the Illa Eficient project aims to the idea of accomplish the energy renovation of a whole block of buildings from a holistic view, by using all means at our disposal, in terms of publicity (raising awareness among owners, tenants, leasers, etc), technical (applying all the state-of-the-art technologies, and also solid, contrasted and reliable ones) and economical (applying and exploring all ways of financing: private funding, public funding, SCmodel, grants, loans, etc).

## TARGETED PUBLICS

Professionals, regional and local Administrations and companies from different fields (energy, communication, administration and/or financial) are the main targets of the communication activities.

The survey at the city block, located in the roads crossing of Gran Via, Calabria, Viladomat and Diputacion (Eixample quarter, city of Barcelona, Spain), reflected a customer profile as follows:

- 83% owners and users and 17% tenants no owners

- 74% families, 20% only one person and 6% shared flat

- 1 person (20%); 2 persons (23%); 3 persons (26%); 4 persons (26%) and 6 persons (6%)

- 19% less than 15th years old, 6% between 15th and 20th years; 18% between 21 and 35; 23% between 36 and 50; 19% 51 -65 and 13% more than 65.

- 30% students; 33% workers; 9% autonomous; 12% without work; 1% at home and 15% pensioner.

## THE PROMISE

It's a real process: It is both possible and profitable (economic, wellness, energy wise) to renovate your building.

Imply all actors relevant in the ERB process to join the P.A. and accept a commitment on developing a project to improve the Energy Efficiency levels of their premises, either be homes, offices, whole buildings or others.

The "bait" will be composed of two different parts: the economic savings to accomplish and the CO2 reduction that it will imply.

## THE REASON WHY

Services will be a whole spectrum of possibilities, from simple management of energy, with no expenses implied, to a whole, integral Deep renovation project, implying a great investment and needing to explore and solve financing issues.

## COMMUNICATION AXIS

Familiar, complicity, economy and environment will be the axis to emphasize, and at the meantime the concept to use.

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## PART 3

# TOOL BOX

You will find in this section useful information to help you during the various stages which mark out the definition and the implementation of a communication campaign:

- A reminder of the main conclusions and recommendations issued from the state-of-the-art concerning the promotion of energy renovation in the Mediterranean.
- A methodology guide to set-up a communication campaign based on the principle of «Nudge» (gentle persuasion and commitment theory).
- Several practical fact sheets on communication.
- Examples of Communication tools developed in the framework of MARIE's pilot actions.

## PART 3

# REMINDER OF THE CONCLUSIONS FROM THE STATE- OF-THE-ART CONCERNING COMMUNICATION CAMPAIGNS ON ENERGY RENOVATION

## REMINDER OF THE DIAGNOSIS MADE

Despite significant communication campaigns and varied financial incentives, the energy efficiency renovation market is not as dynamic today as it should be to meet Europe's environmental objectives, particularly the climate-energy package adopted in 2008 by the European Commission. Even though the vast majority of the general public supports this project and says it is convinced of the need to act quickly to reduce our environmental footprint, it is not doing anything significant about it.

In the framework of the MARIE project, a state-of-the-art of the communication in the energy retrofit market has been realized at the beginning of the project. Based on this study, we hereafter summary the main lessons learnt and recommendations to be taken into account when communicating in the energy retrofit market (Extract from the state-of-the-art concerning the promotion of energy renovation performed by the MARIE project).

For a complete overview of the study, see also the document « Communication strategic analysis on Energy retrofit of existing buildings »



## SPECIFICITIES OF COMMUNICATION IN THE ENERGY RETROFIT MARKET TO BE TAKEN INTO ACCOUNT

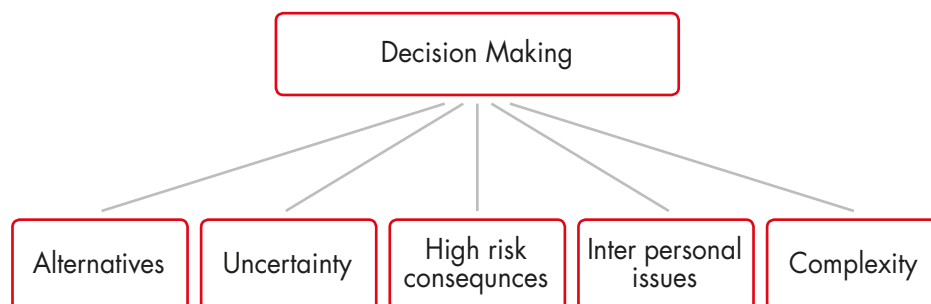
### A complex decision-making-process

#### « You cannot spread energy retrofit as you would distribute a product »

› By engaging in an energy retrofit of existing buildings, the decision-makers do not buy a turnkey product, but a complex "decision-taking action" process: this long-term process depends on the type of building in its context. This is different from one case to another. It is not comparable to impulsive purchases: it has to be prepared, confirmed and planned.

