



International Energy Agency  
Energy Technology Initiative on  
Demand Side Management Technologies and Programmes



# TASK 24 GUIDELINES & RECOMMENDATIONS: AUSTRIA

*Task 24 – Phase I*

Closing the Loop – Behaviour Change in DSM:  
From Theory to Practice

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# Contents

Do's and Don'ts for Austrian Behaviour Changers.....	4
A summary of Task 24 .....	5
Some numbers of Task 24 .....	5
The Austrian involvement in Task 24 .....	5
The Austrian Country Story.....	6
The phases of Task 24 and behaviour change interventions.....	7
THE DESIGN PHASE.....	7
Subtask I - 'The Monster' .....	8
THE IMPLEMENTATION PHASE .....	8
Subtask II – In-depth case studies .....	8
THE EVALUATION PHASE .....	9
Subtask III - Evaluation 'Tool' .....	9
THE (RE)ITERATION PHASE.....	12
Subtask IV: Country-specific recommendations.....	12
Possible Pilots and Research Questions for each Domain.....	14
THE DISSEMINATION PHASE .....	14
Subtask V - The Expert Platform.....	15
Storytelling Methodology .....	15
So... what's the story of Task 24 so far?.....	17
The Task 24 Extension .....	17
Appendix 1 .....	18
Task 24 Expert Workshops, webinars and stakeholder meetings.....	18
Seminars and conferences Task 24 was presented at .....	19
<b>Date</b> .....	19
<b>Place</b> .....	19
<b>Total # Experts</b> .....	19
<b># of countries</b> .....	19
<b>Type of meeting</b> .....	19
Task 24 Publications, films and reports.....	20
Online sharing and administration of Task 24.....	20
<b>AT DSM interventions</b> .....	22
Examples of different models and interventions .....	23
Influence of economic theories on building retrofit intervention design.....	23
Influence of other theories (psychology and sociology) on building retrofits design .....	25
Influence of psychological theories and models on the design of transport interventions .....	26
Influence of economic theories on smart metering interventions design .....	28
Influence of psychological theories on smart metering interventions design.....	28
Influence of design theories on smart metering interventions design .....	29
Influence of collaborative learning theories on smart metering interventions design .....	29
The influence of Nudge on SME interventions .....	30
Influence of using social norms approach on SME interventions .....	30

Influence of the Energy Cultures approach on SME interventions.....	30
Influence of using Collaborative learning approaches on SME interventions .....	31
<b>Appendix 5 .....</b>	<b>33</b>
Stakeholder Feedback.....	33
Austrian Stakeholder Feedback .....	33
<b>Appendix 6 .....</b>	<b>34</b>
Detailed recommendations for each domain (from the 'Monster').....	34
Smart meter/feedback recommendations: .....	36
SME recommendations: .....	37
<b>Appendix 7 .....</b>	<b>39</b>
Future research questions collected in Task 24 .....	39
Building Retrofits .....	39
Transport.....	39
Smart Metering/Feedback .....	39
SMEs .....	40
IEA Demand Side Management Energy Technology Initiative .....	41

