



International Energy Agency

Implementing Agreement on
Demand Side Management Technologies and Programmes

Task XX:

Branding of Energy Efficiency

Report on

“Best Practices in Branding of Energy Efficiency”

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INTERNATIONAL ENERGY AGENCY (IEA) DSM PROGRAMME

The International Energy Agency (IEA) was established in 1974 as an autonomous agency within the framework of the Organisation for Economic Cooperation and Development (OECD) to carry out a comprehensive programme of energy cooperation among its 25 Member countries and the Commission of the European Communities.

An important part of the Agency's programme involves collaboration in the research, development, and demonstration of new energy technologies to reduce excessive reliance on imported oil, to increase long-term energy security, and to reduce greenhouse gas emissions. The IEA's R&D activities are headed by the Committee on Energy Research and Technology (CERT) and supported by a small secretariat staff headquartered in Paris. Three Working Parties are charged with monitoring the various collaborative energy agreements, identifying new areas for cooperation and advising the CERT on policy matters.

Collaborative programmes in the various energy technology areas are conducted under Implementing Agreements, which are signed by contracting parties (government agencies or entities designated by them). There are currently over 40 Implementing Agreements, including the IEA Demand-Side Management (DSM) Programme. Since 1993, the following countries and organisations have been working to clarify and promote opportunities for DSM.

<i>Australia</i>	<i>Japan (Sponsor)</i>
<i>Austria</i>	<i>Republic of Korea</i>
<i>Belgium</i>	<i>Netherlands</i>
<i>Canada</i>	<i>New Zealand</i>
<i>Denmark</i>	<i>Norway</i>
<i>European Commission</i>	<i>Spain</i>
<i>Finland</i>	<i>Sweden</i>
<i>France</i>	<i>Switzerland</i>
<i>Greece</i>	<i>The Regulatory Assistance Project (Sponsor)</i>
<i>Italy</i>	<i>United Kingdom</i>
<i>India</i>	<i>United States</i>

A total of 25 Tasks (multinational collaborative research projects) have been initiated by the IEA DSM Programme, 17 of which have been completed and one not proceeded with. Each Task is managed by an Operating Agent (Project Director) from one of the participating countries.

The Operating Agent is responsible for overall project management, including project deliverables, milestones, schedule, budget, and communications. Overall control of the programme rests with an Executive Committee comprising one representative from each contracting party to the Implementing Agreement. A number of special ad hoc activities – conferences and workshops – are organised.

The actual research work for a Task is carried out by a combination of the Operating Agent and a group of Country Experts. Each country that is participating in a Task nominates one or more persons as its Country Expert(s). Each Expert is responsible for carrying out the research work required for the Task in his or her country. All the Experts meet regularly to review and assess the progress of the work completed by the Operating Agent and by the group of Experts. Experts' meetings are usually held between two and four times a year.

The IEA DSM Programme has undertaken the following Tasks to date:

<i>Task I*</i>	<i>International Database on Demand-Side Management</i>
<i>Task II*</i>	<i>Communications Technologies for Demand- Side Management</i>
<i>Task III*</i>	<i>Cooperative Procurement of Innovative Technologies for Demand-Side Management</i>
<i>Task IV*</i>	<i>Development of Improved Methods for Integrating Demand-Side Management</i>
<i>Task V*</i>	<i>Investigation of Techniques for Implementation of Demand-Side Management Technology in the Marketplace</i>
<i>Task VI*</i>	<i>Mechanisms for Promoting DSM and Energy Efficiency in Changing Electricity Businesses</i>
<i>Task VII*</i>	<i>International Collaboration on Market Transformation</i>
<i>Task VIII*</i>	<i>Demand-Side Bidding in a Competitive Electricity Market</i>
<i>Task IX*</i>	<i>The Role of Municipalities in a Liberalised System</i>
<i>Task X*</i>	<i>Performance Contracting</i>
<i>Task XI*</i>	<i>Time- of- Use Pricing and Energy Use for Demand Management Delivery</i>
<i>Task XII*</i>	<i>Cooperation on Energy Standards (not proceeded with)</i>
<i>Task XIII*</i>	<i>Demand Response Resources</i>
<i>Task XIV*</i>	<i>Market Mechanisms for White Certificates Trading</i>
<i>Task XV*</i>	<i>Network-Driven Demand-Side Management</i>
<i>Task XVI</i>	<i>Competitive Energy Services</i>
<i>Task XVII</i>	<i>Integration of Demand- Side Management, Energy Efficiency, Distributed Generation, and Renewable Energy Sources</i>
<i>Task XVIII*</i>	<i>Demand Side Management and Climate Change</i>
<i>Task XIX*</i>	<i>Micro Demand Response and Energy Saving</i>

-
- Task XX *Branding of Energy Efficiency*
- Task XXI *Standardisation of Energy Savings Calculations*
- Task XXII* *Energy Efficiency Portfolio Standards*
- Task XXIII *The Role of Customers in Delivering Effective Smart Grids*
- Task XXIV *Closing the Loop – Behaviour Change in DSM: From Theory to Policies and Practice*
- Task XXV *Business Models for a more effective uptake of DSM energy services*

* Completed Task

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EXECUTIVE SUMMARY

Branding of a product or service by its very nature creates ‘pull’ in the market, which opens up opportunities for wide scale deployment of the product or service. While Task VII had taken the initial step towards developing a framework for market transformation, a comprehensive framework that could be used by government and industry to develop the market for energy efficient products is called for.

Task XX on Branding of Energy Efficiency was initiated to study barriers to branding of energy efficiency, identify successful branding exercises across globe and explore avenues available to the national governments to promote branding of energy efficiency.

Consumer behaviour plays an important role in advancing energy efficiency. The major influences on consumer behaviour- internal and external have been identified. Internal factors include attitudinal, habits and routines, personal capabilities, and life events; external factors include social environment, contextual environment, infrastructure and feedback. The government efforts too play an important role in influencing consumer behaviour. While framing policy/act/ regulation, an effective policy approach is determined by a range of factors - the issue itself, existing legal frameworks, the social and cultural environment. Standards and Labelling programme, Taxes/cess and subsidy/ incentive mechanisms have a positive impact on consumer behaviour, as the consumer can easily link procurements/ investments with monetary saving, resource utilisation, climate change and global warning.

Branding is an important business development strategy. It is an integral part of the marketing strategy of any business - large or small, retail or B2B. Individual product branding and umbrella branding are recognised strategies that can be adopted for development of energy efficiency as a brand. Umbrella branding can be effectively adopted by government institutions for promotion of energy efficiency products, the focus should be on the concept of energy efficiency rather than the brand name. Manufacturers may choose individual branding or umbrella branding approach for promotion of their energy efficiency products.

From the case studies developed in branding of energy efficiency, we learn that the following aspects need to be considered while developing campaigns for promotion of energy efficiency:

- Design and development of logo/ label
- Branding message
- Multimedia marketing
- Marketing campaign
- Partnership with government institutions
- Energy programmes/initiatives Partnership with labelling programmes
- Government regulations and regimes

- Sustainability initiatives

While none of the case studies discussed in Task XX have made effective use of social media, it is envisaged that future branding efforts would intensive use of social media. We would need tools to assess the impact of each factor, though it is not always possible to quantify benefits from the individual factors.

The study concluded that branding can be effectively used for promotion of energy efficiency in a country's energy market. Branding can eliminate the information barrier related to energy efficiency and will persuade consumers to adopt energy efficiency in day to day life. Branding is a market transformation tool for large scale deployment of Energy Efficiency.

ABBREVIATIONS

ACCA	Air Conditioning Contractors of America
BEE	Bureau of Energy Efficiency
BGCA	Boys & Girls Clubs of America
BIS	Bureau of Indian Standards
CB	Competent Body
CDCs	Cattle Development Centres
CERT	Committee on Energy Research and Technology
CFL	Compact Florescent Lamp
CNG	Compressed Natural Gas
DG	Director General
DOE	Department of Energy
DSM	Demand- Side Management
EC Act 2001	Energy Conservation Act 2001
EE	Energy Efficiency
EISA	Energy Independence and Security Act
ELI	Efficient Lighting Initiative
EP Act	Energy Policy Act
EPA	Environmental Protection Agency
EU	European Union
EUEB	European Union Eco-labelling Board
FDI	Foreign Direct Investments
FMCG	Fast Moving Consumer Goods
FY	Financial Year
GEF	Global Environment Fund
GEN	Global Eco-labelling Network
GHG	Greenhouse Gas
GW	Gigawatt
Hz	Hertz
IEA	International Energy Agency
IEC	International Electrotechnical Commission
ISR	Inverter Spike Resistant
KMPL	Kilometres Per Liter
LED	Light Emitting Diode

LEED	Leadership in Energy and Environmental Design
LPG	Liquefied Petroleum Gas
MEPS	Minimum Energy Performance Standards
MNC	Multinational Company
MW	Megawatt
NATRiP	National Automotive Testing & R&D Infrastructure Development Project
NCR	National Capital Region, India
NEMA	National Electrical Manufacturers Association
OA	Operating Agent
OECD	Organisation of Economic Cooperation and Development
PSA	Public Service Announcement
PSU	Public Sector Company
PTO	Parent-Teacher Organisation
R&D	Research and Development
RPM	Revolutions per Minute
S&L	Standards and Labelling
TV	Television
UNEP	United Nations Environment Programme
W	Watt
WOW	Wealth Out of Waste

1 INTRODUCTION TO BRANDING OF ENERGY EFFICIENCY

1.1 Branding of Energy Efficiency

Energy efficiency improvements refer to a reduction in the energy used for a given service (heating, cooling, lighting etc.) or level of activity. The reduction in the energy consumption is usually associated with technological changes, but not always since it can also result from better organization and management, or improved economic conditions in the sector ("non-technical factors"). Energy efficiency is first a matter of individual behaviour and reflects the rationale of energy consumers. Avoiding unnecessary consumption of energy or choosing the most appropriate equipment to reduce the cost of the energy helps to decrease individual energy consumption without decreasing individual welfare.

It has been well acknowledged that energy efficiency has significant potential in the areas of energy security, energy pricing and reduction of GHG emissions. Most users of energy have the option to affect energy savings through energy efficiency. In most countries, government driven policies and programmes have been initiated for different user sectors such as domestic and commercial buildings, industries and municipalities. However, the experience indicates that government driven efforts alone are not sufficient to target and achieve the savings potential. Significant market based efforts are required too. Brand value for the product or service needs to be created for being accepted by consumers.

Branding of a product/service creates a 'pull' in the market which opens up opportunities for wide scale deployment of the product/service. Historically, the sales pitch for any EE product or service has been some variant of cliché, 'Save Money - Save Planet'. EE has not really been associated with a lifestyle as, for example, organic food. Since EE has a significant positive economic impact, the poor performance in getting people to embrace EE as a lifestyle assumes significance. It appears that the preferred choices of consumers for energy application products are largely motivated by factors other than energy efficiency. For instance, when a consumer chooses a product, the decision is often based on brand, design, noise level and product price - almost to the exclusion of the energy consumption aspect.

Given this background, it is instructive to analyse the reasons for this failure in branding of EE and identify 'ways and means' by which the potential for branding could be achieved. Why energy efficiency is not effectively branded.

Task XX Branding of Energy Efficiency is initiated to identify the barriers for branding of energy efficiency, and to evolve strategies for overcoming those barriers. The Task was proposed in the belief that it should be possible to reverse the fortunes of energy efficiency products and services, if successful branding is done. Branding would increase the visibility and credibility of Energy Efficiency products and services. This Task XX will also explore the avenues available to national governments to promote branding of Energy Efficiency.

1.2 Primary Objectives of Task Branding of Energy Efficiency

The Primary Objective of this Task would be to ‘Develop a cogent and comprehensive framework for promotion of energy efficiency branding in electricity markets at different levels of maturity.’