› Considering the volatility of information, such a decision process must necessarily mature. Communication then is conceived with recurrent transmissions of messages, persuasive and adaptable according to how you accompany and supports the targets throughout this process.

› Another point to consider is the attitude towards risk: the large number of players involved in the decision-making process of an energy retrofit increases this risk. This perception must be worked upstream in the message creation itself.



## Energy retrofit suffers from an image problem

### A vague scope

Energy retrofit is very conceptual, and can be confused with other related themes regarding energy, or even with concepts related to more distant realities although included in the Sustainability... What makes it difficult to read the offer.

### A hard-to-grasp project

The magnitude of objectives make them unreachable. It is difficult to think forward, to apprehend in the short term. Even in the case of already planned works or change of materials, the disadvantages of energy efficiency works delay the moment decision-makers will take action. The initial small works become a large-scale project management: impossibility to occupy the premises, removal of furniture and personal effects, extending duration of works, increasing budget, pollutions for the neighbourhood... The link between the acceptance of principles and the actual realization of the commitment is often distended.

### A disembodied and not so attractive universe:

The name itself is neither attractive nor incarnate. It bears values that do not call the feeling of pleasure, status, desire, well-being etc... which are important drivers of our society to invite to action. If it remains an idea, a myth without reality, it cannot become an experience in the adoption process.

## MAIN RECOMMENDATIONS CONCERNING FUTURE COMMUNICATION CAMPAIGNS ON ENERGY RENOVATION

### In terms of messages

#### The necessity to speak truly while providing direct value to stakeholders

Communication on energy retrofit has to be thought, as we have seen above, in a context of crisis and energy transition. The public does not only want stories but that companies and leaders speak the truth and be transparent while making the object of communication «desirable».

#### Introducing energy retrofit issues and making them accessible to users in their daily life is necessary

› The subject of energy retrofit seems too disproportionate facing current stakeholders concerns. They are rather thinking how to «survive» in the short-term.

› All indices confirm the need to break away from negative, guilt and anxiety communications, that are neither productive nor co-productive... they do not encourage a voluntary approach and make the laws requiring some energy retrofit works poorly accepted.

› Although crucial, the financial motivation is not the only reason to take action. In addition to this argument, it is important to bring customized and concrete solutions, easy to understand and to implement, so that decision-makers can immediately be involved without waiting compulsory amendments

› Taking into account the behavioural trend of «proactive consumers», it becomes necessary to adopt a language that addresses each stakeholder's value system, in accordance with their interests and serve what is a priority for them: ROI (return on investment), image, innovation, influence - among others - for economic players, issues of general interest for the public bodies or even utility, pleasure, health, safety, comfort for individual players.

## In terms of actions

### New practices contribute to the integration of an immersive experience in Communication

#### Dematerialized tools: fast and cheaper Vs. too many messages, too quickly to be well received

The field of communication has greatly emancipated with the emergence of new technologies and the internet democratization.

Considering either Web 1.0 (website) or Web 2.0 and 3.0 (social networks, mobile uses of smartphones and pads applications), it is essential to know how to use these new tools of proximity and mobility in the chosen communication mix, keeping a watchful eye on several points:

- the web is not a media but a media relay combining the advantages of all media: sound, text, images, videos, animations
- these tools are real time dematerialised solutions, cheaper and reaching both individual and collective audiences and mingling information, feature articles, advertising, events, direct marketing, etc...
- the audience is interactive and becomes actor of the received messages: it takes up information/communication and can either flop it or make it a success story in a few seconds,
- receiving messages is not facilitated, the information life cycle is short and volatile, the information itself suffers from hypertrophy..., called «infobesity» in total contradiction with such long-term decision-making processes as the energy retro-fit of buildings.

#### The implementation of communications in co-production could bring benefits in the medium / long term

› Current trends in public communication include participative and collaborative practices. These are not only made of experience testimonies, widely fostered by the Web 2.0 (forums, thematic blogs, communication campaigns showing users in their daily lives), but they also refer to the ability to work together for a common and public interest.

› Integrating end users well in advance of thinking on new practices becomes a key success factor. Several testing events on how to live together better and in a sustainable environment are beginning to be fruitful:

- Smart Cities, for example, gather citizens, students, artists and municipalities around real neighbourhoods and city labs.
- «Empowerment» in business shows that behaviour changes at work in favour of the environment are better accepted, shared creatively, create a motivational dynamic and a pride of belonging which beneficiates to the image and the economy of the society.