## Do's and Don'ts for Austrian Behaviour Changers

Intervention Phase	DO	DON'T
DESIGN PHASE	<ul style="list-style-type: none"> <li>• use models of understanding behaviour and theories of change to design interventions</li> <li>• spend some time pre-intervention researching your audience, its motivations, needs and heterogeneity</li> <li>• collaborate with other Behaviour Changers, especially researchers and intermediaries to design your interventions</li> <li>• segment your audience where you can as it will help tailor the intervention</li> <li>• design evaluation into the intervention up front, including the evaluation team (if different)</li> <li>• learn from mistakes and (re)iterate your intervention</li> <li>• put a lot of thought into dissemination and don't be afraid to use unusual means like social media, group learning and storytelling</li> </ul>	<ul style="list-style-type: none"> <li>• believe that there is one silver bullet model for behaviour change</li> <li>• always use the same model, neoclassical economics is a valid model that fits our socio-economic and political reality but it does not explain peoples' mostly habitual energy-using behaviour well enough</li> <li>• be afraid to mix models and create a toolbox of interventions</li> <li>• think you can design, implement, evaluate and disseminate a (national) behaviour change programme all by yourself</li> <li>• think all people are rational, utility-maximising automatons, even in each household you will find very different attitudes, behaviours and motivations</li> <li>• think you can leave evaluation til after the programme is finished</li> <li>• just think in kWh and cost savings, most people don't think of energy in this way but of the services they derive from it</li> </ul>
IMPLEMENTATION PHASE	<ol style="list-style-type: none"> <li>1. collaborate with other behaviour changers in rolling out the intervention</li> <li>2. use trusted intermediaries and messengers</li> <li>3. target your audience with tailored information and feedback that makes sense to them</li> <li>4. keep learning during the implementation by evaluating ex durante</li> <li>5. listen to peoples' stories and especially the nay-sayers and laggards</li> <li>6. not underestimate the power of moments of change, use them wisely</li> </ol>	<ol style="list-style-type: none"> <li>1. operate in a silo, you need help</li> <li>2. stop looking in unusual places for allies</li> <li>3. let your (conflicting) mandates stop you from working with other Behaviour Changers</li> <li>4. let technology overwhelm the intervention, it is a means to an end</li> <li>5. ever forget that you are dealing with people and their homes are their castles and their cars their steeds</li> <li>6. think you know better than your audience how they should use energy</li> <li>7. keep a successful intervention to yourself, share it widely</li> </ol>
EVALUATION PHASE	<ul style="list-style-type: none"> <li>• evaluate ex ante, ex durante and ex post</li> <li>• put 10-15% of your resources into evaluation, it's worth it</li> <li>• benchmark!</li> <li>• think of the most relevant metrics and indicators, not just for you but for your target audience and the other Behaviour Changers</li> <li>• use double-loop learning methods</li> <li>• provide strong, ongoing, targeted feedback to your audience</li> </ul>	<ul style="list-style-type: none"> <li>• think it's just about kWh, evaluate beyond it (eg health, comfort, safety...)</li> <li>• think you need to do all evaluation yourself, use your collaborators to evaluate the bits they know best</li> <li>• leave evaluation til the end or ignore its importance in showing that your intervention worked</li> <li>• just model, measure as well</li> <li>• ignore the pathway of behaviour change that led to a kWh change – ask people</li> </ul>
(RE)-ITERATION PHASE	<ul style="list-style-type: none"> <li>• (re)iterate your intervention often</li> <li>• learn from your mistakes</li> <li>• listen to your collaborators and end users</li> </ul>	<ul style="list-style-type: none"> <li>• ignore your evaluation</li> <li>• hide your mistakes and horror stories, they are often the ones we can learn the most from</li> </ul>
DISSEMINATION PHASE	<ul style="list-style-type: none"> <li>• understand your audience, collaborators and stakeholders, tailor your dissemination accordingly</li> <li>• tell stories, use social media and word of mouth</li> <li>• use trusted intermediaries to tell your story</li> </ul>	<ul style="list-style-type: none"> <li>- spend all your money on (social) marketing campaigns</li> <li>- keep doing the same thing, peoples' willingness or brand awareness doesn't usually translate to behaviour change</li> <li>- tell a boring story about kWh</li> <li>- think you know better, ever</li> </ul>

## A summary of Task 24

Human 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’<sup>1</sup>. It is estimated that there is about 30% energy efficiency potential in the so-called ‘behavioural wedge’, a lot of which is relatively cheap to access (e.g. changes in habits and/or purchasing behaviours), with some of the potential locked in more expensive, one-off investment behaviours. There are several different models of understanding behaviour (i.e. how human behaviour works) and theories of change (i.e. how to design interventions to change it)<sup>2</sup>. However, there is no behaviour change ‘silver bullet’, like there is no technological silver bullet that will ensure energy efficient practices. Designing the right programmes and policies that can be measured and evaluated to have achieved lasting behavioural and social norm change is difficult.