1.3 Of immediate relevance is the need for research to:

- Identify best practices in definition of suppliers of energy efficiency products and services;
- Assess the potential for energy efficiency products and services in energy consuming sectors such as agriculture, industrial and commercial entities etc.;
- Evaluate the potential for programmatic approach towards energy efficiency; and
- Identify the barriers to branding of energy efficiency.

1.4 Operating Agent and Participating Countries

The Operating Agent for Task XX is Mr. Balawant Joshi from Idam Infrastructure Advisory Private Limited (Formerly ABPS Infrastructure Private Limited) based in Mumbai, India.

The work of the Task XX is supported (through costs and Task sharing) by the four participating countries: France, Spain, United States and India. The participating organizations representing the four participating countries are:

Sr. No.	Name of the Organization	Participating Country
1	Bureau of Energy Efficiency, Ministry of Power, Government of India	India
2	Red Electrica de Espana	Spain
3	ADEME (Département Marchés et Services d'Efficacité Energétique)	France
4	Lawrence Berkeley National Laboratory	United States

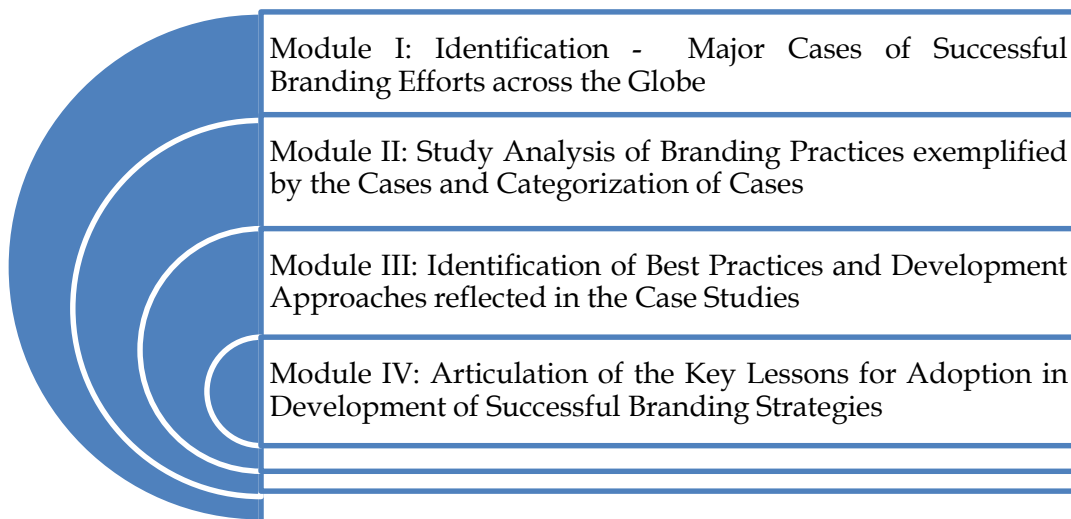
1.5 Approach and Methodology for Identification of Best Practices in Branding of EE

Branding is an important activity designed to enhance the consumer association with the product through the use of unique brand names, logos, symbols and other distinctive measures. Branding of a product/service by its very nature creates ‘pull’ in the market which makes possible wide scale demand for the product/service. Building an Energy Efficiency Brand utilizing the skills and techniques from the marketing discipline will raise the profile of energy efficiency in the consumer’s mind. The study attempts to develop policies and programs for the Energy Efficiency market. The targeted user sectors have responded variedly to different brand messages- some energy efficient brands have been

endorsed by end users while quite a few have been unable to persuade people to see the lifestyle aspect of energy efficiency.

This Task XX reviews a few case studies of best branding practices and identifies key lessons for adoption in development of successful branding strategies. The Task further delineates the role of institutional structure and government support in developing such branding strategies.

The Operating Agent followed a careful process to accomplish the Task XX. The steps are indicated in the Figure below:



Module I: Identification - Major Cases of Successful Branding Efforts across the Globe

In this module, internet based research was undertaken on successful efforts in branding of energy efficiency in the participating and other countries. To ensure consistency in the selection of different case studies, a quick check questionnaire was administered for identifying the cases of successful branding efforts for EE in different countries.

The questionnaire sought to:

- Identify successful cases of energy efficiency branding in partner as well as other countries;
- Get an overview of goals and objectives in each case, Products covered and the EE aspect highlighted;
- Know why these cases are considered useful for further research;

The outcome of this module was identification of key cases of successful branding efforts across the globe for further study.

Module II: Study of Branding Practices and Categorization of Identified Key Cases

The module discusses brand, different branding approaches and branding practices. The identified cases for research are categorised on the basis of unique cluster of features they represent.

- **Study of Brand and branding practices:**

A brand is a set of perceptions and images that are associated with a company, product or service. While many people refer to a brand as a logo, tag line or audio jingle, a brand is actually much more. In this section, the brand is defined, and the collected information about brand, branding practices and different approaches adopted in branding are discussed. Identified potential branding practices are categorised, based on unique cluster of features.

- **Study of business enablers in branding practices**

Brands enable a buyer to easily identify the offerings of a particular product or company. Brands are generally developed over time through:

- Communication/ advertisements consistently conveying the brand message
- Referrals/ recommendations from other users, friends, family members or colleagues
- Interactions with the company and its representatives
- Real-life experiences using a product or service

Once developed, a strong brand provides an umbrella under which different products and variations of products from a company can be marketed, taking advantage of the positive association for the brand in the mind of consumer. The branding aspects such as name, packaging, advertising, media communication, logo etc. were analysed.

- **Study of identified key cases and their categorization**

The branding practices depend upon the type of product or service offering, target segment of consumers, organisational values and objectives, market expectations. This module studies the key branding cases identified and categorises them. The prevalent government policies, regulations, institutional structure, governance mechanism, and the role played by government and consumers are analysed.

Module III: Identification of Best Branding Practices and Development of Case Studies

The branding strategies adopted, as illustrated in the key cases -for campaigns government supported or consumer supported, are spelt out. A comparative analysis of the institutional structure, governance mechanism put in place for the different products/ services in the identified cases and their effectiveness has been done.

The objective of this module is to identify best branding practices and to develop *best practice* case studies.

Module IV: Key Lessons for Development of Successful Branding Strategies

Based on the analysis of the branding practices and their performance, key drivers and barriers for the success of branding practices for EE have been identified and the relevant learning for developing branding strategies for promoting EE is highlighted.

1.6 Issues with the adoption of Energy Efficiency

Energy Efficiency is an easy and cost effective way to mitigate the energy crises, enhance energy security and address climate change. Adoption of Energy Efficiency could reap both personal and societal rewards- in the form of economic, environmental, and other social benefits from reduced energy consumption. Personal benefits include a reduction in energy bills; societal benefits include improvements in air quality, reduced greenhouse-gas emissions, and increased energy security. Hence, governments around the world have adopted policies to increase energy efficiency. There is a broadly held view though that several barriers to the adoption of Energy Efficiency have prevented the full realization of these benefits.

Some of these barriers are discussed here.

- **Financial barrier**

Finance is a key barrier that keeps the world from fully realizing the energy efficiency potential. Energy efficient products cost higher than the regular products. The upfront cost of energy efficiency products is a primary obstacle in the way of wide-scale adoption of home energy efficiency improvements. Energy Efficiency can be a sound financial investment, but consumers are hesitant to spend money on purchases they perceive as “discretionary”.

- **Market and Technology barrier**

The imperfect competition in Energy Efficiency markets is a barrier in adoption of energy efficiency - there are a limited number of producers/sellers, mostly monopolies, leading to inefficient pricing and/or non- availability of products. This forces consumers to opt for inefficient products.

The technological barriers relate to non- availability of affordable energy efficient technology, low prominence of energy efficiency - as energy is ‘invisible’, and the low priority accorded to energy savings.

- **Information barrier:**

The lack of widespread information is a critical barrier to Energy Efficiency. Knowledge about performance of the products, technologies and systems are rarely available to the common user. Information related to energy consumption is also imperfect- for instance, energy savings are difficult to measure, future energy prices are unknown, and the energy consumption of individual devices is often hard to separate, as the energy use information is usually rolled into a gross monthly utility bill. This lack of information and knowledge of

energy saving opportunities through energy efficiency measures is a barrier in adoption of energy efficiency.

- **Energy pricing policy**

Energy market and energy prices influence consumer's decisions in use of energy and investment in energy-efficient products and equipments. An increase in energy prices results in energy conservation in the short run, and adoption of energy efficiency technology in the long run. Energy pricing in the domestic market is often influenced by other factors too such as political interventions and socio-economic situation, resulting in variable energy pricing. The average energy price does not reflect the actual market energy price in each situation, and does not encourage consumers towards energy conservation and adoption of energy efficiency.

- **Consumer behaviour**

Consumer behaviour is a complex combination of emotions, morals, habits, social and normative factors. Consumers are resistant to change, and persist with the same old energy using habits such as not turning lights off after use, opting for the lowest priced, even if not energy efficient electric appliances, not taking advantage of thermostat settings, inefficient cooking and washing, and short term approach in purchasing decisions for energy efficient appliances. Such behaviour is a barrier to adoption of energy efficiency. At times, social norms too influence consumer behaviour and prevent people from adopting a new efficiency measure.

1.7 Review of Report on Case Studies in Branding of Energy Efficiency

The Report identifies and evaluates successful efforts in branding of energy efficiency in the participating countries as well as other countries, and develops case studies in branding of energy efficiency. The approach involves: a review of the successful efforts in branding of energy efficiency in products and services; overview of the programmes; institutional structure; branding efforts; review and analysis of branding strategies; and identification of lessons learned in branding of energy efficiency.

Seven case studies are presented in the report:

- ENERGY STAR Programme, United States
- Standards and Labeling Programme, India
- Ecolabel Programme, Europe
- Fuel Efficient Car - Maruti Suzuki India Limited, India
- Sustainability Initiatives - ITC Limited, India
- Energy Efficient Lighting Solutions (CFLs & LEDs)–Philips Global
- Energy Efficient Motors – BALDOR Electric Company, United States

1.8 Structure of the Report

The purpose of this report is to develop case studies on best branding practices in the participating countries as well as other countries and identify key lessons for adoption for development of successful branding strategies in energy efficiency. The report has been structured as follows:

Chapter 1: This chapter covers the background information about branding of energy efficiency, objective of Task XX, A&M adopted for identification of best practices key issues in energy efficiency.

Chapter 2: A review of task VII, consumer behaviour towards energy efficiency, and government efforts to influence consumer behaviour.

Chapter 3: Brands and branding aspects are discussed

Chapter 4: An overview of the case studies on best practices in branding of energy efficiency; a comparative analysis of the case studies.

Chapter 5: Best practices in branding of energy efficiency

Chapter 6: Lessons learned from case studies.

Chapter 7: Conclusion

2 CONSUMER BEHAVIOUR AND ENERGY EFFICIENCY

There is a growing body of evidence in studies and literature demonstrating the potential for energy savings through measures targeting behaviour change. Regulators worldwide have acknowledged the need to consider consumer behaviour in a serious way while formulating policies and regulations, and in analysing the performance of any energy efficiency initiative. This necessitates the study of consumer behaviour before initiating the study on identifying best branding practices in energy efficiency.

In this chapter, an analysis is done on consumer behaviour towards energy efficiency, and on governmental efforts to influence consumer behaviour. A review of Task VII, which was the initial step towards development of a framework for market transformation, and the basis for initiation of TASK XX, is done.

2.1 Review of Task VII

The Task VII efforts by the International Energy Agency's Demand- Side Management involved 'A Multinational Study of Knowledge and Attitudes towards Efficient Use of Energy in Private Households in six European Countries'.

