



10. Communications

Goal

Create compelling communications to increase awareness and action for energy conservation.

Example tier assessment

Yes (Y) = 1 Point
 In Progress (P) = .5 Points
 No (N) = 0 Points
 Tier Rating = Total Points/44

		Tier 1	Tier 2	Tier 3	Tier 4	Points	%			
Program management										
1. Planning	Y	Conduct Energy Wise Network planning with BC Hydro contact & facilities' department.	N	Get sign off from all stakeholders on energy plan (including communications).	N	Engage Conservation Governance Committee (senior managers of the stakeholders, including HR) in planning.	N	Present to Executive for feedback on Energy Wise Network program.	1	25%
2. Partnerships	Y	Develop partnerships to deliver the program.	Y	Engage at least one Executive Champion who is active and visible.	Y	Establish program personnel and budget.	Y	Incorporate energy conservation goals into three department's business plans.	4	100%
3. Reporting	P	Report quarterly on campaign results in Green Champions.	N	Report quarterly on estimated energy savings to Green Champions and Executive Champion.	N	Report quarterly on energy savings to Champions and Conservation Governance Committee.	N	Make energy savings publicly available.	0.5	13%
4. Awareness	N	Demonstrate that 33% of the target audience is aware of the conservation campaigns (aided recall).	Y	Demonstrate that 50% of the target audience is aware of the conservation brand (aided recall).	N	Demonstrate that 33% of all people at the organization are aware of the conservation brand (aided recall).	N	Demonstrate that 50% of all people at the organization are aware of the organization's energy conservation achievements (aided recall).	1	25%
Engagement										
5. Target audience	Y	Identify and prioritize target audiences and include at least 25% of organization (by energy-use or people) in campaign.	P	Include at least 50% of organization in campaign plan.	N	Ensure at least 75% of employees are/or sites are included in energy conservation.	N	Ensure everyone and all departments are involved in energy conservation.	1.5	38%
6. Champions	Y	Establish a Green Champions network that meets four times per year.	N	Develop formal guidelines for Green Champions.	N	Develop policies to support employee efforts on energy conservation.	N	Include conservation responsibilities in job descriptions in non-energy related positions.	1	25%
7. Recognition	P	Communicate Green Champions' work and achievements to the organization.	Y	Communicate achievements to Green Champions' managers at least twice per year.	N	Establish formal recognition (awards) for employee conservation efforts.	Y	Earn external sustainability award for employee engagement initiatives.	2.5	63%
Strategies										
8. Campaigns	Y	Develop a calendar of conservation campaigns.	Y	Develop campaign toolkits, if applicable, and integrate lessons learned.	N	Translate campaign actions into policies, training and standard operating practices.	N	Develop/test new conservation campaign approaches and opportunities.	2	50%
9. Results	Y	Establish baselines for campaign targets and establish method for determining energy savings.	P	Track campaign results.	N	Demonstrate measurable energy savings from campaigns.	N	Decrease energy use by at least 2% from behavior changes.	1.5	38%
10. Communications	Y	Create campaign communication materials.	N	Establish program branding for conservation.	N	Develop a communications strategy to make everyone aware of campaign results.	N	Publish article on conservation success in external publication.	1	25%
11. Fresh ideas	Y	Attend Energy Wise Network workshops and connect with sector conservation groups (if applicable).	N	Solicit employee conservation ideas & best practice ideas.	N	Establish resources to evaluate, prioritize, and implement employees and best practice ideas.	N	Present case studies of energy savings from employee engagement efforts to BC Hydro.	1	25%
Points	9	82%	5	45%	1	9%	2	18%		
Completed	1	Yes	Overall Points Achieved: 17			Sample Client		Overall tier: 1.5		
In progress	.5	In progress	Total possible points overall: 44			Date: September 2014				
Not started	0	No	Total possible points per Tier: 11			Completed by: John Smith				

Tier 1—Communications

CREATE CAMPAIGN COMMUNICATIONS MATERIALS.

Energy Wise Network requirement

1. Create communications materials for target audience for their primary channels of communication (see 1. Planning Resource).
2. Ensure each message has an energy conservation call to action.

TIPS FOR EFFECTIVE COMMUNICATIONS MATERIALS

- Make it personal—Appeal to your target audience’s motivations.
- Keep it simple—One action per communication piece.
- Prompts (reminders)—Be specific about the action, place prompts right where the action will take place, make it noticeable (Eg. Turn it Off sticker placed near the switch or equipment to be turned off).
- Ensure communications comply with organizational branding policies.
- Refer to the Social Marketing Framework in Appendix 1.