We believe that this Task, and its extension, helps to address these difficulties and has a multitude of guidelines, recommendations and examples of best (and good) practice and learnings from various cultures and contexts. We relied on sector-specific experts (researchers, implementers and policymakers) from participating and interested countries to engage in an interactive, online and face-to-face expert platform and contribute to a comprehensive database of different behaviour change models, frameworks and disciplines; various context factors affecting behaviour; best (and good) practice examples, pilots and case studies; and examples of evaluation metrics. The Task has several deliverables, including the expert network for continued exchange of knowledge and the large-scale analysis of the helicopter overview and case studies. We also tailor these country-specific reports with recommendations, outcomes and guidelines specifically to our funders’ needs.

## Some numbers of Task 24

- **July 2012 - March 2015:** Official start and end dates
- **8 participating countries:** Netherlands, New Zealand, Sweden, Norway, Switzerland, Belgium, Italy, Austria
- **9 countries gave in-kind (expert) support:** the UK, Spain, Portugal, UAE, France, Australia, South Africa (which was meant to join but didn’t do so in time), Canada and the US.
- **227 behaviour change** and DSM experts from **21 countries** participate in Subtask 5, the invite-only Task 24 Expert Platform ([www.ieadsmtask24.ning.com](http://www.ieadsmtask24.ning.com)).
- **15 successful expert workshops/webinars** have been held to date<sup>3</sup>
- **145 videos and presentations** of these events on the [Expert Platform](#)
- **1000s of experts in 30 conferences and seminars** have heard about Task 24
- **Over 40 publications** have been created and disseminated<sup>4</sup>
- **Almost 60 case studies** showing the successful (or not so successful) use of diverse models of understanding behaviour in the areas of transport, SMEs, smart meters and building retrofits have been collected to date from **16 countries** in a [Wiki](#)

## The Austrian involvement in Task 24

Austria was one of the last countries to join Task 24, in 2013. Although Austria was involved in the designing of Task 24 in 2012, the decisionmaking process to join an IEA Task is linked to the national programme called *Cooperation on research in the context of the International Energy Agency*<sup>5</sup>. In order to join the Task, an expression of interest has to be prepared which has to be evaluated positively by the Austrian Ministry for Transport, Innovation and Technology. After this initial evaluation, Austrian experts or researchers are asked to submit their proposals for participation in the respective Task. Once again, these proposals are checked by a jury

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<sup>1</sup> UK The Parliamentary Office of Science & Technology (2012). Energy Use Behaviour. Number 417.

<sup>2</sup> Described in detail in Darnton, Andrew (2008). GSR Behaviour Change Knowledge Review. Reference Report. 83pp.

<sup>3</sup> See Appendix 1 for all workshops, conferences and seminars that Task 24 organised and partook in

<sup>4</sup> See Appendix 2 for a list of all reports and publications

<sup>5</sup> see <http://www.nachhaltigwirtschaften.at/iea/> (in German) <http://www.bmvit.gv.at/en/innovation/index.html>

recommending the most promising projects to the Ministry. This whole procedure is open only once a year and was finalised for Task 24 in the autumn of 2013. In the autumn of 2014, the final Task workshop was held over 2 days in Graz. A large audience of Austrian Behaviour Changers and international experts from 6 other countries attended as well.

## The Austrian Country Story

The Austrian country story was told by Gerhard Lang, the Austrian expert at the Graz workshop in form of a [Pecha Kucha](#). Another overview of the Austrian DSM scenario can be found in Appendix 3. The Austrian country story goes as follows:

**Geography:** Austria is a small country in the middle of Europe with the eastern part of the Alps as the dominant geographical peculiarity – it is basically the geographical backbone of the country. Austria is fully embedded in the EU energy system, having the need to import most of its energy from other countries.

**Socio-Economics:** Austria has a small population of 8.5 million people of which approximately 1/3 are living in or around Vienna, the Capital. There are another 15 main urban areas all over the country, although the rest of Austria is sparsely or not at all populated (ie the alpine area).