Markedsog Median instituttet AS (MMI) carried out a survey in six European countries- Denmark, Finland, Netherlands, Norway, Sweden and UK- to measure knowledge and attitudes towards efficient use of energy in private households. The study reveals that attitudes and behavior in the field of energy efficiency are closely related to typologies and value patterns. They can influence willingness to save energy, on the responsibility to listen to authorities in energy matters, on the ability to comprehend the consequences of energy waste in society and so on. Characteristics of typologies and value patterns will be crucial in determining the way to communicate energy efficiency so that it will be noticed, understood and accepted by target groups in different parts of the population. The arguments and actions to promote energy efficiency shall be relevant to the value priorities of the target groups.

This study also reveals that different subgroups of the population react differently to information and campaigns from public authorities in the field of energy consumption. And public information campaigns only intending to increase knowledge seem to have varying effects on energy savings. Further, socio-cultural studies undertaken by author showed the need for differentiation of information and marketing activities to make people adjust their behavior in the energy efficient direction.

The study concluded that the pattern of attitudes and behavior in different counties can be a common socio-cultural platform for marketing energy efficiency as a brand. The main conclusion drawn by the author from this study is that the marketing of energy efficiency is not just spreading of knowledge about energy efficiency but establishing an image that encourages consumers to adopt energy efficiency.

2.2 Consumer Behaviour towards Energy Efficiency

Researches on consumer behaviour point out that the link between energy efficiency measures and behaviour is crucially important, as technical interventions alone have lower impact and are more expensive to implement if carried out in isolation, i.e., without any accompanying programme designed to encourage behaviour change.

This implies that the implementation of energy efficiency measures not only involves technological interventions, but also equally persuasion for change in behaviour of people towards energy efficiency.

Factors Influencing Sustainable Consumer Behaviour

Behaviour is the way that people act socially and in the environment and spans a number of scientific disciplines including psychology, sociology, behavioural economics and neuroscience. It is a complex combination of emotions, morals, habits, social and normative factors. The major factors influencing consumer behavior are broadly categorized into: attitudinal factors, external or contextual factors, personal capabilities, and habit or routine.

The attitudinal factors include norms, values and beliefs. The external factors include social norms and expectations, government regulation, available technologies and infrastructure factors. The personal capabilities factor includes financial resources, literacy, skills and knowledge, and social status. The habit or routine is about day- to- day activities of the consumer. The strength of the factors influencing sustainable consumer behavior may differ depending on the actor, the type of behavior and the context.

Many studies have been initiated worldwide to understand consumer behaviour. Several behavioral models and theories developed in socio-psychological research show that behavior is a complex combination of our emotions, morals, habits, social and normative factors. Changing any of these components can be challenging.

The study on 'Affecting consumer behaviour on energy demand' carried by Sussex Energy Group, University of Sussex developed the Triandis' model to understand consumer behaviour. This model attempts to understand the 'intention to perform a specific behavior by a person and the actual performance of that behavior'. This model suggests that the stronger the habit, the less people have to think about that particular behavior, this can be correlated to people's everyday energy consuming behavior such as traveling. Triandis' model also suggests that the consumer behavior is influenced by the internal and external factors, as well as habits and routine. The model has highlighted that habits and routines are the most complicated parts of people's behavior, need to be consider carefully while studying consumer behavior.

The study on 'Achieving energy efficiency through behaviour change' initiated by European Energy Agency reveals that energy infrastructure plays an important role in determining consumer behaviour related to energy consumption. It also reveals that without an appropriate frame of reference, consumers cannot know whether their consumption is

excessive. This implies that the communication and continual feedback is essential for a long-lasting change in consumer behaviour. Sometimes communities can be successful in acting as incubators for positive change in social norms and behaviours.

The literature and studies on consumer behavior define two categories of factors in consumer behavior: Internal and External.

Table 2-1: Factors Affecting Consumer Behaviour

Internal factors	External factors
<ul style="list-style-type: none"> • Attitudinal factors (Attitude, norms, values and beliefs) • Habits and routines • Life events 	<ul style="list-style-type: none"> • Personal capabilities (knowledge, skills, social status, finance) • Social environment (family, friends, colleagues, others) • Contextual environment & infrastructures (social, political, economic, cultural, technological) • Feedback

2.2.1 Internal Factors Influencing Consumer Behaviour

Attitudinal factors:

Attitudinal factors include attitude, norms, values and beliefs. These factors are formed from a person's past and present and can be environment-related such as respect for nature or may have personal beliefs such as family or health values. Attitude toward energy efficiency could greatly affect consumers' energy-related purchase and consumption behaviour. Attitude can be influenced through motivation to appreciate the need for sustainable development.

Habits and routines:

Stronger the habits and routines, the less people have to think about that particular behavior- correlated to people's everyday energy consuming behaviors of cooking, washing and using lighting for instance. Most of the habits are 'practices' which are socially determined as much as they are reflections of automatic cognitive processes. Breaking habits, or promoting the adoption of new processes and practices, is difficult but not impossible. One way of encouraging people to adopt new habits is to tap into 'moments of change', when they may be developing new patterns of behavior.

Life events:

Values and beliefs of an individual are not constantly changing but are mostly quite stable, so is the behavior. However, there is also some period in life when people go through big changes, such as marriage, shifting of house, job change etc., and re-evaluate their attitudes

and values. At these points in life, people's attitudes and values might change and with that their behavior and routines.

2.2.2 External Factors Influencing Consumer Behavior

Personal capabilities

Personal capabilities are the most important external factor which can influence sustainable consumer behavior. Personal capabilities are often stronger than attitudinal factors because they can clearly limit the possibility to practice sustainable consumer behavior independent from what the attitudes and values a person holds.

Personal capabilities include factors such as consumers' knowledge and their purchasing power. The consumers' knowledge can be increased by ways such as information sharing. Sustainable consumption practices are often expensive, hence sustainable behavior also depends on income, price, and financial condition of the consumer.

Social environment

The social environment around the consumer such as family, friends or work colleagues consistently influences consumer behavior in terms of attitudes and buying behavior. Consumer behavior can be seen as a social and cultural construct and can be influenced by targeted information sharing and campaign.

Contextual environment and Infrastructure

The contextual environment- the social, political, cultural, economic and technological context, and the existing infrastructure, along with the personal capabilities set the framework for behavior options.

The social context includes larger structural trends in society such as migration which influence consumption patterns. Availability of more sustainable products or the availability of recycling facilities within existing infrastructure also facilitates change in consumption pattern. Without such infrastructure, sustainable consumer behavior is a difficult undertaking and would involve high transaction costs.

Feedback

Feedback is an essential element in effective learning; this is equally true in sustainability development. Feedback can raise awareness about energy, sustainable products and changing consumer attitudes towards sustainable development. Feedback can be - direct, indirect, inadvertent; energy audits offer the feedback in case of energy consumption.

Direct feedback covers a range of systems designed to give instant (real-time) access to energy consumption information on a frequent or continual basis. Indirect feedback in the form raw data processed by the utility and sent out to consumers.

Policy makers would have to take into consideration the internal and external factors discussed; the social and regulatory contexts in which consumer live; and how these factors are linked to the wider society and policy environment.

2.3 Governments Efforts to Influence Consumer Behaviour towards Energy Efficiency

Governments have recognized the need to promoting energy efficiency and sustainable consumption, to support. Countries have adopted policy tools, mechanisms and instruments such as standards and regulation, taxes, subsidies, communication and education campaign to encourage energy efficiency and sustainable development in the country. Most government policies in this area focus on reduction in energy consumption, lowering dependency on conventional fuels, securing energy independence, stemming the environmental impacts of unsustainable industrial production practices, meeting climate change goals; this is mostly achieved through regulations and taxes. Promoting energy efficiency and sustainable development can limit negative environmental and social externalities as well as provide markets for sustainable products.

Sophisticated approaches are being used by many governments to address t consumer groups, based on an understanding of social and economic behaviour of consumers (Figure 2.2).

Table 2-2: Government Efforts to Influence Consumer Behaviour

Government Efforts to Influence Consumer Behaviour	Acts and Regulations
	Standards and Labeling Programs
	Taxes and Charges
	Subsidies and Incentives
	Awareness and Promotional Campaigns
	Advertising
	Education for Sustainability
	Corporate Sustainability Reporting
	Public Procurement

2.3.1 Acts and Regulations

Acts and Regulations are necessary for the proper functioning of society and the economy. Governments have adopted the route of Acts and Regulations as a tool for promotion of energy efficiency and sustainability performance- for industries as well as individual consumers. Governments also believe that these Acts and Regulations need to be modified

to be abreast of the times, and the changing energy markets. Only then will consumers engage with the energy efficiency theme.

The most common energy efficiency related acts and regulations are those binding the consumer to reducing energy use. The Energy Conservation Act, Demand Side Management Regulation etc., are some of the initiatives that not only have the potential to change consumer behaviour but also bind the consumer to adopt the sustainable behaviour towards use of energy.

2.3.2 Standards and Labeling Programs

Energy efficiency standards are procedures and regulations prescribing the energy performance of the energy consuming products. Standards are a widely adopted instrument to promote sustainable products and indicate performance standards and to limit damages from products when they are consumed or used. In terms of changing consumption patterns, this tool is the most direct policy instrument to eliminate inefficient products from the market. As consumer concerns widen, governments are being called upon to regulate more products in the interest of the environment and general welfare.

The most common energy efficiency performance standards aim at reducing energy use in household/office appliances, effectiveness of home insulation, and fuel economy in motor vehicles. These standards have become stricter and more widespread as climate change concerns intensify.

Labels are the set of procedures and regulations that, respectively, prescribe the performance of manufactured products and the informative labels on these indicating the product performance. The labels aims to promote products for their reduced environmental impact compared with other products in the same product group. It distinguishes products and services that meet high environmental and performance standards. They are meant to help the market recognize sustainable products and act on it. Nations around the world are increasingly recognizing the power of labeling programmes.

Driven by greenhouse gas abatement as well as energy conservation goals, many countries have adopted standards and labeling approach to sustainable consumption. Governments issue standards and/or labels criteria for a range of products- all end-uses appliances, information technology, lighting, heating and cooling equipment, and other energy consuming products used in homes and offices, as well as the commercial and industrial equipment, such as motors and electric transformers, and also for cars and even buildings.

2.3.3 Taxes and Charges

The product price is the most influencing factor in buyer behaviour. Increasing the price of inefficient and/or unsustainable products by levying additional taxes and charges can influence consumer behaviour towards sustainability. This tool would be more cost effective than regulations, however requires intensive monitoring efforts, enforcement and control.

This tool is more efficient than regulations from an economic point of view and gives more flexibility to households and firms to adapt.

It is a market-based instrument and raises revenues that can be used to offset taxes for environmental and social purposes. This tool can influence consumers only if the financial stimulus is strong enough to enter the decision-making process and too often, taxes and charges to promote sustainable consumption are not set at a sufficiently high level. In cases of disadvantaged groups of consumers, taxes can be graded according to consumption levels, combined with compensation for poorer households or accompanied by offsets in different areas of taxation.

2.3.4 Subsidies and Incentives

Subsidies and incentives from governments do encourage consumers and households to make more energy efficient and sustainable product and service selections. Subsidies may be in the form of monetary grants, lower priced goods and services, doles, fiscal incentives in the form of tax reductions- these are sometimes also linked to energy consumption. The total subsidy would be small compared to the environmental or social costs if the energy efficiency ideas are not implemented.

The subsidy idea only works if it can close the price gap for more sustainable products or create significant tax rebates for their use. Consumers effectively respond to simple and easy subsidy/ tax rebate schemes rather than to complicated tax rebate or long payoff schemes.

Subsidies and incentives influence consumer behavior by making sustainable choices less expensive, however the incremental tax reductions or small subsidies do not by themselves create demand for more sustainable products.

2.3.5 Awareness and Promotional Campaigns

The awareness campaigns inform and alert the public to the risks or advantages of certain behavior towards energy efficiency. Most public awareness campaigns are organized by government agencies or by concerned non-governmental or civil society groups.