Many citizens and NGOs platforms promote a co-creation of projects by creating spaces for «open forums» in which each person regardless of age or job function may propose an idea, invite other volunteers participants and carry it out operationally with the help of NGOs and collective intelligence (unlike the referendum system or public debate, the topics are proposed and supported by the citizens themselves).

To break away from mental conditioning and habits related to individual contexts: thinking together from the experience of practices, include various sectorial visions and open new perspectives. These are objectives to be achieved in a market environment which is not yet determined.

[www.smartcity.fr](http://www.smartcity.fr)  
[www.smartcities.info](http://www.smartcities.info)

These new forms of communication could be used to complement traditional communication tools, and be adapted according to the different market sectors.

[www.colibris-lemouvement.org/ensemble/evenements-animations/forum-ouvert](http://www.colibris-lemouvement.org/ensemble/evenements-animations/forum-ouvert)  
[www.humanresources.about.com/od/glossary/a/empowerment\\_def.htm](http://www.humanresources.about.com/od/glossary/a/empowerment_def.htm)

## Dealing with current issues, communication tends to turn brands into «experience creators» rather than «message producers»

› They must explore the range of possibilities in order to offer immersive experiences, inspired by «experiential marketing» and to assert their positioning by mixing communications efficiently in between reality and virtual worlds.

› Research in practice innovation, and particularly the involvement of digital tools in everyday life, shows also that «it is very different to experience tools, handle them, concretely get acquainted with them, than having a mere external demonstration or a description by someone else». Yves-Armel Martin, Director of the Innovation Centre Erasmus, Living Lab (France).

› Intelligent «gadgets» and «widgets» to use at home as well as playful street marketing events (Fun Theory) appear in the market to help a better appropriation and dissemination of the messages. Those tools begin to be widely used for sustainable development and energy saving communications, in order to give the necessary « nudges » for the different targets to take action. This is the case of the energy audit iPhone application launched in France as part of the « Grenelle Environment Forum » (national protocol for environment protection).

## These are the tools that can facilitate the process of change

[www.experientialmarketing20.com](http://www.experientialmarketing20.com)  
[www.erasme.org](http://www.erasme.org)  
[www.tomsguide.fr/actualite/energie-consommation,20698.html](http://www.tomsguide.fr/actualite/energie-consommation,20698.html)  
[www.core77.com/blog/featured\\_items/greener\\_gadgets\\_2009\\_the\\_winners\\_12756.asp](http://www.core77.com/blog/featured_items/greener_gadgets_2009_the_winners_12756.asp)  
[www.legrenelle-environnement.fr/Familiarisez-vous-avec-le-DPE.html](http://www.legrenelle-environnement.fr/Familiarisez-vous-avec-le-DPE.html)

## PART 3

# METHODOLOGICAL GUIDE TO SET-UP A COMMUNICATION OPERATION BASED ON THE PRINCIPLE OF "NUDGE"

## (GENTLE PERSUASION AND COMMITMENT THEORY) EXAMPLE OF THE "COMMITTING MYSELF TO RÉNOVER+ CAMPAIGN"

This document reports on the genesis, organisation and execution of the pilot communication operation "Committing myself to Rénover+" which was carried out as part of the strategic European project MED MARIE, jointly financed under the MED programme - [www.marie-medstrategic.eu](http://www.marie-medstrategic.eu).

As part of the project a pilot communication campaign based on the principle of gentle persuasion (Nudging) and commitment theory was carried out in the Fréjus- St Raphaël area, in the PACA region of France.

The operation takes the form of an interactive terminal and a website. It encourages users to take a first step towards energy renovation by rewarding each commitment made (to get information, take action, act as a case history for a renovation project) with points and by the contribution they are making to the collective commitment of the region.

It is a collective operation, covering the whole region, since businesses, local authorities and the general public are invited to join this synergistic effort. A barometer displays the total number of points scored by the region. It is displayed on the operation website and can also be sent up to a large display screen and updated live. And to really get neighbours copying each other, a map of the region shows the energy commitment of each local district taking part in the operation.

Tested on the Fréjus-St Raphaël area, the operation has been implemented 4 times in various places frequented by the public (shopping centers, post office) or places which specialise in construction and energy renovation (Rénover+ business partners, place to get information on energy renovation, etc.)

The purpose of this document is to provide a road map for designing and implementing a communication operation using gentle persuasion and Nudge commitment theory.

A presentation kit as well as a summary report on the operation have also been produced by the MARIE project. They be found in page 52 and 64.

## ORGANISATION AT A GLANCE: "FROM DESIGN OF THE OPERATION TO OFFICIAL LAUNCH" – THE 4 KEY STEPS

Preparation of the "Committing myself to Rénover+" campaign took place around 4 key phases as described below. A fifth evaluation phase completed the process (please see the report in page 64).