Examples

- Ski resort using “Save our snow—close the window” stickers placed near windows appeals to their employees to keep windows closed and to take action to against climate change.
- “Take the Stairs” poster is placed near the elevator prompting employees to take the stairs. If the poster is in the stairwell, it is only reaching those who have already made the decision to use the stairs.
- “Turn off the light” sticker is placed on the meeting room door so people see it as they are leaving the room.

Tier 2—Communications

ESTABLISH A BRAND FOR YOUR CONSERVATION PROGRAM.

Energy Wise Network requirement

- Create a program name, brand, and logo that helps people associate your messaging with conservation and your organization's Green Champions

TIPS FOR EFFECTIVE BRANDING

- Ensure your brand has a clear association with conservation and the organization.
- Conservation brand should align with your organization's brand, look and feel.
- Test the conservation brand with key stakeholders of your program. Stakeholders can include the Communications Department, Executive Champion, and Green Champions.

Tier 3—Communications

DEVELOP A COMMUNICATIONS STRATEGY.

Energy Wise Network requirement

Demonstrate the communications strategy achieves campaign program results

TIPS FOR AN EFFECTIVE COMMUNICATIONS STRATEGY

- Engage your Communications Department in developing a strategy.
- Leverage the Communications Department's existing template(s).
- If you are creating a communications plan template, keep in mind that effective communications strategies include: target audiences, key message(s), timing, and communications channels to be used.
- Refer to the Social Marketing Framework in Appendix 1.

ELEMENTS TO CONSIDER FOR A COMMUNICATIONS PLAN

This is a comprehensive list of elements to consider for your communication plan. Not every plan needs to include all of these elements, but this outline will ensure you do not omit an important component.

1. Overview: Describe what you want the communications plan to accomplish

- Project goal/desired outcomes
- Communications objectives (e.g., awareness, attitude, and action)
- Overriding concerns or major issues facing the program
- Historical communication tactics and insights: what worked, what didn't, and why; Insights and lessons learned

2. Stakeholders: List who is concerned about the project's results and how each stakeholder will support the project.

- Internal stakeholders
- External stakeholders
- Validators/Advisors
- Detractors

3. Audiences: List the primary and secondary groups that you're targeting

- Consider internal audiences
- Primary external audiences
- Secondary external audiences

4. Messages: Define the messages you want to communicate to your various audiences

- Key messages—Messages that you feel you need to convey or tell stories about your program if appropriate to bring it to life
- Supporting messages—These may be more specific based on the audience or timing
- Likely issues or questions
- Associated talking points

6. Timeline: List the milestones from the project plan, this will ensure your tactics align.

- Project milestones

7. Tactics: List the tactics that you plan to use to communicate your messages. Remember that the communications plan/tactics will be highlighted in this section.

- Date
- Audience
- Format
- Message
- Person responsible
- Budget considerations

Tier 4—Communications

PUBLISH AN ARTICLE ON CONSERVATION SUCCESSES IN AN EXTERNAL PUBLICATION.

Energy Wise Network requirement

- Publish at least one article per year on conservation successes in an external publication.

TIPS FOR ARTICLES

- Create a story based on your successes to share and inspire others. Use the Case Study Template in Appendix 2 as a guide for what type of information to include.
- Publications to consider: Power Smart's Power of Business newsletter, Energy Wise Network Newsletter, trade newsletters, sector publications, Tools of Change website.
- Provide Model Consent Form in Appendix 3 for photos that appear in the article.
- Ensure people quoted have approved their quotes.

APPENDIX 1—COMMUNICATIONS

SOCIAL MARKETING FRAMEWORK

The following social marketing inspirations were developed from our industry experience, findings from social marketing experts, and insights from social change best practices in order to help guide all program and initiative development. These inspirations are meant to be “tools in your toolkit” designed to stimulate ideas and leverage insights that can help catalyze change, rather than a set of rules that must be strictly followed.

The ten inspirations are:

1. Understand people, not customers

- Electricity is a low involvement product; a “customer” view is too narrow and misses their passions, you need to connect to things people care about.
- Businesses are really just a collection of people.
- Meet them where they are: target receptive times in peoples’ lives.
- Utilize research findings from sociology and psychology (including brain chemistry): Maslow’s Hierarchy of Needs (spontaneity/ creativity, morality, self-esteem/ respect, belonging, security); beware of cognitive biases; decision making; fear of loss (lost opportunity/social shame).
- Examine non-participants and “Bright Spots” (success stories), for inspiration: observational research uncovers hidden insights when combined with traditional research.