2.3.6 Advertising

Advertising is a form of marketing communication used to encourage, persuade, or manipulate behaviour of consumers, viewers, readers or listeners; sometimes a specific group to take or continue to take some action. Most commonly, the desired result is to drive consumer behaviour with respect to a commercial offering, although political and ideological advertising is also common. The various media for advertisements commonly deployed are television and radio, websites, social media, print, flyers, billboards, the internet etc.

Advertising can be a powerful force for promoting sustainable consumption by highlighting the sustainability dimensions of products and services, and convincing consumers to purchase these products, sometimes even at a higher price. Sometimes advertising may also

mislead the consumer through false claims. This necessitates the regulations governing truth and fairness in advertising, and hence the need for fair trading legislation and policy by governments and consumer protection agencies.

2.3.7 Education for Sustainability

According to the President's Council on Sustainable Development (U.S.A.), "Education for sustainability is the continual refinement of the knowledge and skills that lead to an informed citizenry that is committed to responsible individual and collaborative actions that will result in an ecologically sound, economically prosperous, and equitable society for present and future generations. The principles underlying education for sustainability include, but are not limited to, strong core academics, understanding the relationships between disciplines, systems thinking, lifelong learning, hands-on experiential learning, community-based learning, technology, partnerships, family involvement, and personal responsibility".

Sustainability education has been identified as one of the most powerful tools, by several governments, for providing individuals with the appropriate skills and competencies to become sustainable consumers. Many governments have included education schemes as part of their sustainable consumption programmes.

2.3.8 Corporate Sustainability Reporting

Corporate Sustainability Reporting is a method to internalize and improve an organization's commitment to sustainable development in a way that can be demonstrated to both internal and external stakeholders. The sustainability reporting includes economic, environmental and social impacts on society caused by the corporate or organisation by their everyday activities. Sustainability report also presents the organization's values and governance model, and demonstrates the link between its strategy and its commitment to a sustainable global economy.

Corporate Sustainability Reporting is gaining momentum globally as an important communication tool for companies to disclose their sustainability plans and performance, and enhance stakeholder confidence. Many countries across the globe have obligated corporate sustainability reporting, mostly linked to annual financial reports, some countries require sustainability reporting from certain sectors, others actively encourage information disclosure and some provide certification and verification services.

2.3.9 Public Procurement

Governments and their undertakings need to procure large quantities of goods and services to fulfill their obligations of public service. Governments, with their buyer power, can influence markets, in a significant way, towards energy efficiency and sustainability. Many countries have adopted sustainable procurement practices which emphasis the environmental characteristics of products and services, some have adopted total owning cost (TOC) approach.

The barriers to implementing sustainable procurement usually stem from a lack of sensitization and training for public procurement officers, weak intergovernmental coordination, inadequate information on financial benefits, and of course as the initial high costs involved. Procurement decisions which take life-cycle costs of ownership are still rare, partly due to methodological difficulties. Another problem is the lack of enough sustainable products and services in the market, which has led to monopoly by a few product/service providers.

The situation is improving, manufactures are moving towards energy efficient and sustainable products, and in light of government supported labeling programs, public procurement are also geared in favor energy efficient and sustainable products. Most governments have adopted an approach in favor of energy efficient and sustainable products, and persuade citizens to do the same.

2.4 Conclusion

Study of consumer behaviour offers useful inputs to policy making and regulation for sustainable development. A complicated aspect of consumer behaviour is is habits and routine of consumers- without an appropriate frame of reference, consumers cannot know whether their energy consumption is excessive. Clearly communicated and continual feedback is essential for a long-lasting change in consumer behaviour.

The government efforts play an important role in influencing consumer behaviour. While framing policy/act/regulation, existing legal frameworks, the social and cultural environment, Standards and Labelling program, Taxes/cess and subsidy/incentive mechanisms have to be considered.

With the emphasis on sustainable consumption, there is the need for highly integrated programmes to fulfill strategies for sustainable development.

3 BRANDS AND BRANDING ASPECTS

Branding has emerged an integral part of marketing strategy for businesses- large or small, retail or B2B. An effective brand strategy gives business a major competitive edge in increasingly competitive markets. Branding can be defined as process of creating a unique name and image for a product in the consumers' mind, mainly through advertising campaigns with a consistent theme. Branding aims to establish a significant and differentiated presence in the market that attracts and retains loyal customers. The ultimate aim of branding is to develop the 'Brand'.

3.1 Introduction to Brand

Brand refers to the established association with a product in the mind of the consumer. The brand association is achieved through:

- Name
- Mark, Symbol, Icon
- Promises made to the buyer
- Core values
- A relationship between the buyer and seller
- The "moment of truth"

Brands differentiate through their unique positioning and promise. A Brand is sometimes defined as "a distinguishing name and/or symbol intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors. A brand thus signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical."

A brand is also referred to as the set of emotions that people associate with a corporate name or a product name. Brand is almost entirely the result of the customers' experience with a product or series of products.

Brands if they are successful can be major assets for a company; with poorly performing products, the brand rapidly becomes a liability.

3.2 Branding

Branding is about marketing of products and services through activities that attempt to create, reinforce, or change emotions of consumers favourably towards the products. New product names, logo designs, tag lines, brand-oriented advertising, brand placement all come under the ambit of branding. Figure== illustrates the various elements of branding.



Figure 3-1: Branding Elements

Source: www.nigeltemple.com

Branding involves decisions that establish an identity for a product with the goal of distinguishing it from competitors' offerings. In markets where competition is fierce and where consumers may select from among many competitive products, creating an identity through branding is essential. It is particularly important in helping position the product in the minds of the consumers.

The consumer products companies have long recognized the value of branding, however it has only been within the last 10-15 years that organizations selling component products in the business-to-business market have begun to focus on brand building strategies.

The most well-known company to brand components is Intel with its now famous "Intel Inside" slogan. Intel's success has led many other business-to-business companies and even non-profits to incorporate branding within their overall marketing strategy.

3.3 Branding Strategy

The branding decision is crucial to enhancing the identity of the individual products through the use of unique brand names, symbols and other distinctive association. With rising competition, a strong brand can sustain an organization through price wars, dumping of cheap products by competitors. A good understanding of branding strategy and branding approaches is essential to build solid products and product lines.

The branding approach refers to different strategies for enhancing product identification in the market place. Making smart decisions up front is crucial since a company may have to live with the branding decision for a long time.

The important branding approaches are illustrated in Figure 3-2.



Figure 3-2: Branding Approaches

Individual Product Branding:

Individual branding approach assigns each new product a new name that may not have any obvious connection to existing brands offered by the company. The marketing organization under this branding approach must work hard to establish the brand in the market since it cannot ride the coat tails of previously introduced brands. This branding approach allows brands to stand on their own, reducing the threat to other brands marketed by the company. When brands become successful, the brand equity increases, and the company can choose to sell off individual brands for high gains.

The most successful marketing organization to follow the individual branding approach for its products is Procter and Gamble (P&G), new brands are introduced without any link to other brands or even to the company name.



Figure 3-3: Procter and Gamble adopted individual branding approach for its products

Coca-Cola Co. has adopted individual product branding: Coca-Cola, Sprite, Fanta, Oasis, Thums Up, each having its own unique brand name. The brands are all owned and marketed by Coca-Cola Co.



Figure 3-4: Individual Branding Approach Adopted by CoCa Cola Co.

Maruti Suzuki, the leading passenger car manufacturer in India, has also deployed the individual branding approach for branding of its cars.



Figure 3-5: Individual Branding Approach Adopted by Maruti Suzuki

Family Branding or Umbrella branding:

Family or Umbrella branding approach, takes in new products from a company under the umbrella of an existing brand. The chief advantage of this approach is that it enables the organization to rapidly build market awareness and acceptance since the brand is already established and known to the market. The potential disadvantage is that the market may have already established certain perceptions about the brand. The Company’s past history of low priced brands may create perception of an economy brand even if the new product introduced is a higher-end higher priced product. In such family branding any negative publicity or major failure may cause a negative perception for the other products under the same brand name.

It is very common to find umbrella branding in FMCG companies. AMUL, India’s most successful dairy product company, Nivea for skin- and body-care products, and Apple for communication devices and products have used umbrella branding. The company name is prominent.



Figure 3-6: Amul, Nivea and Apple adopted Umbrella branding approach for their products

Maruti Suzuki the leading automobile company has adopted the umbrella branding strategy in positioning itself as a fuel- efficient car manufacturer. The branding is for the company as a whole, with the message of quality and energy efficiency for all the vehicles from its stable. Its widespread service network is highlighted.



Figure 3-7: Maruti Suzuki adopted the Umbrella branding approach while promoting their fuel efficient cars

Co-Branding:

Co-branding is about the partnership between two organizations, strong in their respective fields, to float a common brand involving the two names, with the expectation of business growth for each organization. For example, the Citibank- Indian Oil Credit Card which offers special privileges for a customer who uses the card at Indian Oil petrol pumps. Co-branding allows both firms to tap into market segments where they did not previously have a strong position.

Intel Corporation established the 'Intel Inside' co-branding with computer manufacturers and added value to both business entities.



Figure 3-8: Intel has established co-branding with Toshiba and HP

The concept of co-branding is successfully adopted in the labelling programmes ENERGY STAR, Eco Label and Star labelling programme. Labels are pasted on qualifying products along with the manufacturer's name and brand.



Figure 3-9: Concept of Co-branding adopted in labelling programmes

Private or Store Branding:

This branding approach is often seen in retail industry where stores and retailers offer their own branded supplies, along with supplies of other branded goods in the particular product range. The stores or online sellers contract with suppliers to manufacture own- branded products.

Wal-Mart, the oldest and biggest store selling products of different manufacturers has adopted store branding.



Figure 3-10: Wal-Mart - Biggest Store Brand

Brand Licensing:

In Brand licensing, a company, as owner of a particular brand, leases the brand name to another company. A contractual arrangement is created in which the owner of the brand allows others to produce and supply products under that particular brand name.

Arvind Limited is a major textile manufacturer in India that works with licenses from many international brands like Arrow, Wrangler, Lee, Gant U.S.A., Sansabelt, Izod, Cherokee, Mossimo and Tommy Hilfiger.



Figure 3-11: Arvind uses brand licensing from International Brands

No-Name or Generic Branding:

Certain products are intentionally sold “brand- less”, with No Name or generic branding. These no-brand products are usually less expensive than brand-name products. Generic brands are designed to be substitutes for more expensive brand-name goods. Basic household products such as paper products, over-the-counter medicines such as ibuprofen, and even dog food are available in generic brand names.

3.4 Conclusion

Individual Product branding and Umbrella branding are well-known branding strategies. In individual branding, each product in the portfolio has its own unique brand name. Individual branding comes with the advantage that each product has a self-image and identity that is unique. Products can be positioned differently without much trade-off. The individual branding remains unchanged in the case of merger or acquisition.

In case of umbrella branding, different products, usually related, from a single organization, are given the common brand identity, and logo. Umbrella branding generates brand equity for a single brand, and thereafter that is leveraged over multiple products.

Umbrella branding can be effectively adopted by government institutions for promotion of energy efficiency products; the focus is on energy efficiency term rather than the brand name.

4 REVEIW OF CASE STUDIES IN BRANDING OF ENERGY EFFICIENCY

Realising the need for energy efficiency for sustainable development, government and private institutions across the globe have undertaken several energy efficiency initiatives such as design of energy efficiency standards and labelling programme. They have adopted different branding strategies for ease of recognition, promotion and adoption of energy efficiency. A study of the driving forces in energy efficiency and the consumer segments addressed can yield valuable guidelines for future energy efficiency programmes.

A quick view of case studies developed on best practices in branding of energy efficiency is presented in this chapter. ENERGY STAR Programme

ENERGY STAR, a joint programme of the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy (DOE), introduced voluntary labelling in 1992. The programme seeks to identify and promote energy-efficient products to reduce greenhouse gas emissions.