### Phase 1: identify needs and define nudge objectives

Define the objectives of the operation from needs "in the field"

- Brainstorming
- Strategy Definition Document
- Specification for the market launch

This phase took place over a period of 2 months.

### Phase 2: define the nudge communication content and its delivery

Build the Nudge approach and its communication content

- Nudge Concept
- Communication Plan and Strategy
- Communication Tools

This phase took place over a period of 4 months.

### Phase 3: prepare delivery of the operation and nudge promotion

Organise delivery and communication channels

- Nudge presentation meeting
- Distribution of communication kits
- Recruitment of third-parties involved in delivering and communicating about the operation
- Start of the Nudge promotion phase

This phase took place over a period of 1 month.

### Phase 4: official launch of the nudge operation

Launch the Nudge operation (public event)

- Public event to launch the Nudge operation
- Press Conference

# THE OPERATION

## Phase 1: identify needs and define nudge objectives

This phase is to list the needs out there in the region as comprehensively as possible, as well as the target objectives for the future communication campaign. It is a good idea to involve people who are out in the field as much as possible as soon as campaign preparation starts, as well as partners who are going to deliver and communicate about the operation.

We propose breaking down this phase into three steps:

- First, brainstorming to list market needs and to define campaign objectives.
- The second step presents a summary of the discussions and analyses the approach in more depth to end up with the strategy definition document.
- The third step prepares the specification for call for tenders in view of recruiting the communication agency.

It may be useful at this stage to set up a working group which will then become the steering committee to manage all aspects of the communication campaign – definition and validation of the concept, the communication plan, tools developed, the launch event and so forth.

Involve as much as possible the people who are going to carry out the Nudge operation (businesses, communication channels etc.) so the operation can be built up jointly with these partners.

Do not miss out writing a complete strategy definition document on the basis of the template on page 85 of this guide. This will enable the PR agency to understand the context and objectives of the operation.

Ensure when the strategy definition is being written that specific communication objectives are included, linked to Nudge related factors.



## Phase 2: define the nudge communication content and its delivery

This phase takes place after selection of the external PR agency. It is used to define the communication campaign in detail, its concept, its content, its tools and actions, taking into account all market needs as well as the previously defined communication objectives.

It consists of the following steps:

- Proposed concept for the operation from the PR Agency based on the strategy definition.
- Definition of a suitable strategy and communication plan: consideration of context, understanding of the target public, fine tuning of communication aims and key messages, understanding of the players involved, creating a contacts database to promote the campaign.
- Creation of the first communication tools to promote the operation beforehand to businesses we want to get involved and communication partners (identity guidelines, presentation kit, press kit, web banners for social media).
- Breakdown of the corporate identity guidelines to create the entire set of communication tools.

This phase initially involves numerous discussions between the PR Agency and the steering committee on each of these campaign items. The following will be discussed in turn and subject to validation:

- The proposed Nudge concept.
- The communication plan and launch operation.
- The creative briefs before creating the various tools.
- The specification for more complex actions or tools such as an internet site, software applications etc.

At this stage it is important to recall the characteristics generated by a communication operation based on gentle persuasion and Nudge commitment theory and to do this for each component in the Nudge communication strategy. A meeting with the businesses involved in the region may also be useful to present the concept and modify it depending on feedback.



### Spotlight: The tools proposed as part of the Committing myself to Rénover+ campaign

A website: [www.renoverplusjemengage.com](http://www.renoverplusjemengage.com)

Presentation kit

Press kit

Umbrella stand

A roll-up

Leaflet

Poster

Social network web banners and visuals

A set of stickers for publicising one's commitment to energy renovation.

To enable deployment in different types of places (renovation businesses and tradesmen, big stores, places displaying information on energy renovation, etc.), 2 kits were designed and made available:

- For small exhibition areas: a kit consisting of a terminal equipped with a touch-screen tablet, a roll-up, posters and leaflets.
- For larger exhibition areas, particularly big-box stores: a terminal equipped with a touch-screen tablet, a 3x3 umbrella stand, a roll-up, posters and leaflets.

The public body is normally responsible for defining the creative brief and specifications. The PR Agency can however assist the client to define his requirements by taking responsibility for writing these key documents. On the other hand the public body must then answer questions concerning his requirements and expectations for each tool as specifically as possible.



### Points to Watch

Ensure there is enough time in advance before the operational phase so that the communication agency has time to discuss the various briefs and specifications with the steering committee.

Be careful with the website specification. This is an application, which requires special attention. Be specific on requirements, content to be displayed and possible developments to the operation since the site architecture depends on these factors, as well as the graphics and the functionality provided by the site. An example specification plan is provided in the appendix.