2. Make an emotional connection to generate excitement and awareness

- Use traditional and non-traditional marketing activities including guerrilla marketing and social media.
- Tie to something people care about; consider a shared value and always ask “why will people care?”
- People like fun and games—“gamification”.
- Strive for a simple message.
- Storytelling is critical.
- Leverage the unexpected.
- Excitement and awareness are cyclical and not necessarily a step pattern.
- Concreteness: how do we make our ideas clear and tangible?
- Always play to the emotional and rational side of people.

3. Develop partnerships to improve availability and promotion

- Don't alienate existing market channels.
- It has to be win-win.
- Use convenient and familiar channels.
- Partner with trusted sources.
- External sources can often connect more effectively; but are you willing to relinquish control?
- Build a lasting infrastructure.
- Inspire others to care and deliver your message for you.

4. Economics may be working against you

- Is it a real or perceived affordability issue?
- Is there a split incentive issue where the investment and benefits flow through different parties?
- Can we change the price signal or change the payback?
- Consider going upstream with your incentive; it can increase the value to the end-user and be easier to manage.
- Change may have a cost to customers beyond the technology or service: shut-down, training, and complaints.
- Think of exclusive offers (i.e. incentives that are "priceless").
- Think of shared value offers.

5. Remove acceptance issues

- Go through the acceptance issues (and all other barriers) and identify:
- Benefits that the person feels they receive from the "old" behaviour (what they will miss);
- Perceived or real barriers they will feel with the "new" behavior (pain points);
- Benefits of the new behaviour; this may help create messages that stimulate desire.
- Do we need to absorb or mitigate risk(s) for the customer or partner?
- Be mindful of competitors: direct (sustainability activities) and indirect (competing for mindscape and money).
- Don't make programs and initiatives difficult to participate in.

6. Set targets, construct a plan

- Set inspirational targets as well as short-term achievable targets; large, daunting targets can demotivate.
- Shrink the pain of change and increase positive self-fulfillment with quick-wins.
- Ambiguity is the enemy, script the critical moves to get people started and help them with a plan.
- Simplify choices.
- You can't change what you can't measure.

7. Utilize the power of norms

- People are more likely to take notice or take action if they observe neighbours, colleagues, leaders, or celebrities taking action.
- Norms can stretch across nations or be as specific as for a single neighbourhood or family.
- People are sensitive to the culture/ norm of the community they want to belong to.
- Make people feel like the new activity is the norm.
- Create advocates to sell and co-create: connectors, mavens, sales people (persuaders). There is continuum to advocacy from recommenders (positive comments) to advisors (walk people through the decision process).
- Tap into people as the new media: can be positive or negative (YouTube, Facebook, Twitter, etc.) so make sure you can handle transparency.
- Trust is higher amongst peers.

8. Gain a commitment

- Use commitments to change behaviour.
- Small actions and commitments can lead to bigger things. You can change how people view themselves through that first action.
- Ask for public commitments.
- Seek out group commitments.
- Get committed people to make the ask for commitments from others.
- Find a way to hold people accountable; peer accountability is strongest.

9. Provide feedback

- Reward progress.
- Recognition is powerful.
- Beware of single-action bias: small actions alleviate our guilt and can limit broader change.
- Maintenance, prompts, feedback, triggers, reinforcement—keep top of mind.
- Competition amongst peers is powerful, understanding how you compare to someone else can stimulate interest and motivate action.
- Broadcasting wins to the individual and more broadly to the community will motivate the individual and draw in others.

10. Action first, habit formation, then social movement

- The first nine inspirations can help to stimulate the first action; then you either repeat the action or relapse. NOTE: people can relapse several times, stick with it.
- With relapse, remind people how much success they already had—they were almost there.
- Social movements are strengthened if structures are in place, networks are established, and an identity is formed.
- Strive for conversion to a habit or cultural norm. Enabling advocates to communicate on your behalf is more likely to help catalyze that “Swarm” or “Snowball”.

