



# 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 for the whole of society 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. So even though the public agrees with the merits of the approach 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 FEDER (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.

\* 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 22 partners from 9 Mediterranean countries for a period of three years (2011-2014).

In particular MARIE conceived and coordinated the creation of business networks and platforms to 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: practical fact sheets, examples of communication tools, etc

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

**“Territorial marketing is a methodological approach for progressively building a shared strategy and an effective plan of action”.**

V. Gollain – Successful Territorial Marketing 2014

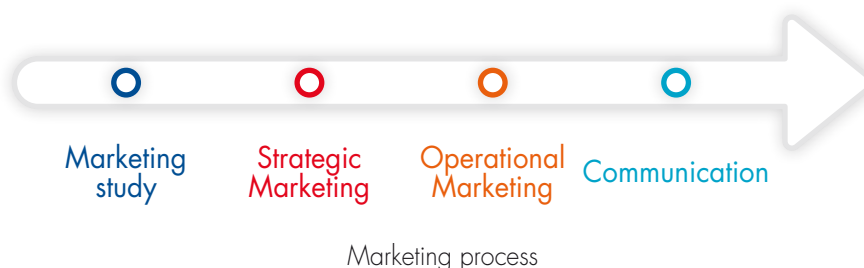
Or “Territorial Marketing is a toolbox consisting of methods, techniques, tools, and analyses of practices performed across the world”.

The marketing aspect prioritised by the MARIE project was the methodology developed to build a service offering which would encourage people on the receiving end to join up.

As we suggested in our editorial, communication is only the end point in a long journey and not the point of departure. In the marketing approach several steps follow each other in a logical sequence. Each step is built on the one preceding it. And it’s this formalised process, widely proven over time in other contexts, that we wish to highlight in this first part. That’s because it is the real force behind marketing which enables the most effective response to be brought to bear on an actual situation.

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

# READ AND USE THE STUDY ON SOURCES OF ENERGY SAVINGS

### Identify the market segment which will give the best return on investment for the local authority concerned.

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. To achieve a 20% reduction in greenhouse gases we can, for instance, concentrate the entire communication effort on the residential housing market or decide to focus on a particular target such as type of business, industry and so on. 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.).

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.

In other words, it's about answering the following question. "What levers do I need to pull, given the available budget, to implement as effectively as possible the strategic and political decisions which I have to put into practice?".

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, i.e. 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.

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 service offerings. The 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: economic growth, unemployment, types of local economies.
- Sociological factors: educational attainment, reduction in inequality, the growing number of single parent families etc.
- Political and legal factors: legislation and financial aid for promotion and energy efficiency and their take-up by the target market. Do the financial incentives currently offered in your region meet local needs? Are they successful?
- Technology factors: technological innovation, use of new cost reduction processes etc.

The macro-environmental study may highlight issues which are decisive for the subsequent definition of the marketing strategy.

In France for example, due to this type of study, it is now widely recognised that the low take-up of zero interest eco-loans is not simply due to weak demand but also a combination of a feeling of insecurity by the banks in their ability to check the technical eligibility of applications and a lack of professionalism from building contractors in processing applications (quotations, invoices, information required). In both cases these activities are not part of their core competences.

As part of a programme to promote energy renovation, this key information can be re-used either as a communications objective (train banks and contractors) or as a threat – do not base the entire service offering on zero interest loans.



STUDY

\* 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 - 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

Stratégie marketing des projets de développement durable, de transition énergétique et d’action sociale



## PHASE 2 - INTRODUCTION

# STRATEGIC MARKETING: KNOWING THE TARGET MARKET AND POSITIONING



### 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 service offering marketed via promotional operations. In this way supply is matched to demand in an optimum manner.

Therefore the marketing analysis reviews all market components such as the various businesses involved and consumers, how they interact, purchasing behaviour and current market offerings, to obtain the most detailed view possible and so be able to influence the target market more effectively. It's a study on the business dynamics of the industry – its sales and purchasing mechanisms.