## Phase 3: prepare delivery of the operation and nudge promotion

This phase essentially consists of preparing the ground to ensure the Nudge operation is deployed and communicated effectively. During this phase the first Nudge communication tools will be presented (the presentation kit and first versions of the other material). Then the organisations to be involved in carrying out and promoting the operation will be recruited, i.e.:

- Businesses or bodies that will deliver the operation.
- Communication channels for multiplying the communication efforts – local authorities, public bodies, businesses not involved in delivering the operation, other channel partners defined in the communication plan.

The following factors previously defined in the communication plan must be dealt with again at this stage.

- Implementation of the communication plan, setting up communication channels.
- Official launch of the operation and press-relations activities.

### Points to Watch

- During this phase set a date for public launch of the operation and a detailed schedule for deploying the

terminal at the various businesses or public locations.

- Also define the procedures for managing the operation for each event, this second point being an important pre-requisite for the success of the communication operation.

## Phase 4: official launch of the nudge operation

The communication tools are available, you have recruited all the partners who are going to be involved in promoting and delivering the Nudge, you can now plan and organise the official launch of the operation:

- A launch to those who are going to deliver and communicate the operation, to distribute out communication kits and launch the Nudge promotion phase. Promotion must start at least one month before official launch of the operation.

- Official public launch to give the Nudge as much visibility as possible in the various target markets.

Evaluate the communication campaign

A communication campaign evaluation phase will have to be performed after the operation finishes. It can be carried out using indicators defined in the communication plan. This evaluation phase will be used to analyse the positive aspects, success factors as well as ways to improve the operation in future.



## PART 3

# PRACTICAL FACT SHEET

## THE COPY STRATEGY

Fill- in the copy strategy to define the communication campaign in details

<b>The context:</b> Describe the context	
<b>The issue and communication objectives</b> Which objective do we want to reach through the campaign?	
<b>Targeted public (s)</b> To whom are we communicating? Be specific: age, geographical location, socio professional category...	
<b>The message/The promise</b> What do we want to say to the targeted public in one sentence? What is the promise? What is the key message on which the communication will rely on?	
<b>Reason Why</b> Characteristics of the service that will support the promise	
<b>Communication axis/concept/ton</b> What is the ton of communication? What will be the concept?	

## THE COMMUNICATION PLAN

Here under is an example of the main sections, which must be contained in a Communication plan and examples of questions you have to ask yourself. Questions are not exhaustive and can be completed with others, on the basis of your own context.

<b>The context (internal)</b> Describe the context in which the communication plan will take place: What is the initiative about? What are the timelines? Is there an upcoming launch event? Are there any notable milestones? Who is involved? Do you have partners in the initiative?	
<b>Environmental Scan (external)</b> What are the key factors that will affect the success of the campaign? What is the media saying? Which other campaigns have taken place previously?	
<b>Stakeholders analysis</b> Describe in this section your stakeholders and their expected reactions. How you will manage positive or negative reactions?	
<b>Objectives</b> What do you want to achieve? (Your communication objectives must be clear, relevant, measurable... use the SMART approach)	
<b>Strategy</b> Where are you going, and why? Generally speaking, how are you going to approach your key stakeholders?	
<b>Audiences - Who are the key audiences?</b> Analyze the key groups or people you want to reach and what their needs are. Which stakeholders are key to this initiative? Who else do you need to consider? Remember to refer back to your objectives and your strategy. Are you looking to reach a few narrow groups or a broader selection?	
<b>Messages</b> What message do you want to convey? To write down key messages, refer to your environmental scan, your communication objectives and the analysis of the key characteristics of your audience.	
<b>Tactics</b> How will you implement your strategy? Which tactics will you use? Both in terms of communication tools and actions?	
<b>Budget &amp; planning?</b> What will be the overall cost for the communication plan? Which are the main milestones for the implementation of the communication plan?	
<b>Evaluation</b> How will you know if you've been successful with your Communication plan? Set indicators prior to the launch of your campaign and make an evaluation afterwards.	

### Defining Your Objectives

To be efficient, your communication objectives must follow the SMART scheme:

- Specific
- Measurable
- Achievable
- Realistic
- Time-focused



## WRITING SPECIFICATIONS FOR THE CREATION OF A WEBSITE OR APPLICATION

Here under is an example of the main sections, which must be contained in specifications for the development of a website or an application. Be precise as this document forms the basis for the development of your website/application and design of the pages.

Once completed, it will be transformed by the communication agency to a functional specification document describing: architecture of the website/application, design of the different pages (schematically), navigation scenarios, description of functionalities proposed, etc.