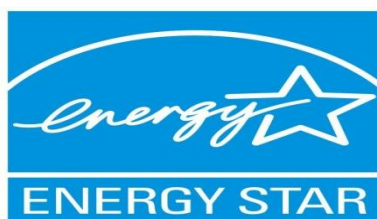


Figure 4-1: ENERGY STAR Label

ENERGY STAR provides a trustworthy label on over 65 product categories for the home and office. It covers major appliances, office equipment, lighting, home electronics, and more. Recently EPA has also extended the label to cover new homes and commercial and industrial buildings.

Branding Strategies:

- **Logo and branding message:**

ENERGY STAR has developed a logo for ease of recognition endorsed products. The branding prominently featured environmental and other monetary benefits of ENERGY STAR products. The campaigns encourage consumers to look for the ENERGY STAR label.

- **Partnering with key stakeholders**

ENERGY STAR has partnerships with several private and public sector organizations - manufacturers, trade associations, retailers, utility and other efficiency programme administrators. The partners actively promote the ENERGY STAR programme. ENERGY STAR organises partner meetings to facilitate best-practice exchange, networking, and promotion among manufacturers, retailers and energy efficiency programme sponsors.

- **Campaign and Events**

EPA has organised *Change* campaign in 2001, to encourage Americans to help protect the environment at home and at work. This campaign is an integrated multimedia effort (radio, TV, print). Through a combination of inspiring photography, music and messaging, EPA reached out to Americans, encouraging everyone to help protect the environment at home and at work. The *Change* campaign was identified as the most inspirational in the history of ENERGY STAR programme.

The Print campaign 2007, for promoting ENERGY STAR label sent out the message, “Join the fight against global warming”. This advertisement addressed both residential and commercial consumers.

“Change the World, Start with ENERGY STAR” community level campaign was meant to motivate the community to fight against climate change. In this campaign, EPA joined hands with communities such as DoSomething.org, Boys & Girls Clubs of America and PTO Today to reach America's youth, and encourage them to contribute against climate change.

Achievements:

Since inception of ENERGY STAR, it has served as a trusted source for voluntary standards. Some of the key achievements of ENERGY STAR are as follows:

- Around 18,000 organizations have partnered with EPA for ENERGY STAR programme.
- In 2012, about 300 million ENERGY STAR certified products were sold in America which resulted in preventing 242 metric tons of GHG and providing over \$5.8 billion in benefits to society due to lesser damages from climate change.
- Cumulative total of ENERGY STAR products sold has crossed the figure of 4.5 billion products, by end 2012.
- Various consumers and businesses have reduced their utility bills by US\$24 billion by partnering with ENERGY STAR.
- Around 85 percent of the American public recognizes the ENERGY STAR label.

4.1 EU Ecolabel Programme

The EU Ecolabel also referred to as “Flower” is a voluntary programme. It was launched in 1992 under the administration of European Commission (EC), DG Environment. The EU Ecolabel functions through EU Ecolabel Regulation. The European Commission, along with entities from the Member States, and other stakeholders manage the Ecolabel.



Figure 4-2: Symbol used as Ecolabel

EU Ecolabel programme is designed with the objective to encourage businesses to market products and services that are kinder to the environment. The Ecolabel can be adopted by a wide range of manufacturers and service providers; importers; and retailers with their own environment friendly house brands.

Branding Strategies

The promotion of Ecolabel was given prime importance by the EU Ecolabel Regulation, Article 12 (“Promotion of the EU Ecolabel”). EC organised the campaign “Ecolabel Suits You” in 2010. The campaign objective was to raise awareness of the EU Ecolabel logo and benefits from eco-labelled products. The campaign aims at changing consumer attitudes, encouraging informed decision making, and consideration of environmental conservation in the choice of products.

The “EU Ecolabel Month” promotional campaign is held every year from mid-September to mid-October. The EU Ecolabel Month campaign seeks to increase the awareness of the EU Ecolabel, assess its acceptance amongst consumers, and encourage its market. The Member States take up different related activities for during the EU Ecolabel Month.

Denmark has developed a tailor-made campaign “Do like do-it-yourself Kuno”. Hungary has organized “National Ecolabel marketing campaign” to increase public awareness of the EU Ecolabel. Italy has organized exhibition programmes showing visitors how to choose environmentally-friendly products and offering a guide to Ecolabel.

EC has issued a marketing guide to Ecolabel companies so they can capture the full potential of EU Ecolabel. The marketing guide booklet contains examples of best practices to effectively make the Flower visible on products and in marketing communications.

Achievements:

Since the launch of EU Ecolabel in 1992, the number of products and services awarded the EU Ecolabel has increased every year.

- Since the launch of EU Ecolabel in 1992, the number of products and services awarded the EU Ecolabel has increased every year.
- EU Ecolabel has awarded more than 1300 licenses.
- More than 17000 Ecolabel products are available in the market.

4.2 Standards and Labelling (S&L) Programme - India

The Standards and Labelling (S&L) Programme was launched in 2006, by the Bureau of Energy Efficiency (BEE), Government of India. This programme aims at providing information on energy performance of products so that consumers can make informed decisions while purchasing appliances. The end-use appliances and equipment, provides for self-certification by the manufacturers based on the standards issued by BEE, star rating- from 1 to 5 in the increasing order of energy efficiency. The outcomes of this programme are energy savings on the equipment. Initially, the programme began with labelling on a voluntary basis and then, as market receptivity increased, transition to mandatory labelling.

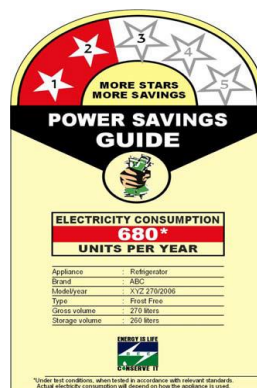


Figure 4-3: BEE's Energy Label Design for Refrigerator

BEE has selected products for the energy labelling programme based on the criteria: (1) significant energy use by the appliance (2) contribution of use to the peak load and (3) commonly usage in households. BEE has notified 15 equipment/ appliances under S&L programme, of which 4 are notified under mandatory labeling and other appliances are under voluntary labeling.

Branding Strategies:

The advertising and promotional activities for S&L programme were conducted with precision to attract consumers for large scale adoption of S&L.

A few of the awareness programmes:

- **Media plan for implementation of the S&L programme**

The detailed media plan to support the implementation of the S&L programme first studied the sample communication concept precisely.

- **Promotion for Consumer Awareness**

The consumer programme for S&L educated consumers on the cost- benefit aspects of buying higher energy- efficient equipment, through a multimedia campaign. The print multimedia and the audio-visuals campaign launched by BEE focused on creating awareness about energy efficiency and generating a market for such energy efficient

appliances. A half day workshop- National Educational/Awareness Programme on Standards and Labelling and the Bee star rating label, was arranged for sales executives at various locations. The scope of these workshops has been expanded to cover all household appliances under voluntary / mandatory phase under the BEE S&L programme. More than 50 such awareness programmes have been conducted for consumers and sales representatives.

Advertisements in the print media mentioned the requirement of a minimum of *one star rating* as mandatory to sell Tubular Florescent Lamps, Frost Free Refrigerators, Room Air Conditioners and Distribution Transformers.

- **Government and Policy**

The Government encouraged state agencies and power utilities to communicate the details and benefits of the labeling program to consumers. Accordingly, state agencies and utilities issued notification for compulsory use of available BEE star labeled products (3 star and above) in all residential and non-residential Government buildings. Government demonstrated its commitment by leading the initiative through self-adoption of labeled products i.e., in all government departments, ministries, attached and subordinate offices, and ensuring that all the procurement in the specified product categories carry the threshold BEE star rating indicated against them, or higher.

Achievements:

Impact analysis of Standards and Labelling programme in terms of energy savings and avoided capacity addition is carried out by BEE every year. The key achievements of S&L programme for the last few years are as follows:

- In FY 2010-11, estimated energy savings achieved was around 3718.2 MU and in terms of avoided generation capacity addition was 2076.4 MW.
- Total avoided capacity generation during 11th Plan is 7766 MW against MoU Target of 3000 MW.
- The S&L programme contributed about 72% of the total energy efficiency target of BEE in 11th Plan.

4.3 Fuel Efficient Cars - Maruti Suzuki India Ltd

Maruti Suzuki India Limited commonly referred to as Maruti is the leading automobile manufacture in India. A subsidiary of Suzuki Motor Corporation, Japan, it was established in 1981 by Government of India to meet the growing demand of passenger cars in the absence of an efficient public transport system. In 1983, the government of India established a tie-up with Suzuki Motor Corporation of Japan to manufacture low-cost cars in India.

Maruti Suzuki has been the leader of the Indian car market for over two and a half decades, and has revolutionized the automobile industry, and indeed put a whole country on wheels.



Figure 4-4: Maruti Suzuki's Logo

Maruti Suzuki transformed itself from a successful Public Sector Company (PSU) to a vibrant, publicly listed Multi-National Company (MNC). The company has successfully sustained its leadership position and remained profitable despite tough competition.

Maruti Suzuki offers 16 brands and over 150 variants of the car as a passenger vehicle-ranging from Maruti 800 to the latest high end luxury car Ciaz. The portfolio includes Maruti 800, Alto 800, Alto K10, A-star, Estilo, WagonR, Ritz, Swift, Swift DZire, SX4, Omni, Eco, Kizashi, Grand Vitara, Gypsy, Ertiga and Ciaz.

Maruti Suzuki operates an extensive sales and service network covering the length and breadth of India. The Company has set up zonal, regional and area offices to support its large sales and service network.

Branding Strategies:

Maruti Suzuki entered the Indian market with the strategy of offering a compact, modern and fuel efficient car. It believes in innovative marketing strategies and has established itself as a popular brand amongst the masses and has introduced many types of car that spell speed and style in a wide range. With constant fuel price hikes in the world and in the country, Maruti Suzuki positions itself as a manufacturer of fuel efficient cars, and builds its marketing strategies around it.

Maruti Suzuki has recognized advertising as an important aspect of brand building exercise. Its advertising strategy focused on both building up its corporate image and promoting sales of its cars. The campaigns emphasize different aspects of its cars- fuel efficiency, comfort, look, space etc. Advertisements of Maruti Suzuki revolved around their core strengths of excellent service network and mileage (low fuel consumption) offered by the cars. Each of the ads exaggerates the situation a fair bit and ends with a humorous punch line.

The advertising campaign was carried out through TV Channels, Radio and Print media, Point of Sale communication, Mobile promotions, online marketing and Outdoor promotions.

- **"Petrol khatam hi nahi hota" Campaign**

In 2003, Maruti Suzuki came up with its series of advertisements in its media campaign with the message “Petrol khatam hi nahi hota” (“The Petrol- it never finishes”). The Ad became instantly popular for its simplicity and clear message.

- **“Kitna deti hai” Campaign**

In 2010, Maruti Suzuki had come up with its series of advertisements in media under the “kitna deti hai” (How many miles to the litre of petrol?) campaign. The ad campaign was based on the insight that Indian consumers, under all circumstances, are extremely conscious of the performance offered in terms of mileage per unit of fuel. These advertisements related not to a particular car model, but to the company and its range of cars, and the sound service provided.

- **“Beat the Heat” Campaign**

Maruti Suzuki organized a first of its kind “Beat the Heat” campaign at its 3,000 service workshops across India, 2013. Through this campaign, the company offered a range of services including free checking of air-conditioning, free top wash, True Value evaluation, and exchange.

The seasonal campaigns such as “beat the heat” helped Maruti Suzuki attract consumer attention and build brand loyalty.