**Energy supply:** Austria has a high degree of renewable energy production: 29.4% of national production is hydro and another 49% comes of other renewable sources, mainly biomass. The national energy production is accounts for 36% of gross domestic consumption, thus 64% of Austria's energy demand has to be imported. In the last 15 years, the national gross domestic consumption has increased by almost 40%. But since 2005, the national gross domestic consumption has levelled out to around 1400PJ pa.

**Energy conflicts/politics:** The shift to renewable energy sources is largely beneficial for the Austrian economy as the geographic framework is stimulating technologies such as biomass, hydro and solar energy. This positive starting point has pushed researchers and producers to invest in renewable technology. Nevertheless, there are conflicts during the transition to the new system: ultimately, it's all about money. Who shall pay for new investments which are necessary to make the Austrian energy system sustainable? Changing a system is always combined with risks (especially for those dealing with fossil fuel technologies) and with opportunities for innovators. Although energy prices in Austria are relatively high (with the exception of diesel and petrol), energy costs are of minor economic relevance for the majority of the population. Having a lot of internationally-oriented high quality industrial capacity in Austria, the level of energy pricing is important in order to stay competitive.

**Institutional:** The major utility suppliers are, at least partly, owned by public authorities, the federal state or one of the 9 Austrian provinces ("Bundesländer"). In this way, public authorities have an in-built conflict of interest in that they are the main shareholders of the utility suppliers and they are responsible for energy efficiency and conservation.

**Policy:** Austria has a 3-level policy system: there are federal, regional and local levels with different competencies (on legal issues) but also with overlapping activities (eg subsidies, research of information campaigns). Since the membership of the European Union, the main strategies are based on EU decisions leading to a quite complicated harmonisation with Austrian laws.

**Programmes and initiatives:** Corresponding to the 3 policy levels, there are a various set of programmes and initiatives. The federal state is providing investment subsidies for companies and public bodies<sup>6</sup> and special funding schemes for households. The provinces are subsidising private households (new buildings of refurbishments, alternative energy plants), and municipalities are linking their subsidies to those of regional states. This is mainly to increase the amount of subsidies available, although they are all funded and administered differently. The same occurs for public initiatives: the awareness campaign of the federal state is called Klima:Aktiv<sup>7</sup>. In addition, each

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<sup>6</sup> [www.bmlfuw.gv.at/umwelt/klimaschutz/ufi/ufi.html](http://www.bmlfuw.gv.at/umwelt/klimaschutz/ufi/ufi.html)

<sup>7</sup> <http://www.klimaaktiv.at/>

regional state has its own awareness campaigns on energy saving – some of them are linked to the federal initiative and others aren't. Finally, most of the larger cities have their own specific initiatives and even research programmes exist on both regional and federal levels.

*Consumption:* Austria's consumption profile has flattened since 2005. The top 3 sectors of final energy demand are mobility (33.1%), industry (30%) and households (24.9%).

*Infrastructure:* The new building stock in Austria is characterised by a very high level of energy efficiency, due to strong federal and regional regulatory regimes. Nonetheless, the main way to reduce energy consumption relies on the refurbishment of existing building stock. For years, the refurbishment rate of buildings was around 1% - meaning that it will take 100 years to upgrade all buildings to a high level of energy efficiency. The number of old oil-fired heaters is still high and can be estimated at approximately 700,000 – some are older than 30 years. The public transport infrastructure is quite modern and is constantly being improved, especially on key routes and in urban areas. This is why the rate of cars per inhabitant is going down in the cities of Vienna and Graz. Nevertheless, transport is crucial in terms of energy supply (the individual motor car traffic is dominated by fossil fuel products) and climate protection (as Austria still has rising transport CO<sub>2</sub> emissions). Especially in rural areas, public transport infrastructure availability is significantly lower than in urban or suburban areas.