For the MARIE project, promoting energy efficiency through renovation work follows the same methodology. Once the market segment has been defined, such as individual houses, the tertiary sector, social housing and so on, a commercial framework should be applied to answer two key questions. What are the business dynamics of the market? How can I position myself to provide a relevant response to my objectives and market needs?

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 5

## SWOT ANALYSIS SUMMARY



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

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.

The MARIE project recommends using a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This combines analysing the strengths and weaknesses of the service 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 on "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 (Example).
- External problems, limitations or obstacles which could prevent or restrict development of a country or a sector (Example).

This analysis is mainly driven by information from the section on "analysis of the macro-environment", "building stock characteristics" and "outlook" as well as macro-environmental factors from "target segmentation" and "analysis of demand, obstacles and motivating factors".

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

PHASE 2 - STEP 6

# POSITIONING

 **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	How can weaknesses be corrected by capitalising on	
	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.				

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. Therefore it serves as a basis for constructing and defining the service offering.

 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 service offerings).
- 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.





## PHASE 3 - INTRODUCTION

# OPERATIONAL MARKETING: DEFINING THE SERVICE 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. 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 “promoting” 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 consumers.

The real situation on the ground is all the more evident in the context of energy renovation since the inherent value of these services largely depends on the commitment of the 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 3

## 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. It's a roadmap to guide all the people involved from that point on.

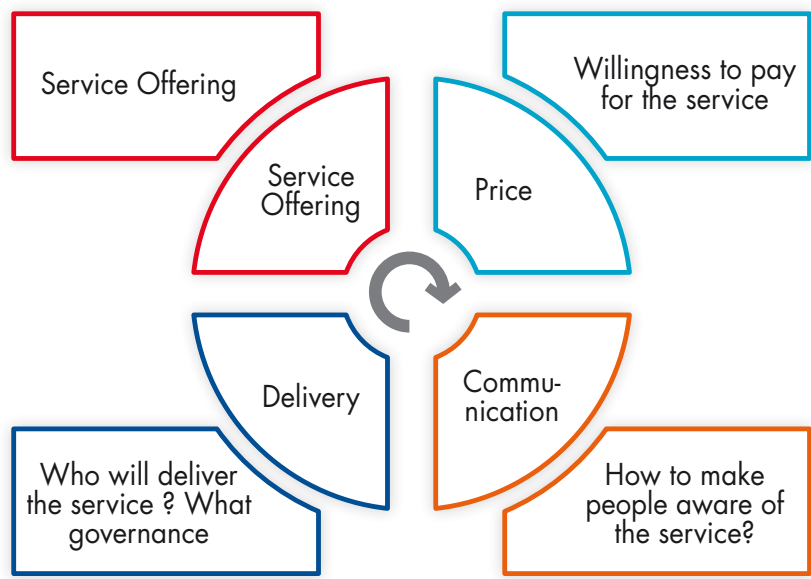
Implementation of the marketing mix must enable the objectives of the marketing strategy to be obtained. That is why it must have as many marketing mixes as there are market segments. However it is imperative to establish an overall marketing mix covering the entire strategy for consistency since all component parts are interdependent.

## THE FOUR COMPONENTS OF THE MARKETING MIX

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.

- 1 - The product is the service offering as we defined it previously.
- 2 - Actions related to the pricing policy consist of analysing the willingness of the target market to pay for the service. Local governments analyse current costs and positioning of targets in relation to them but also identify barriers and take action to lower them. (Financial incentives, tax credits etc.).
- 3 - Distribution becomes 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.
- 4 - Promotion becomes 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). It also stipulates the overall budget for the operation.



The entire strategy must be clearly readable in the marketing mix summary. Three factors are used to assess the quality of the marketing mix at a glance: overall consistency, match to demand and match to the promoter.