Achievements:

- Maruti Suzuki is the only Indian company to cross the 10 million sales mark, cumulatively.
- Maruti Suzuki has consistently sold more than 1 million cars in each year since 2009-10.
- The company has the largest sales and service network amongst car manufacturers in India.
- Maruti Suzuki is exporting to 98 countries in Europe, Asia, Latin America, Africa and Oceania. Some leading overseas markets of Maruti include Germany, Netherland, France and UK.
- Over its 30-year journey, Maruti Suzuki has transformed itself from a successful Public Sector Company (PSU) to a vibrant and publicly listed Multinational Corporation (MNC), sustained its leadership position in the Indian passenger car market, and remained profitable despite tough competition.
- The company is today one of the most valued companies in the Indian stock market.

4.4 Energy Efficient Lighting Solutions (CFLs & LEDs) - Philips

Royal Philips of the Netherlands is a diversified *health and well-being* company, focused on improving people’s lives through timely innovations. As a world leader in healthcare,

lifestyle and lighting, Philips integrates technologies and design into people-centric solutions, based on fundamental customer insights and the brand promise of “sense and simplicity”.

The company is a market leader in equipment for cardiac care, acute care and home healthcare, energy efficient and new lighting solutions, as well as lifestyle products for personal well-being and pleasure, and has strong leadership position in flat TV, male shaving and grooming, portable entertainment and oral healthcare.



Figure 4-5- Logo of Philips

Philips is a leading lighting solutions and applications provider for both professional and consumer markets. Philips addresses lighting needs in a full range of environments – indoors as well as outdoors. It meets people’s needs on the road, by providing safe lighting in traffic. It delivers light-inspired experiences through architectural and city beautification projects. Its lighting has many specific applications- in horticulture, refrigeration lighting and signage, heating and cooling, air and water purification, and healthcare.

With the new lighting technologies, such as LED technology, and the increasing demand for energy efficient solutions, Philips continues to shape the future with innovative new lighting applications.

Branding Strategies:

Philips consistently works on its brand development globally through its innovative ideas, slogans and campaigns.

- **Philips Delivering “sense and simplicity”**

Philips launched, in 2004, its brand promise - “sense and simplicity”. This brand promise encapsulates Philips' commitment to deliver solutions that are advanced, easy to use, and designed around the needs of users and customers. This helped the company build the Philips brand in the hearts and minds of people.

- **‘The Joy of Extra Brightness’ with Philips Lighting**

In this promotion campaign, Philips presents the claim that they understand the importance of light in everyone’s life. The company introduced lights that give 20% more brightness - extra brightness to add to the joy of the special moments like weddings, festivals and

parties. Philips Lighting conveys the message that they help make everyday moments of your life brighter, and more special.

- **“See How Lighting Can Makeover Your Home”**

In this branding exercise, Philips offers consumers visuals of a range of real-homes in different locations like Amsterdam, Seoul, New York, Singapore, Hong Kong, Shanghai, Berlin, Paris, New Delhi etc. The consumer can watch these videos and select the appropriate lighting style for her house. The slogan introducing this branding exercise says “Watch lighting makeover videos of real people’s homes with the simple addition of Philips LED lighting – and get inspired with new ideas to makeover your own place”.

- **India Gate Lighting Makeover**

The India Gate, India’s most famous national monument, is located at the heart of Delhi. Philips, with its tradition of promoting heritage, has lit up this historical monument. The iconic symbol of the nation – The India Gate, gets an impressive appearance with the lighting by Philips India. The new lights are energy efficient, environment friendly, and have creatively illuminated and highlighted the unique features of the India Gate.

Philips has taken up several such lighting programmes for heritage and national monuments.

- **Other Branding Strategies**

Philips publishes a quarterly newsletter “e-Luminous” where it shares the latest ideas and inspiration from the world of professional lighting.

The company has developed the “Philips Lighting Hub” Application (App) for service to its consumers. This App shows inspirational projects and also offers consumers the details of a complete professional lighting portfolio, in one go.

Philips was one of the organizing committee members of Light India 2012, one of the biggest events on lighting in India, organized by ELCOMA and Messe Frankfurt, demonstrating Philips’s strength in products and solutions, and its global leadership in LED lighting.

Achievements:

- Philips released a total of 269 ENERGY STAR qualified products in 2012
- Philips was awarded the recognition ‘India’s most admired company’ in the consumer durables industry, 2012, by Fortune India
- Philips awarded the ‘ENERGY STAR® Partner of the Year’ for 2013.

4.5 Sustainability Initiatives of ITC Limited

ITC Limited (ITC) is an Indian conglomerate headquartered in Kolkata, West Bengal. The company was formed on August 24, 1910 under the name Imperial Tobacco Company of India Limited. The company changed its name to 'ITC Limited' in September 2001.

ITC is one of India's leading private sector companies and among India's most valued business corporations with a market capitalization of US\$ 45 billion and a turnover of over US\$ 7 billion. It has a diversified presence in fast moving consumer goods (FMCG), hotels, paperboards and packaging, agri business and information technology businesses.



Figure 4-6: ITC's Logo

ITC, inspired by a vision to be an influential player in the national economy, has made a foray in a gamut of industries. It has successfully crafted unique business models that integrate the creation of long-term shareholder value with the enhancement of societal and environmental capital. It aims at delivering societal development in the context of its businesses. It works in partnership with farmers and communities to implement large-scale social investment programmes that have enhanced incomes and improved the quality of life for the rural population through the creation of sustainable livelihood opportunities.

ITC endorses the idea that a company's performance must be measured by its triple bottom line contribution to building economic, social and environmental capital. Inspired by this idea, ITC is pursuing an innovative business strategy that synergises the creation of sustainable livelihoods and the preservation of environmental capital, along with the enhancement of shareholder value. Some of the programmes and business models as part of triple bottom line strategy of building economic, social and environmental capital include: e-Choupal, Social and Farm Forestry, Integrated Watershed Development Programme, Women's Empowerment Programme, Primary Education Programme, Livestock and Animal Husbandry Programme, Renewable Energy development, Green Hotels certification and Waste Recycling programme.

The programmes are discussed below:

- **e-Choupal:**

ITC's e-Choupal is an innovative market-led business model designed to enhance the competitiveness of Indian agriculture. e-Choupal leverages the power of information and digital technology to empower small and marginal farmers in rural India with a host of

services related to know how, best practices, timely and relevant weather information, transparent discovery of prices for their crops. The initiative allows for a virtual integration of the supply chain and injects significant efficiencies into the traditional system.

- **Social and Farm Forestry**

ITC's paper and paperboards business is in constant need of a cost-effective and sustainable raw material base. ITC has linked this need to the socio-economic requirements of the catchment area by its Social and Farm Forestry initiative. Programmes under this initiative provide sustainable livelihood opportunities to rural wasteland owners by assisting them to convert their wastelands into pulpwood plantations. To ensure the commercial viability of these plantations, ITC's R&D developed high-yielding clonal stock with shorter harvesting cycles - 4 years against 7 years for standard saplings is provided..

- **Women's Empowerment Programme**

Women's empowerment programme has been launched to provide sustainable economic opportunities to poor women in rural areas. ITC assists them to form micro-credit self-help groups so that they can build up small savings and finance self-employment and micro-enterprises.

- **Waste Recycling**

ITC has implemented a number of measures in waste management to create a positive environmental footprint as part of its involvement with sustainable natural resource management. All ITC units are mandated to achieve total recycling of waste generated by their operations. All the units have made significant progress in achieving this target, recycling over 99.9% of waste generated by its operations.

Achievements:

ITC claims that it is the only company in the world of comparable size and activity to be *Carbon Positive, Water Positive and Solid Waste Recycling Positive*. ITC's achievements across all three dimensions of the 'Triple Bottom Line' - economic, social and environmental, are well known and recognized globally.

Economic Achievements

- ITC's market capitalization has risen to US\$ 45 billion and turnover of US\$ 7 billion and ITC has consistently featured amongst the top 10 companies in terms of market capitalization and the top 15 companies in terms of profits.
- ITC Group provides direct employment to more than 31,000 people.

Social Achievements

- ITC's globally acknowledged e-Choupal initiative is the world's largest rural digital infrastructure experiment, benefitting over 4 million farmers.

- ITC's primary education initiative has educated over 3,00,000 children.
- The Women's Empowerment Programme has created sustainable livelihood opportunities for nearly 40,000 women, through micro-enterprises or assistance with loans to pursue income generating activities.
- The Livestock Development Programme has provided animal husbandry services to over one million milch animals, increasing milk yields substantially.
- The Social & Farm Forestry programme has greened over 1, 63,000 hectares, generating over 70 million person- days of employment.

Environmental achievements

- ITC's Watershed Development Programme provides soil and moisture conservation to about 150,000 hectares. This has enabled the company to retain its water positive status for 12 years in a row.
- The social and farm forestry initiatives have helped sequester 45,29,311 (4.5 million) tons of CO₂ in FY 2013-14, through a greening of 163,000 hectares, thus consolidating ITC's status as a 'Carbon Positive Company' for the 9th year in a row.
- Wealth out of Waste Programme has promoted recycling and source segregation, created awareness among all stakeholders on the benefits of the reduce-reuse-recycle approach. This initiative has enabled ITC's paperboards business to source and recycle post-consumer waste, thereby contributing to ITC's solid waste recycling positive status.
- ITC has a green luxury hotel chain, with all of ITC's premium luxury hotels LEED platinum certified.

4.6 Energy Efficient Motors - BALDOR ELECTRIC COMPANY

BALDOR ELECTRIC COMPANY is a leading marketer, designer and manufacturer of energy-saving industrial electric motors, mechanical power transmission products, adjustable speed drives and generator sets. The company was founded in 1920 on the premise that a better motor is one that uses less electricity, and that belief stands true today.



Figure 4-7: BALDOR's Logo

BALDOR is the largest motor and mechanical power transmission company in North America, and its products have exceptionally strong brand recognition for *quality* and *value for customers*. In January 2011 BALDOR was acquired by ABB.

BALDOR offers a range of products which includes AC motors & Controls; DC motors & Controls; Gear products; Motion Control; Servo motors & Control; Power Transmission; Linear products; Grinders/Buffers and Generators.

The government regulations, policies and incentives caused the large scale market transformation for energy efficient motors. Motor manufacturers also contributed significantly in manufacturing the motors as per the energy efficiency standards set by different countries and continuously upgrading the same. BALDOR had begun manufacturing energy efficiency motors much ahead in time, before the push by government.

The company aims to provide high value to the customer, superior quality, great service and prompt delivery. Since inception, BALDOR committed intensive focus on the quality of their products. The promotion message says *“The history of energy efficiency in industrial motors is really the story of BALDOR Electric”*. BALDOR has strategically positioned its products as high value and quality offers.

BALDOR promotes its brand by highlighting the energy savings potential of its products, from the market leader. The company conveys that they are the first in Energy Efficiency since 1920.

At each stage, BALDOR has introduced its products as unique and of advanced technology. Its product catalogue highlights its charter to build a better motor which requires the minimum of energy.

BALDOR has worked in partnership with NEMA and ENERGY STAR for promotion of its products.

In 2010, ABB acquired BALDOR and expected a 10-15 percent growth in its business thanks to BALDOR’s leadership in high-efficiency industrial electric motors.

Landmarks:

- In 1991, BALDOR was the first company to receive approval by BC Hydro to label its motors under its “Power Smart” programme.
- BALDOR Partners with NEMA Premium in 2001.
- BALDOR becomes an ENERGY STAR partner in 2003.
- In 2010, ABB acquired BALDOR because of its leadership in high-efficiency industrial electric motors.

4.7 Analysis of Case Studies

The case studies developed for identification of best practices in branding of energy efficiency cover a range of initiatives such as labelling programmes initiated by governments/regulatory bodies, energy efficiency product branding efforts of corporate and government regulations driving the technology improvement. In each initiative, the organization has adopted different branding strategies, largely based on unique features of the initiatives, driving forces, and the targeted consumer. This necessitates a comparative analysis of branding strategies adopted by the organizations studied.