*Appliance use:* New appliances have to be labelled with energy certificates in order to make comparisons of different products easier for the public. This is raising the level of energy efficiency in appliances. There are also some regressive trends: the number of electric appliances per household is increasing (mainly in entertainment, IT and communication), air conditioning systems are finding their ways not only into offices but also private homes now, and the number of people per households is declining, thus leading to an increase in homes which need additional appliances.

*Energy Culture:* The Austrian population is principally rather aware of climate change and is open to renewable and other technologies. In the past, thermal energy plants were a must but nowadays, Austria has a very high penetration of photovoltaics. Energy efficient behaviour becomes of less interest once routines and habits are targeted for change.

## The phases of Task 24 and behaviour change interventions

### THE DESIGN PHASE

One of the most important phases to ensure successful behaviour change interventions is the design phase. This is where Behaviour Changers chose a model of understanding behaviour (usually based on the disciplines of economics, psychology or sociology), one or more theories of changing it and, hopefully, think about what to evaluate to measure success, and how. Our first Subtask looked at this phase in particular, by analysing best (and not so great practice) from over 40 case studies from 16 countries.

The main advantages of a “helicopter overview” like the one provided in Subtask 1 are:

- ✓ the easy general understanding and overview it provides, together with
- ✓ a good representation of the different models of understanding behaviour that various disciplines bring to the topic of energy efficiency
- ✓ a snapshot of the current international best and substandard practices in the field
- ✓ a good platform to do some quality storytelling around what works and what doesn't.

It does not, however:

- represent an in-depth review of all available literature
- give a strict disciplinary or sectoral approach in any way
- present in a very usable format, which is why the Wiki was created.

## Subtask I - 'The Monster'

45 case studies have now been analysed (with another 12 to be added) and a 160pp 'Monster' report and Wiki ([www.leadstask24wiki.info](http://www.leadstask24wiki.info)) have been developed. A short storybook version of the 'Monster' report is also available. The different models of understanding behaviour and theories of change, as well as some examples for intervention design can be found in Appendix 4. In summary, the case studies in the 'Monster' show:

- That conventional approaches (providing information and financial incentives) towards energy behavioural change often fail to achieve a strong, lasting impact but are still widely used.
- That there are many promising experiments with end-user and context-tailored approaches that move beyond changing the individual into more societal, lifestyle and practice changes.
- That current experiences are very scattered and there is no overarching method to evaluate success (nor are there commonly agreed-upon metrics) and that this makes it difficult to replicate success elsewhere, which is why we need to investigate a more coordinated approach.
- That we need more empirical and in-depth case studies (including field research) in order to investigate how such a coordinated, whole-system approach could work in practice, in different (national) contexts.
- That there are still gaps in social science knowledge, for example, the use of narratives is being promoted, especially by marketers, but has not been researched in depth in the energy field.
- That there is still limited interaction between different relevant stakeholders and disciplinary and sector silos, due to their different mandates and system-imposed restrictions, which keep them from collaborating effectively.

These general findings directly led to the development of the [Task 24 extension work plan](#) which addresses many, if not most of these issues.

In the (RE)ITERATION PHASE section of this report we will look at the Swiss case studies from the 'Monster' and assess the recommendations from each of the domains, and how the individual cases may be 'redesigned' to lead to potentially more effective behaviour change outcomes with these learnings.

## THE IMPLEMENTATION PHASE

This is where the rubber really hits the road, and where it usually becomes quite apparent if an intervention has been designed well and based on the right model of understanding the particular audience and their particular behaviour that is meant to change and the right theory/ies of changing it. By looking at each country's in-depth case study (different for each country report), we can provide some '20/20 vision in hindsight'.

## Subtask II – In-depth case studies

Several case studies for Subtask 2 have been collected, and more are on their way. These offer a way to:

- ✓ drill deeper into specific cases that are of particular interest to the Task
- ✓ focusing on the importance and impact of country-specific contexts in the design of programmes and initiatives
- ✓ offering some insights into cross-national potential



- ✓ standardising the analysis across countries and contexts.
- ✓ collect different points of view.