<b>Objective of the website</b> The most important thing in any specification is to clearly state what you want the end product to do, however this bit is normally left out of a website specification. We want the site/the application to... The defined statements would have to be firmed up in discussions with your communication agency.	
<b>List of contents (primary &amp; secondary)</b> The primary content of your site is the information that a visitor will need to find in one click. Write a list of your key contents on paper. Make a note of the information you would like to include on each page. Think about what you want each page to do and write it down. Try to group the pages into sections or categories.	
<b>Functionalities</b> This section must describe any specific functionality you would like to include on the website: newsletter subscription, link to web 2.0 devices, possibility to add a testimony, translation, systems and rights to update the content, etc.	
<b>Style and layout</b> Include in this sections any specification needed such as graphical elements to be included on each page: logos, specific graphical elements or animation.	
<b>Additional requirements</b> This section includes information on: <ul style="list-style-type: none"> <li>- Accessibility</li> <li>- Code validation</li> <li>- Maintenance</li> <li>- Hosting</li> <li>- Support</li> </ul>	

## PART 3

## EXAMPLE OF COMMUNICATION MATERIALS

CASE STUDY 1 : COMMITTING MYSELF TO RENOVER+  
(FRANCE - PACA REGION)



***Ici,  
la rénovation,  
c'est happy!***

***Vous faites des travaux dans votre logement...***  
*Et si vous en profitiez pour économiser de l'énergie et gagner en confort ?*

***Le savez-vous ?***  
*Vous pouvez accroître votre bien-être, faire des économies et augmenter la valeur de votre patrimoine.*

***Comment ?***  
***En vous engageant à agir éco pour votre logis.***

***Rejoignez vite le mouvement et flashez pour l'happy éco-logis !***

***Engagez-vous dès maintenant aux côtés de votre collectivité, vos professionnels, vos voisins et vos amis***

[www.renoverplusjemengage.com](http://www.renoverplusjemengage.com)



Rénover+, je m'engage est une opération environnementale et citoyenne lancée sur le territoire de la Communauté d'Agglomération Var Estère Méditerranée


**Rénover+**  
JE M'ENGAGE

# Ici, la rénovation, c'est happy!





**Rejoignez vite le mouvement pour l'happy-éco-logis !**

Sur notre stand mobile ou notre site internet, engagez-vous dès maintenant aux côtés de votre collectivité, vos professionnels, vos voisins et vos amis.



## Rénover

JE M'ENGAGE

[www.renoverplusjemengage.com](http://www.renoverplusjemengage.com)



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Pop-up stand

# Ici, la rénovation, c'est happy!

**Plus de confort. Plus d'économie.  
Plus de valeur patrimoniale.**

*Happy rénover son logement, c'est rejoindre le mouvement. C'est aussi joindre l'utile à l'agréable. En réalisant des travaux de rénovation énergétique, vous gagnez en confort, vous réduisez vos consommations d'énergie et vous donnez davantage de valeur à votre bien immobilier.*

**J'happy-rénove : je gagne en confort.**  
Un logement trop froid l'hiver, trop chaud l'été, une « maison courants d'air », humide, malsain, constante et bruyante ? Eco-rénovez ! Et découvrez une chaleur douce, constante et homogène, une atmosphère sereine et agréable.

**J'happy-rénove : je réduis ma consommation d'énergie.**  
Des factures d'énergie trop lourdes ? Un mode de chauffage inapproprié et polluant ? Eco-rénovez ! Vous allégerez votre consommation d'énergie et votre empreinte carbone.

**J'happy-rénove : je valorise mon patrimoine**  
Un logement vieillissant ? L'humidité et les amplitudes thermiques endommagent les habitations. Votre capital se dégrade. Pour habiter soi-même, pour louer ou vendre, mieux vaut disposer d'un bien sain et confortable. Alors éco-rénovez ! Vous augmenterez la valeur de votre bien immobilier.



## Tous ensemble pour plus d'éco-logis



**Faites grimper l'happy baromètre**

**Information : 10 points.  
Action : 20 points.  
Réalisation : 50 points.**

*Vous pouvez concrétiser votre engagement :*

- » En vous informant sur les bienfaits de la rénovation énergétique dans l'optique d'une action future
- » En agissant dès maintenant car vous avez des projets de travaux.
- » En témoignant d'une réalisation personnelle ou de celle d'un proche, en cours ou passée, en rapport avec la rénovation énergétique.



## Rénover

JE M'ENGAGE

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Rénover+, je m'engage est une opération environnementale et citoyenne lancée sur le territoire de la Communauté d'Agglomération Var Estère Méditerranéenne



Flyer

# Dossier de presse

Opération

## Rénover +, je m'engage

Ensemble, dynamisons  
le marché de la rénovation  
énergétique !