Marketing mix components	Aims and key actions	Anticipated results
Service Offering Key characteristics to be highlighted (description)		
Price (benefits the service is based on, zero interest loan etc.)		
Delivery		
Communication		

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





## PHASE 4 - INTRODUCTION

# THE COMMUNICATION PLAN CREATE THE TOOLS FOR PROMOTING THE SERVICE

The communication department, whether outsourced or not, works from the information provided by the marketing department. Its aim is to put in place the communication tools needed to promote the service that has been created.

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?

To which the following question can be added. How much? How much money is available?

Of all the marketing instruments, communication is by far the most important for public bodies: public relations, prevention campaigns, information on available services etc. Due to the growing mass of information carried and the increased number of media channels, communication is a more and more complex task which must use a stringent methodology to be fully effective.



## 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.

This step is essential for defining the communication action. It determines the overall mood of the campaign – should it be institutional or playful? – and gives pointers to the whole communication chain of copywriters, graphic designers, video editors and promotional object managers. Therefore a lack of clarity or relevance may have major consequences.

In practice, communication positioning is always incorporated into the strategy definition document in the form of a paragraph or so but depending on the project it may also be developed in more detail.

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.

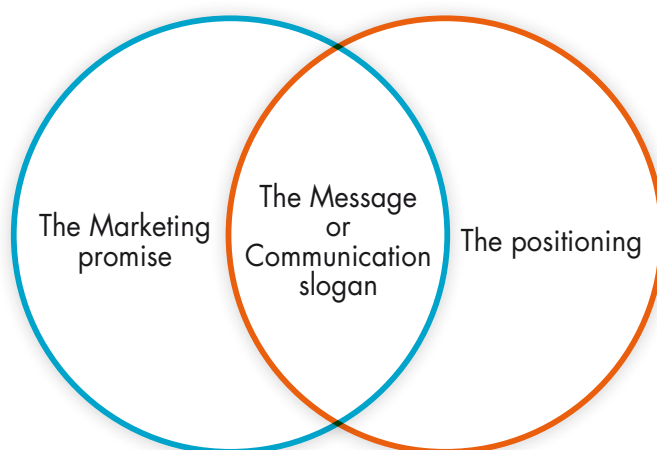
- Don't blame.
- Do not make people do it.
- Focus on social comparison.
- Promote collective action.
- Be lighthearted.



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 consumers 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, buy the service.



As part of the "Committing myself to Rénover+" programme the pre-requisites of the specification were as follows. "To promote 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.



STUDY





## 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.

Essential Marketing and Communication choices to promote Energy Renovation in an effective way and support the implementation of powerful communication campaigns.

In the following pages, you will find a presentation of each pilot action, key stages for their definition and implementation, testimonies 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 PA 3.3, called Rénovert+, is to mobilize on the individual housing market all the actors of the selected territories (Dignes country and Frejus town) 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

## 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 Rénoover+ 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.



Rénoover+ 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!