4.7.1 Institutional Structural Analysis of Case Studies

An analysis of the case studies is presented in Table 4-1,

Table 4-1: Institutional and Structural Analysis of Case Studies

Sr. No.	Case Study	Type of Initiative	Administrator/Promoter	Partner Govt. Organization	Other Partners	Type of Programme / Initiative	Target Groups	Product Covered
1	Energy Star Programme - US	Label	US Environmental Protection Agency (EPA)	US Department of Energy	Manufacturers NGOs, Trade Associations, retailers, utilities and other efficiency programme administrators	Voluntary	Household and Business entities	65 product categories
2	Star Labelling Program - India	Label	Bureau of Energy Efficiency (BEE)	Ministry of Power India	Appliance Manufacturers	Mandatory/ Voluntary/ Endorsement	Household and Business entities	4 products under Mandatory phase, 9 products under voluntary phase and 1 product under Endorsement.
3	EU Ecolabel	Label	European Commission, DG Environment	Each state of the European Economic Area designates a Competent Body	Manufacturers, Importers & Retailers	Voluntary	Household and Business entities	more than 17,000 products

Sr. No.	Case Study	Type of Initiative	Administrator/Promoter	Partner Govt. Organization	Other Partners	Type of Programme / Initiative	Target Groups	Product Covered
4	Fuel Efficient Cars - Maruti Suzuki India Ltd.	Brand Development	Maruti Suzuki	No	Distributers and Retailers	Brand Development	Private Cars	Cars
5	Energy Efficient Lighting Solutions - Philips	Brand Development	Philips	No	Distributers and Retailers	Brand Development	Household and Business entities	Lighting products
6	Energy Efficient Motors - BALDOR ELECTRIC COMPANY	Brand Development	Baldor	No		Brand Development	Industrial & Commercial Entities	Motors
7	Sustainability Initiatives of ITC Limited	Business Development	ITC Limited	No	Farmer, Stakeholder, peoples from rural area etc.	Business Development	Peoples from rural areas and stakeholders	Business areas: FMCG, hotels, paperboards and packaging, agri business and IT businesses.

4.7.2 Analysis of branding strategies in Case Studies

In this section analysis of branding strategies of adopted in case studies is carried out. The parameters covered are branding message, branding approaches, logo, communication medium, government regime or policy, and certification and verification process etc.

Table 4-2: Analysis of Branding Strategies in Case Studies

Sr. No.	Case Study	Branding Message	Branding Approaches	Logo	Communication medium	Benefits to the Consumers	Govt. Regimes/Policies in Line	Consumer Awareness	Certification and Verification Process
1	Energy Star Programme - USA	"Change the World. Start with Energy Star."	Print Campaign, advertisement in media	Yes	Advertisement in media, website, TV, campaigns, print media	Improved energy efficiency, higher performance, reduced environmental impact of products	Federal Tax credit for some products	85 percent consumer in Us are aware of Energy Star	Certification by EPA and Third Party Testing & Verification
2	Star Labelling Program - India	"Bachat Ke Sitare"	Advertising campaigns in Print, Multimedia Campaign in Print and Audio Visual Media, Workshops	Yes	Multimedia, website, TV, Radio, campaigns, workshops, print media	Improved energy efficiency of products	Mandatory use of BEE's star labelled products	DNA	Self-Certification by manufacturers and Third Party Testing & Verification on random basis
3	EU Ecolabel	"Ecolabel suits you" and "Do like do-it-yourself Kuno"	Advertising in Print Campaign, Multimedia Campaign in Print and Audio Visual Media, Workshops	Yes	Multimedia, website, TV, Radio, workshops, print media	Reduced environmental impact of products	Regulation (EC) no 66/2010 of the European Parliament and of the Council	DNA	DNA
4	Fuel Efficient Cars - Maruti Suzuki India Ltd.	"Kitna Deti Hai" and "Petrol Khatam Hi Nahi Hota Hai"	Advertisements in media, Free service campaign	Yes	Multimedia, website, TV, Radio, advertising in print media	Fuel efficient Cars	Bharat stage emission standards issued by the Govt. and mandatory fuel efficiency	DNA	Self Assessment

Sr. No.	Case Study	Branding Message	Branding Approaches	Logo	Communication medium	Benefits to the Consumers	Govt. Regimes/Policies in Line	Consumer Awareness	Certification and Verification Process
							labelling for Cars is under process		
5	Energy Efficient Lighting Solutions (CFLs & LEDs) - Philips	"Sense and Simplicity"	Advertising Campaign in Print, Television commercial / advertisement film, Event sponsorship, Memorial decoration	Yes	Multimedia, website, TV, Print media,	Energy efficient lighting	Various govt. policies and regulation for improving energy efficiency	DNA	DNA
6	Energy Efficient Motors - BALDOR ELECTRIC COMPANY	"The answer for an energy driven economy"	Innovation in product, Quality of product, Service to customers	Yes	Product catalogue, Sector magazines	Premium efficient motors	Various govt. policies and regulation for improving energy efficiency	DNA	Self Assessment

Sr. No.	Case Study	Branding Message	Branding Approaches	Logo	Communication medium	Benefits to the Consumers	Govt. Regimes/Policies in Line	Consumer Awareness	Certification and Verification Process
7	Sustainability Initiatives of ITC Limited	-	Sustainable development of business by adoption of triple bottom-line strategy- outcomes economic, social and environmental	No	Development of Inclusive programmes and direct interaction with people	Creation of sustainable livelihoods, preservation of nature and building of shareholder value	Government of India is under the process of development of Corporate Social Responsibility Rules as part of Company act 2013 by which corporate entities visibly contribute to the social good.	DNA	DNA

5 BEST PRACTICES IN BRANDING OF ENERGY EFFICIENCY

The case studies on branding of energy efficiency, discussed in section 4 of this report, have been compared on the criteria of institution structure of the organization and the branding strategy adopted.

- Design and development of logo/label
- Branding message
- Multimedia marketing
- Marketing campaign
- Partnership with government institutes, energy programmes/initiatives and supply chain
- Partnership with labelling programmes
- Government regulations and regimes
- Sustainability Strategy

5.1 Design and Development of Logo/Label

Logo is a symbol or small design adopted by an organization to identify or create an association with its products. A label is a identification or marker detail- on paper, fabric, plastic or such material- attached to the product and carrying impotent information about the product. The energy efficiency labels offer insight about product performance and impact on environment.

US Environmental Protection Agency (EPA) has designed the logo for the ENERGY STAR programme.

Bureau of Energy Efficiency (BEE) has also designed energy-efficiency labels for the star labelling programme. Energy efficiency labels indicate the star rating- 1 to 5 star in increasing order of energy efficiency and are pasted on to appliances that qualify the energy efficiency criteria. These informative labels, affixed on appliances, describe product's performance- usually in energy use, efficiency, energy cost labelling helps consumers make informed choices.

A branding strategy for ensuring quick recognition of energy efficiency products can be the development of logos and labels.

5.2 Branding Message

Branding message is a tagline, ad slogan, headline, phrase which conveys the essential values of the product/organisation. The branding message, for an organization, seeks to express, in a few words or phrases, its essential beliefs and values. It articulates the brand's promise and stimulates desire to subscribe to an organisation's services.

EPA constantly works on the branding message for ENERGY STAR programme and modifies it to reflect the priorities of the times. In 1992, the branding message featured the ENERGY STAR logo as 'Save Energy and Money'. The message was simple and rational, focusing on money savings achieved through superior energy efficiency. In 1997, the tagline used was 'Saving the Earth, Saving Your Money' to reflect the new thinking. To connect with a large group of consumers and get across the environmental message, EPA modified its tagline to 'Money isn't all you're saving'. An important sub-message advanced was that efficiency, unlike conservation, did not imply sacrifice—just smart choices, like 'choosing ENERGY STAR qualified products'.

BEE's mass media communication revolves around the tagline 'Environmental conservation for a brighter world'. This tagline connected with the situation of the Indian housewife's obsession with securing a bright future for the children by saving money- in this case from lower energy consumption. Radio programmes with the slogan 'Bachat Ke Sitare Dost Hamare' (the Stars for savings, our friends) i.e., more stars mean higher energy efficiency and more savings on monthly energy bill were aired to attract consumers towards star label appliances.

The branding message sums up all of the experiential characteristics of a brand and rallies them behind a single flag. In the war for customers' hearts, messaging has the capability to lead the charge. A branding message can be developed for energy efficiency- both for products and organizations.

5.3 Multimedia Marketing

Multimedia marketing deploys different avenues for communication- audio visuals on TV and Radio, print advertisements, posters, advertisement billboards, wireless text messaging, mobile instant messaging, mobile apps, podcasts etc. The multimedia marketing can be effectively used for introducing products as well as to communicate product features and encourage consumers to purchase. Maruti Suzuki and BEE have effectively utilised multimedia such as advertising and print media for product introduction and communicating features of their products.

Maruti Suzuki has identified advertising is one the most important aspects of the branding building exercise. It deploys through TV Channels, Radio and Print ads, Point of Sale material, Mobile messaging, price promotions, online marketing, Outdoor promotions etc. The campaigns 'Petrol khatam hi nahi hota' ('the petrol does not get over at all') and 'Kitna deti hai' ('what is the mileage?') had effectively communicated and re-emphasized its leadership in the realm of fuel efficiency. The ad campaign "Kitna deti hai" series was based on the insight that Indians consumers are extremely mileage (miles/ unit of fuel) conscious under all circumstances. Advertisements aired under these campaigns became very popular for their simplicity and clear message. In the environment of constant rise in the fuel prices, such innovative marketing communication has helped position Maruti Suzuki cars as fuel efficient.

BEE has effectively utilised the multimedia avenues for promotion of the star labelling programme. The advertisements in the print media publicised the mandatory requirement of at least one star for claiming energy efficiency.

BEE had organised 15 minutes radio programme i.e. "bachat ke sitare dost hamare" means more stars means more energy efficiency and more savings on monthly energy bill. This programme aims to attract consumers towards star label appliances.

Now days multimedia has becomes so pervasive that consumers have access to information any time and any place they want. This tool can be effectively used for branding of energy efficiency. It not only helps in generate a significant amount of attention towards the products and/or service offered but also can help in understanding consumers' behaviour and preferences. Beside this, digital media can be used to monitor the perforce of multimedia strategies like what is being viewed, how often and for how long, sales conversions, what content works and doesn't work, etc. and modify the multimedia strategy accordingly.

5.4 Marketing Campaign

Marketing campaign, a series of specific activities designed to promote a product, service or business, uses different media such as television, radio, print, online for persuading consumers. The campaign also consists of product demonstration, word of mouth communication, SMS messages; Social Media posts and other interactive techniques. EPA and DG Environment are active in the promotion of ENERGY STAR and Ecolabel programmes through marking campaigns.

EPA has done campaigns to build brand awareness and has emerged one of the most trusted brands in America. The EPA's print campaign demonstrates the persuasive approach: it features the everyday American consumer and EPA working to fight global warming, with Energy Star. EPA's campaigns enable ENERGY STAR to build a strong emotional/rational balance; offering the empowering, inspirational message that average, everyday Americans can help in the fight against global warming and playing out that with proof points in clearly articulated metrics. EPA the "Change the World, Start with ENERGY STAR" community level campaign for active involvement of communities in the fight against climate change. This campaign encouraged Americans to join in with local events.

The European Commission- DG Environment is consistently promoting Ecolabel through campaign and events, to help consumers make a conscious decision when it comes to choosing products. EC organised the 'Ecolabel Suits You' campaign for raising the awareness of the EU Ecolabel logo, benefits of eco-labelled products and availability of eco-labelled products in daily use. EC also organises a 'EU Ecolabel Month' campaign every year to increase the visibility of the EU Ecolabel, to review status of Ecolabel adoption amongst consumers, and to encourage its adoption in the manufacturing and tourism sectors.