**Rénover +**  
JE M'ENGAGE



### Une action collective publique/ privée pour stimuler le marché de la rénovation énergétique de l'habitat

Avec 40 % des consommations énergétiques et 25 % des émissions de gaz à effet de serre, le bâtiment fait partie des secteurs les plus énergivores en Europe. Pour le devenir de nos sociétés, nous savons tous qu'il est aujourd'hui devenu urgent d'optimiser nos performances énergétiques.

En France, le Plan de Rénovation Énergétique de l'Habitat (PREH) poursuit ce but : l'Etat encourage la rénovation de 500 000 logements existants par an d'ici 2017, pour atteindre à l'échéance une réduction de 38 % de la consommation énergétique du bâti à l'horizon 2020.

Pour autant, malgré ces objectifs ambitieux et les mesures incitatives qui l'accompagnent, le marché ne montre pas de signe de croissance proportionnel. L'offre de rénovation énergétique est souvent mal perçue par les particuliers qui déplorent principalement sa complexité. Dans les faits, aucune solution visant à proposer, organiser et coordonner une offre globale de rénovation énergétique n'a pu émerger ces dernières années.

La vocation du projet européen MARIE et des nombreuses actions pilotes qu'il conduit (dont l'opération « Rénover+, je m'engage ») est d'apporter des solutions à cette problématique en générant une dynamique sociétale nouvelle – basée sur l'émulation collective – et en coordonnant les synergies de la filière Energie. Car aucun acteur ne pourra à lui seul stimuler ce marché.

En créant ce lien entre toutes les parties prenantes, les partenaires du projet MARIE mettent en place des conditions favorables pour qu'ensemble (particuliers, professionnels, institutionnels et politiques) nous fassions progresser le domaine de la rénovation énergétique et que nous apportions aux générations futures un modèle de développement durable.

Xavier Martí i Ragué

Département du Territoire et de la durabilité et de l'Agence de  
logement de la Catalogne (Espagne)  
Chef de File du Projet MARIE

Rénover +, je m'engage - Dossier de presse



Press kit

**Je suis engagé pour  
l'happy éco-logis**  
Rejoignez le mouvement



Sticker

*Ici,  
la rénovation,  
c'est happy!*



**Rénover<sup>+</sup>**  
JE M'ENGAGE

[renoverplusjemengage.com](http://renoverplusjemengage.com)

Web banner

*Ici,  
la rénovation,  
c'est happy!*



Rejoignez vite le mouvement pour l'happy éco-logis et engagez-vous dès maintenant aux côtés de votre collectivité, vos professionnels, vos voisins et vos amis.

**Rénover<sup>+</sup>**  
JE M'ENGAGE

[renoverplusjemengage.com](http://renoverplusjemengage.com)

Web banner

*Ensemble,  
dynamisons le marché  
de la rénovation  
énergétique!*

DOSSIER DE PRÉSENTATION

*Opération Rénover<sup>+</sup>, je m'engage*



**Rénover<sup>+</sup>**  
JE M'ENGAGE

Presentation kit

## CASE STUDY 2 : «ILLA EFICIENT» (SPAIN-AREA OF BARCELONA)



CATALAN STRATEGY FOR ENERGY RENOVATION IN BUILDINGS



**Generalitat de Catalunya**

grupo



**Ajuntament de Barcelona**



**EDIFICIS DE CATALUNYA**

energia sostenible

### ACTION 2 : Imply & Traine for the Energy Renovation in Buildings

With a stimated budget of 822.400€, the ACTION 2 of the ECREE aims towards creating a demand for ERB projects, communicating to the implied markets and promote ERB products. Divided into 3 axes, the ACTION 2 (Imply and Traine for the Energy Renovation in Buildings, residential and tertiary) comprises the activities necessary to overcome the main barriers found: Ignorance over the saving potential inherent to the ERB, lack of qualified professionals, absence of an unified database, the big number of owners for each residential building, and the lack of joint decision bodies to face and promote collective decisions.

#### What Illa Efficient is?

Illa Efficient (Efficient block) is a project that aims to create a market for housing rehabilitation by changing values in the public perception.

The first phase is a contest of ideas about a city block in Barcelona.



#### Targets

- Build a reference model, a pilot project which arises methodology that can later be replicated.
- Promote new regulatory frameworks and institutional instruments.
- Enable financial mechanisms capable of stimulating demand for sustainable and energy rehabilitation of buildings.
- Contribute decisively to changing perceptions about rehabilitation, creating a new positive feeling of appreciation on the citizenship.