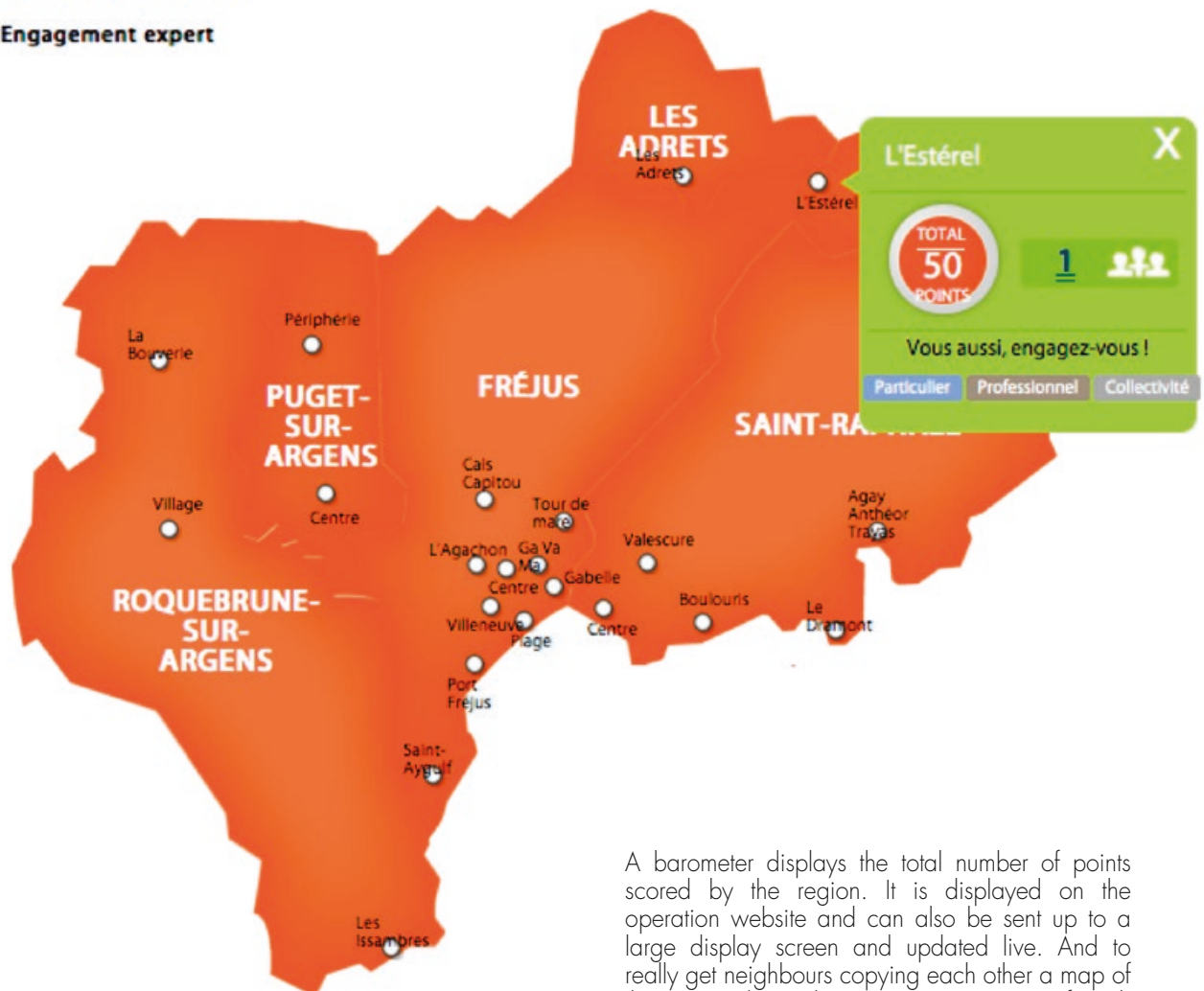
-  Engagement débutant
-  Engagement confirmé
-  Engagement expert

Je rejoins le mouvement :

Je suis un particulier

Je suis un professionnel

Je suis une collectivité



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 STRATEGY

## LIGHT-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 consumer 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 already carried 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.

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## 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.

	POSITIVE (For achieving the objective)	NEGATIVE (For achieving the objective)
INTERNAL ORIGIN (organisational)	<p><b>STRENGTHS</b></p> <p>European Strategic Project 9 European Partners</p> <p>Numerous local initiatives and potential partnerships</p> <p>Experts available in situ</p>	<p><b>WEAKNESSES</b></p> <p>Large number of partnerships can weaken project management</p>
EXTERNAL ORIGIN (environmental)	<p><b>OPPORTUNITIES</b></p> <p>European Context (Europe 20-20-20)</p> <p>France: "Grenelle de l'Environnement" (Environmental Summit)</p> <p>Strong growth in public and business awareness of the need to implement sustainable development</p> <p>Sociology: searching for collective actions (to get out of the crisis and individualism)</p> <p>A niche to invest in and an industry to organise for more visibility: small builders are still not very active in the energy renovation market.</p>	<p><b>THREATS</b></p> <p>Overall economic crisis</p> <p>Taking action is often postponed (time, money, not enough individual commitment)</p> <p>A market which paradoxically is over-informed and over-sold which has set up counter-productive defence mechanisms</p> <p>Work which is intrusive, disruptive and time consuming which is difficult to carry out in an occupied building and causes misgivings, postponement or rejection</p> <p>Financial restrictions which are probably over valued, often to do with unfavourable budget allocation decisions rather than real constraints</p> <p>A real lack of motivation to undertake renovation work based on over-rational thinking</p>