The marketing campaign approach can be effectively used for promotion of energy efficiency.

5.5 Partnership with Government Institutions, Energy Programmes/ Initiatives and Supply Chain Entities

Government support in energy efficiency helps companies raises their credibility and recognition; improve financial stability, legal protection and long-term viability. On the other hand, partnering with players in the supply chain- manufacturers, retailers, contractors, builders, building owners, utilities, and industry allies can work as a strong network and offer valuable feedback for energy efficiency plans.

The success of the ENERGY STAR programme is owing to the broad range of partners involved in the promotion- manufacturers, retailers and contractors. In some markets, when consumers are reluctant to switch to energy efficient products, partner utilities offer rebates. The success of ENERGY STAR is thus far due in equal part to the vision and guidance of EPA and DOE, and the hard work of the program partners. ENERGY STAR maintains a strong relationship with several other Federal energy programmes.

The partnership with government institutions and supply chain entities can be a useful branding tool for promotion of energy efficiency. The channel partners can create strong network for promoting energy efficiency and provide feedback.

5.6 Partnership with Labelling Programmes

Various labelling programmes, public and private, have been initiated across globe, with the goal of improving environmental and social conditions and improving efficiency. Labelling validates energy efficiency/green claims, guides energy efficiency/green purchasing, and improves environmental performance standards. Consumers are made aware of the energy consumption, the costs incurred and the environmental gains. Philips and BALDOR have gone the labelling route, partnering with ENERGY STAR and NEMA.

Philips partnered with ENERGY STAR for its products. This partnership endorsed Philips' commitment to delivering sustainable and environmentally friendly lighting technologies. Philips has shaped the future of lighting with exciting new applications. ENERGY STAR recognised Philips as ENERGY STAR Partner of the Year 2013, for delivering quality products and helping consumers lower their energy costs and consistently prioritizing ENERGY STAR in its design process and promotional efforts.

BALDOR allied with NEMA to reap the benefits of NEMA Premium™ labels on its product line. The label augmented credibility of its products. BALDOR also partnered with ENERGY STAR to increase its brand visibility.

The labelling programmes have done a great deal to raise awareness and to create trust, to change expectation from products and to build capacity and create a common framework around sustainability. Partnering with a labelling programme can be a very useful energy

efficiency branding strategy for the appliance manufacturers. Through these partnerships, manufacturers can augment credibility of their products, and achieve larger reach.

5.7 Government Regulations and Policy regime

Regulations by government and the prevailing policy regime are instrumental in effecting change in society. For promoting adoption of energy efficiency, regulations and policy exert great influence.

Government programmes and policies have pushed for switch to energy efficient lighting; and the lighting companies have responded by offering innovative products. Philips, the world leader in energy-efficient lighting solutions, has introduced pioneering lighting products for a range of applications, and has played a big role in driving the switch to energy-efficient lighting. Similarly, it was mainly the government regulations, policies and incentives which caused the large scale market transformation towards energy efficient motors. BALDOR has responded quickly to regulations and has, through its deep involvement in R&D, innovated a range of energy efficient motors. BALDOR, not surprisingly, is the world leader in energy efficiency motors.

The implementation of EU Ecolabel (result of Regulation (EC) 880/92 of European Parliament) is a major move for the Ecolabel as a government initiative has been far more successful than other private supported programme in labeling for energy efficiency. Ecolabel enhances credibility, recognition, legal protection and long-term viability.

5.8 Sustainability Strategy

'Sustainability' is often defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. From a corporate perspective, 'sustainability' can refer to any initiative - from corporate social responsibility (CSR) programs to environmental compliance. In a visible trend, corporate are increasingly committed to sustainability while defining their business strategies.

ITC Ltd. is a well-known corporate in India, known for its sustainability initiatives. It believes in the triple bottom line contribution- building economic, social and environmental. The company has designed and implemented innovative business strategies to create sustainable business value chains that encompass some of the most disadvantaged sections of society, in rural India. Through these innovative business models that have given a competitive advantage, ITC has created value in terms of commercial business, augmenting natural and environmental capital, and in generating sustainable livelihoods for the nation. ITC has managed to become carbon positive, water positive and solid waste recycling positive; its market capitalization has grown 47 fold from 1996. ITC is a top- five private company in India. ITC claims to be the only company, of comparable size, in the world which is carbon positive, water positive and solid waste recycling positive.

Sustainability strategy is a holistic, triple-bottom-line approach that considers the environment, society and profit in the development and implementation of business strategy. Corporate not only think about their brand, products and services but also about corporate values, environmental policies and community commitments. Prospective consumers view this positively, and brand loyalty is strengthened.

6 LESSONS LEARNED

The study reveals that various branding strategies need to be considered while developing campaigns for promotion of energy efficiency, and in the context of cultural and market characteristics.

- Design and development of logo/label
- Branding message
- Multimedia marketing
- Marketing campaign
- Partnership with government institutions, energy programmes/initiatives and supply chain
- Partnership with labelling programmes
- Government regulations and regimes
- Sustainability initiatives

While none of the case studies discussed in Task reveal effective use of Social Media, it is envisaged that future branding efforts would use social media intensively. It is difficult to quantify the benefits from the individual factors, as there are no effective tools available for the purpose.

We concluded that branding can be effectively used for promotion of energy efficiency. Branding can address the information barrier about energy efficiency and will incentivise the consumer for adoption of energy efficiency in day to day life. It can work as a market transformation tool for large scale deployment of energy efficiency.

The branding strategies are to be in line with business development strategies and the type of consumer market. The individual and umbrella branding approaches can be adopted for products and programmes respectively. For energy efficiency programmes and initiatives administrated by government organization, the umbrella branding approaches would be more effective. For the manufactures' and service providers', the branding of individual product/service would be more appropriate. For promotion of the company's image as a manufacturer of energy efficient products and to promote the overall business, the umbrella branding approach could be adopted.

Government may adopt regulatory instrument for promotion and adoption of energy efficiency in the country. Energy efficiency initiatives such development of regulation and programme framework have been identified as most effective tools, which result in the large scale deployment of energy efficiency. Such regulatory instrument not only helps energy efficiency initiative to be viable but also help other stakeholders too, such as manufacturers and consumers.

Effective branding strategies improve return on the investment in research and development by manufactures and service providers, making possible further investments in more efficient products. This could help them in becoming pioneer in energy efficiency.

Sustainability is a composite concept, it involves not only energy efficiency but also environmental and social aspects over the long run. The branding strategies will need to focus on the sustainability aspects of the energy efficient products being offered. However, impact of using sustainability concepts in branding is not known.

7 CONCLUSION

Potential for energy efficiency exists in most parts of the energy economy such as products, services, industries, etc., and can be achieved through actions at programme and institutional level. Given the prospects for energy efficiency, the conclusion of the study is discussed under three heads: Products and Services; Labelling Programme; and Company and Institutions.

Products and Services:

- Branding can be effectively used for wide scale deployment of the energy efficiency product or service. It helps in removing barriers of inadequate information on energy efficiency products and services.
- Credibility of energy efficiency products and services can be increased by labelling programmes such as ENERGY STAR, Star Label etc. Labelling has potential to grow the market for social ethical products and services, with the shift in public opinion from purely environmental concerns to a more holistic sustainability approach.
- Manufacturers can develop their products as energy efficiency brands as in the case of energy efficient motors as brand by BALDOR Electric Company. The concept of energy efficiency in service sector is still new, and the labelling of services from the point of view of sustainability would improve credibility for the service provider.
- While developing product or service as sustainable brand, branding strategies such as advertising can help in building brand. Maruti Suzuki, through advertising campaigns such as "Petrol khatam hi nahi hota" and "Kitna deti hai" effectively communicated and re-emphasized its leadership in the realm of fuel efficiency. The advertising to promote sustainable products emphasizes on the superiority of energy efficient products over non energy efficient products: energy consumption and energy savings through the life cycle of the product, lower environment impact, comfort offered.

Labelling Programme

- Labelling programme is identified as an effective instrument in for influencing sustainable consumer choices. Labelling programme such as Energy Star, Star Label and Eco Label work in mandatory as well as in voluntary phase of adoption and have expanded to more products and countries in recent years.
- A study of labelling programme indicate that the sustainability effects of labelling schemes are growing across the globe, with heightened consumer interest in environmental and social issues.
- Labels can clarify to consumers about sustainability across the life-cycle of products and can attract consumers towards sustainable products and services.

- Labelling programme designates products and services that protect the environment through superior energy efficiency, without trade-offs in performance or quality, and offer attractive financial paybacks on any additional costs in the initial stage. The programme helps raise perception of the integrity of product and services in the public mind.
- Label or symbol to be pasted on products in the labelling programme, is a simple way for consumers to identify products in the market that are among the more energy-efficient. Consistent messaging along with the label or symbol, can communicate clearly to target audiences about qualifying labelled products and services.
- Government supported labelling programme are more successful than those initiated by private sector, perhaps because of the extent of random monitoring done by government or third party labelling agencies.
- Mandatory and Voluntary labelling programme are both efficient tool for promoting sustainability. We find that the prevalence of one system over the other depends on the relative importance of different groups of producers and consumers. We observe that mandatory labelling is likely to result in success in those countries where consumers are highly sceptical, based on their experience with products, and producers are mostly using a non/low standard technology. On the other hand, where consumers are not strongly averse and prefer to go for the energy costs reduction associated with high standard products, a voluntary labelling system is more likely to emerge.

Company and Institutions

- Government programmes and policies are a catalyst in enabling the switch to energy efficient products. In case of CFL and LED technologies, rather than any special branding efforts, it is the thrust given by the government policies and programmes - MEPs, labelling, bulk purchase and distribution, on bill financing, tax waivers, subsidies, awareness campaigns etc. that has driven the penetration of the CFLs and LEDs in the residential sector. These efforts have also encourages manufacturers to invest in R&D programmes and drive the growth of CFL and LED market.
- Sustainability reporting can be used by companies to inform consumers of their social and environmental values and practices. As in the case of ITC Ltd., which is working on a mechanism by which consumers are informed of the environmental and social conditions under which products and services are produced in ITC. The company has adopted the sustainability approach in both goods producing divisions as well as in the service divisions. ITC claims to be the only company in the world, which for its totality of operations is positive in respect of all the three environmental dimensions i.e. carbon, water and solid waste recycling.

- Companies can work ahead of government policy, rules, regulations and standards in energy efficiency by deeply involved in R&D and innovations in energy efficiency. Maruti Suzuki has through its numerous innovations, established itself as an energy efficiency brand. The company, through product performance and advertising communication, has gained recognition as the leading efficient car maker in India.
- Companies need to enhance their credibility participating in technology compact. Philips participated and won the L Prize, in the competition organized by U.S. Department of Energy (DOE), as the Philips solution meant big energy and environmental savings, and represented a major technological leap forward for LED lamps.
- Companies can raise their product credibility by partnering with government supported labelling programmes such as ENERGY STAR. Philips partnered with ENERGY STAR and released a total of 269 ENERGY STAR qualified products in 2012. In recognition of its efforts in energy efficiency, Philips has been conferred the top honours award 'ENERGY STAR partner of the Year 2013'. Baldor partnered with NEMA Premium and ENERGY STAR to increase its brand visibility.

Limitations of the Study

The author has taken due care in data collection, and in the preparation of this report. The limitations to this study are:

- This report is limited to the study of branding practices and strategies adopted for promotion of energy efficiency, eco-friendly and sustainable products.
- The report is based on secondary sources of information.
- The study of branding and brand development strategies involves a detailed understanding of the process of brand development and formulation of branding strategies, consumer response and post implementation impact assessment of branding; such information is not readily available in the public domain.
- The study looks at the effect of branding at a broader level and does not assess the impact of particular strategies.
- Consumer behaviour and response is crucial to the success of branding practices in energy efficiency. An appreciation of consumer behaviour towards energy efficiency has been largely derived from research reports and not through a direct study.