Appendix: acknowledgements

- A.H. Maslow: “A Theory of Human Motivation”
- Chip Heath, Dan Heath: “Made to Stick” and “Switch”
- DDB’s Human Insights
- Evolution of utility Demand Side Management 5 As: Awareness, Availability, Accessibility, Affordability, Acceptance
- Ian Ayres: “Carrots and Sticks”
- Insights and tools from IDEO
- Malcolm Gladwell: “The Tipping Point”
- Marketing Leadership Council: research projects on world-wide best practices in marketing across sectors
- Social marketing experts: Doug Mackenzie-Mohr, Jay Kassier A11-512

APPENDIX 2—COMMUNICATIONS

ENERGY WISE NETWORK CASE STUDY FRAMEWORK

General guidelines

- Focus on the key elements that can be replicated by other groups—the specific behaviours, barriers and motivators that made the campaign successful, ways to measure to change, any lessons learned.
- Keep within two to three pages.
- Use the past tense throughout, even if the program is still running.
- Use active voice.
- Avoid using any acronyms, and define any at the beginning that you will use throughout.
- Provide at least one quote from someone at the organization directly involved in the campaign.

Recommended format overview

- One to three paragraphs outlining the story that could be used as a stand-alone piece.
- Ideally includes a quote.
- Include who the organization is and what they do (if not apparent).

Campaign objective

- One sentence on the goal of the campaign.
- Include dates the campaign was carried out.

Participants

- How many buildings/sites and people were involved.
- What percentage of the organization does this represent.
- Any unique characteristics of this group to note.

Target audience(s)

- Specific group being asked to take action.
- Barriers identified with this group to taking the desired action.
- Motivators for this group.

Results

- One to two sentences and charts.
- Overall campaign results based on the metric of success, such as percentage of people who are now doing the desired action versus prior to the campaign.
- Associated energy savings from the campaign.

Identify who undertook the action

- “The university sent messages to lab instructors” instead of “Messages were sent to lab instructors”.

Program design

- Two to three paragraphs on the campaign design.
- Be specific about the behaviour for the target audience.
- Communications strategy.
- Campaign implementation details.
- Follow up.

Measurement & verification

- One paragraph on how campaign was measured.
- Methodology of determining results.
- Any verification of data undertaken.
- Assumptions underlying associated energy savings.

Key elements of success

- One to two sentences of the critical elements to campaign success.
- If this campaign was replicated in another organization what do they need to include in the design or implementation to achieve similar results?

Lessons learned

- One to two things to consider doing differently if using the campaign.
- How these lessons are being integrated into future campaign designs.

Quotes

- Include a direct quote from someone directly involved in the campaign—someone from the target audience, the head of the department the campaign where the campaign was implemented, someone in the organization who is seeing a direct benefit from the results.
- Easiest to draft the quote and get approval/edits from the person quoted.
- Include name, position, phone number and email address of the person quoted.
- Provide signed consent for us to use the quote.

Additional information

- Provide links to any additional information about the campaign—articles published, website
- Name, contact information and date of the case study author

APPENDIX 3—COMMUNICATIONS

MODEL CONSENT FORM

Energy Wise Network consent to collection, use and disclosure of personal information

I (print name) _____,
consent to the collection, use and disclosure by British Columbia Hydro and Power Authority (“BC Hydro”) of my photograph and/or my personal information, described below, for purposes of publicizing and promoting the Energy Wise Network Program (“the Initiative”), and my participation in the Initiative, including: advertisements and notices to be published in newspapers, magazines, or other media; newsletters, reports, publications or websites; industry newsletters; and similar publications and media; intended for both internal (BC Hydro) and external (public) audiences, including both inside and outside Canada.

For the purposes above:

1. “my photograph” includes and photograph(s) that I have provided to BC Hydro in connection with my application for and/or participation in the Initiative, and any other photographs or other images of myself (including any likeness or image in still, digital, videotape or other format, and whether I appear alone or together with one or more other persons), that BC Hydro (or others on behalf of BC Hydro) may have taken, made or recorded in connection with my participation in the Initiative; and
2. “my personal information” includes my name and any comments or opinions that I have provided in relation to the Program or other Power Smart programs. I understand that this information will be used only for the purposes described above, and that any other use will be subject to my further consent.

I understand that this information will be used only for the purposes described above, and that any other use will be subject to my further consent.

Signature: _____ Date: _____

BC Hydro is collecting this personal information in furtherance of its conservation mandate under the Utilities Commission Act. Any personal information you provide to BC Hydro will be handled in accordance to the (B.C.) Freedom of Information and Protection of Privacy Act. If you have any questions about how BC Hydro collects, uses or discloses your personal information, you may contact your Key Account Manager.