## STEP 3 DEFINING PLANS OF ACTION

# 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 consumers.

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

Inform, advise and encourage taking action.

NB: The concept of commitment is a key element in the Committing myself to Rénover+ communication strategy since a large number of studies have shown that a subject who has already made a commitment, no matter how minor, is more likely to then take concrete action.

### 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 – explanatory, demonstrative, informative, imaginary, humorous, symbolic

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

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 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 consumer. 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 consumers 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 consumer 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, consumers 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 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; 0C
- 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 will be 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



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 ERB projects, communicating to the implied markets and promote ERB 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 ERB, lack of qualified professionals, asence 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 Efcient is?

Illa Efcient (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.

### 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.




- 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 (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

- We will start from the example of good practices of public-private partnership formula
- Favourable loans will be provided to undertake the works
- A collective purchase plan will be offered
- Partipation in the audiovisual production series on their unique performances
- Accompanying in the subsidies and support search 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 «Illa Eficient» project aims to help generate demand for energy renovation of building. That is, to create a market for renovation through a communication campaign to change the public and housing owner perception. 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.

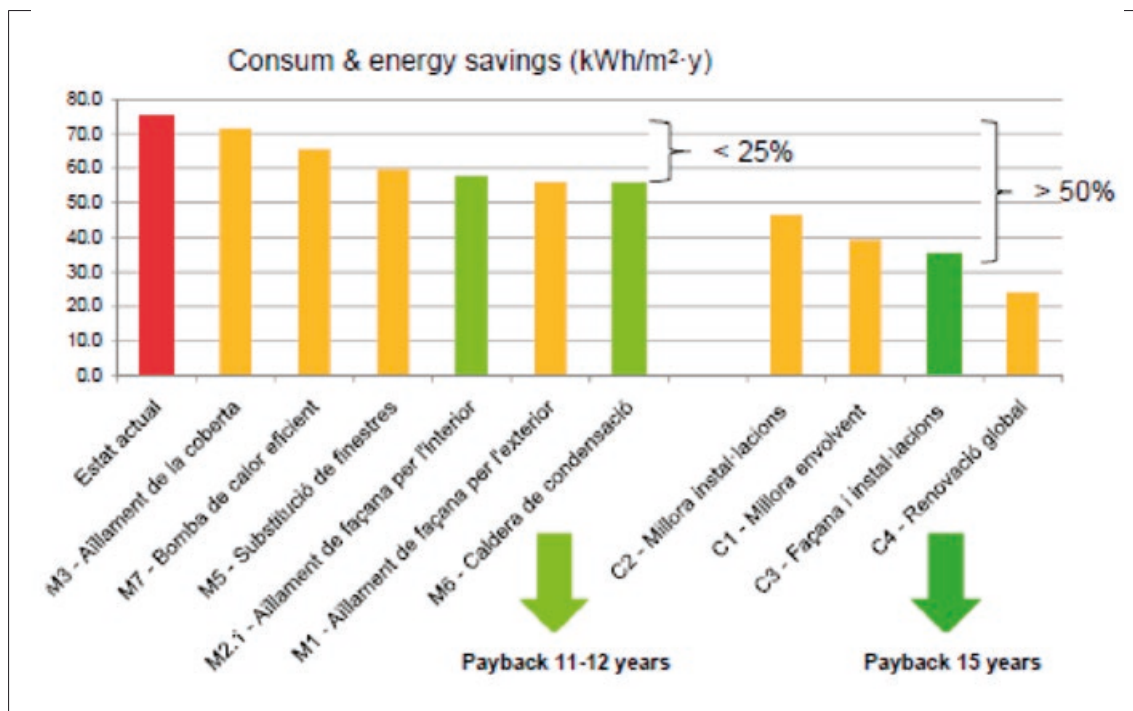
Another reasons for the elections are the high percentage (circa 14%) this typology represents within the building stock profile, and also the fragmented and needed of expertise profile of the ownership.