**THE BLOCK IN BARCELONA THAT WILL PROVIDE THE REFERENCE MODEL IN ENERGY RENOVATION**





- Professional jury
- Owners' jury
- Popular city block's jury

**FIRST COMPETITION INVOLVING A POPULAR JURY**

#### COMPETITION SCHEDULE AND PHASES FOR ILLA EFICIENT

**2014**

- Presentation of the Contest
- Open invitation to tender

**2015**

- PROJECT PRESENTATION (transforming the Professional sector)
- PRESENTATION TO THE OWNERS
- POPULAR PARTICIPATION

**2016**

- PROJECT EXECUTION PHASE
- POPULAR IMPLICATION

TAKE PART IN THE FIRST ACTION OF THE CATALAN STRATEGY FOR ENERGY RENOVATION IN BUILDINGS



**DISCOVER THE BASIS FOR THE EFFICIENT BLOCK CONTEST**

- We will start from the example of good practices of urban-provide urbanistic formulae
- Financially viable will be provided to undertake the works
- A collective purchase plan will be offered
- Participation in the subsequent construction works on their unique performance
- Accompanying in the activities and support sector management

# CASE STUDY 3 : TOWARDS 2020 NEARLY ZERO-ENERGY BUILDINGS (MALTA)

**MARIE**  
MEDITERRANEAN BUILDING  
RETROFITTING FOR ENERGY  
EFFICIENCY IMPROVEMENT

**TOWARDS 2020  
NEARLY ZERO-ENERGY BUILDINGS**

**Use of shading devices and colour schemes**  
Louvers, awnings and other shading devices are especially useful on south-facing facades. West-facing facades are also exposed to the hotter afternoon sun. Roofs should be painted in light colours to reflect sunlight.

**ENERGY EFFICIENCY IN DWELLINGS**  
Reducing energy consumption and eliminating wastage are among the main goals of the European Union (EU). Improving our buildings, using renewable energy sources and purchasing energy-efficient appliances will reduce CO<sub>2</sub> emissions and our electricity bills.

**Resistance to the passage of heat through the dwelling fabric**  
Many construction materials today provide better insulation and a superior energy performance than the traditional method of a thickness of bricks or the wall insulated with a few centimetres of stone (battlement).  
As an external wall is double wall with thick battlements is better than a traditional single wall with thick battlements.  
In the case of apartments, double-glazed windows in triplets will allow light to pass through but prevent heat transfer.

**Electrical systems in the dwelling**  
The installation of solar water heaters to provide hot water is encouraged. An combination of heat pumps provide superior performance to electric heaters. LED fittings are the most efficient while incandescent light bulbs are the least.

**Use of renewable sources of energy**  
Relatively mature technologies which are suitable to small-scale applications include photovoltaic solar panels and micro-wind turbines.

**MRA ACTIVE SCHEMES**  
**2011 Solar water heater scheme - national**  
The scheme was launched in order to encourage the use of renewable sources of energy for domestic use. The National Scheme provides a grant of 40% up to €400 and is not restricted by social criteria. The scheme has been extended to 31st December 2014.  
**2012 - Roof thermal insulation and Double Glazing**  
The Malta Resources Authority launched a scheme aiming to encourage the use of systems for domestic use that reduce the consumption of energy or those systems that make use of renewable sources of energy. The scheme applies to roof thermal insulation material and double glazed windows or doors. The scheme has been extended to 31st December 2014.

**WIN AN ENERGY EFFICIENCY METER**  
Send an email to [feedback@marie.org.mt](mailto:feedback@marie.org.mt) describing the energy efficient measures you are planning to implement in order to win your home a free energy efficiency meter. The competition is open to 30th June 2014. The best 10 ideas will be awarded.

**For more information and application forms please visit**  
<http://mra.org.mt/>

**DOWNLOAD our free mobile APP "Energy Tips"**  
Available on the App Store and Google play.

**IF YOU HAVE QUESTIONS REGARDING ENERGY EFFICIENCY AND RENOVATION OF YOUR BUILDING PLEASE CONTACT MRA FOR ADVISANCE TEL: 20904000**

**FOR PROFESSIONALS**  
Join the MARIE Associated Partners Platform [www.marieapp.eu](http://www.marieapp.eu)  
Visit MARIE website for more information about the project [www.marie-medstrategic.eu](http://www.marie-medstrategic.eu)  
Stakeholders and Local Councils representatives are invited to attend the MARIE seminar on 28th May 2014 at Convent St. George's Bay Hotel. For more information and registration, please send email to [feedback@marie.org.mt](mailto:feedback@marie.org.mt)

**LEADER**  
European Regional Development Fund  
High standard of water supply  
High standard of water supply  
High standard of water supply  
High standard of water supply

**MRA**  
MALTA RESOURCES AUTHORITY

**Local Councils**  
Local Councils

Flyer

## Notes