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, we found weaknesses to be mainly the inertia and the lack of proper financing mechanisms. Threats are mainly the conviction 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, they will be all available, but as the main asset, 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 objectives of the communication activities.

The survey at the city block, located in the roads crossing of Gran Via, Calabria, Viladomat and Diputacion (Eixampe 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.





## CASE STUDY 3 - INTRODUCTION

# FOCUS ON THE MALTA PILOT ACTION

## « A COMPETITION TO ENCOURAGE ENERGY RENOVATION »

The campaign consisted in the set-up of a competition to win an Energy Renovation meter. The objective of the campaign was to highlight the opportunity for owners to improve energy efficiency in their buildings by doing renovation and applying specific measures proposed by the government. Individual households were asked to submit a short description on the planned or ongoing renovation works on their buildings. A free application focused on Energy efficiency previously developed was promoted during the operation.

All communication material developed for the campaign contained general information and tips for the renovation of dwellings, as well as more information on the government grants available. In addition, a dedicated contact was provided to obtain more information.

A multi channel Communication strategy supported this operation:

- Written article and printed adverts in the media
- Informative leaflet
- Distribution of flyers in city councils
- publication of written articles in the media and the creation of a competition
- Set up of large billboards on roads

**MARIE**  
MEDITERRANEAN BUILDING  
RETHINKING 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). Renovating our households, using renewable energy sources and purchasing energy efficiency appliances will reduce CO<sub>2</sub> emissions and our electricity bills.

**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.

**Resistance to the passage of heat through the dwelling fabric**  
Many construction materials today provide further insulation and a higher energy performance than the traditional method of a thickness of torba. On the roof slab covered with a few centimetres of screed (overlaid).  
As an external wall, a double-leaf wall (that has a cavity) is better than a masonry single leaf one (that has a single).  
In the case of apartments, adequate spacing (double or triple) 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. Air conditioners or 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.

**WIN AN ENERGY EFFICIENCY METER**  
Send an email to [info@marie.org.mt](mailto:info@marie.org.mt) describing the energy efficient measures you are planning to implement, in order to receive an energy audit and win an energy efficiency meter. The competition is open by 30<sup>th</sup> June 2014. The best 10 ideas will be rewarded.

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

**DOWNLOAD our free mobile APP "Energy Tips"**

**IF YOU HAVE QUESTIONS REGARDING ENERGY EFFICIENCY AND RENOVATION OF YOUR BUILDING, PLEASE CONTACT MRA FOR ASSISTANCE TEL: 22950000**

**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 28<sup>th</sup> May 2014 at Conritha St. George's Bay hotel.  
For more information and registration, please send email to [info@marie.org.mt](mailto:info@marie.org.mt)



## 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: practical fact sheets concerning the Marketing and the Communication of your project as well as examples of communication material resulting from the MEDNET pilot actions.

## PART 3

# PRACTICAL FACT SHEET: THE COPY STRATEGY

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

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

## PART 3

EXAMPLE OF  
COMMUNICATION MATERIAL



# MARIE

MEDITERRANEAN BUILDING  
RETHINKING FOR ENERGY  
EFFICIENCY IMPROVEMENT