However, the case study analysis is not:

- ☒ in-depth, as it focuses on only one issue per country
- ☒ a literature review, as it is built on interviews and points of views of several stakeholders
- ☒ available to countries that provided in-kind expertise only.

The proposed Subtask 6 of the Task extension will offer more of these case studies as well as expanding on already existing ones.

### *Subtask II - The Energy Hunt and €CO<sub>2</sub>-Management (AT)*

The campaigns *Energy Hunt* and *€CO<sub>2</sub> Management* are described in-depth in the Subtask 2 case study analysis. Both campaigns aim at energy savings in private households by applying different types of interventions based on different models of understanding behaviour: *the Energy Hunt* is based on social aspects and gamification (people are forming groups and helping each other to win a bet against their city) whereas *€CO<sub>2</sub> Management* builds on neoclassical economics (energy suppliers are providing technology, incentives and information).

The *Energy Hunt* campaign is being developed further in order to attract more people and to increase the effects of the campaign. The next step will be a general simplification of the approach and developing a greater usability of the tools and materials. The *€CO<sub>2</sub> Management* campaign has been a research trial in order to test the effects of smart meters and special tariffs. The future of implementing this idea further will depend on utility companies' strategies.

## THE EVALUATION PHASE

Surely one of the most important, yet often most neglected phases of a successful behaviour change intervention. In best practice, about 10-15% of the total cost of an intervention should be spent on evaluation and it should be undertaken *ex ante*, *ex durante* and *ex post*. In real life, these numbers hardly ever add up and there is no standard way or data collection in the literature of evaluating how a behaviour change has led to a change in eg kWh before and after an intervention<sup>8</sup>. To complicate things even more, different stakeholders (and the end user) have different perceptions of what should be a successful behaviour change outcome and there are many different metrics of how these can be measured<sup>9</sup>. We address all these issues in our Subtask 3 [reports](#) and [factsheets](#) and will go much further into an actual, standardised tool design in ST 8 and 9 of the extension.

### Subtask III - Evaluation 'Tool'

Task 24 recognises evaluation as one of the most important parts of any type of behavioural intervention, and it is regarded in this Task to be:

- ✓ in great demand from decisionmakers and those funding behavioural interventions
- ✓ very important as it is the only way to truly show that an intervention has had actual impact on behaviour changes that last
- ✓ one of the most difficult issues to evaluate
- ✓ largely dependent on models, approximations and estimates rather than actual measurements
- ✓ a collection of different metrics beyond kWh and even beyond energy
- ✓ a methodological review of behavioural interventions in the residential building and feedback sectors
- ✓ an overview of how different disciplines monitor and evaluate behavioural interventions
- ✓ an overview of definitions used in monitoring and evaluation in this Task

<sup>8</sup> See Karlin et al's 'Beyond kWh' Methodological Review for Subtask 3

<sup>9</sup> See the different evaluation metrics in the 'Monster'

- ✓ an in-depth discussion of the many challenges facing Behaviour Changers
- ✓ a recommendation of switching from single- to double-loop learning and providing
- ✓ examples of how to do so in the building retrofit domain.

However, it is not:

- ☒ fully possible in the scope of Phase I of Task 24
- ☒ an easy thing to do, as there is no good existing or standard methodology for doing it, especially once different needs and expectations of various Behaviour Changers and end users are taken into account.

Developing a behavioural evaluation tool with concurrent methodology will be part of the focus of the Phase II of Task 24 (Subtasks 8 and 9).

Even though we have not yet a fully completed evaluation ‘tool’ that can be applied to all possible combinations of intervention tools in different domains, we have developed some fact sheets based on the insight that, instead of only undertaking ‘single-loop learning’, we also need to delve more deeply into the ‘double-loop learning’ process (see Figure 2 below for explanation). This is especially the case in more systemic, collaborative interventions, as promoted by this Task (after analysis of the case studies in Subtasks 1 and 2 showed how successful such interventions were, compared with siloed, individual, top-down approaches).

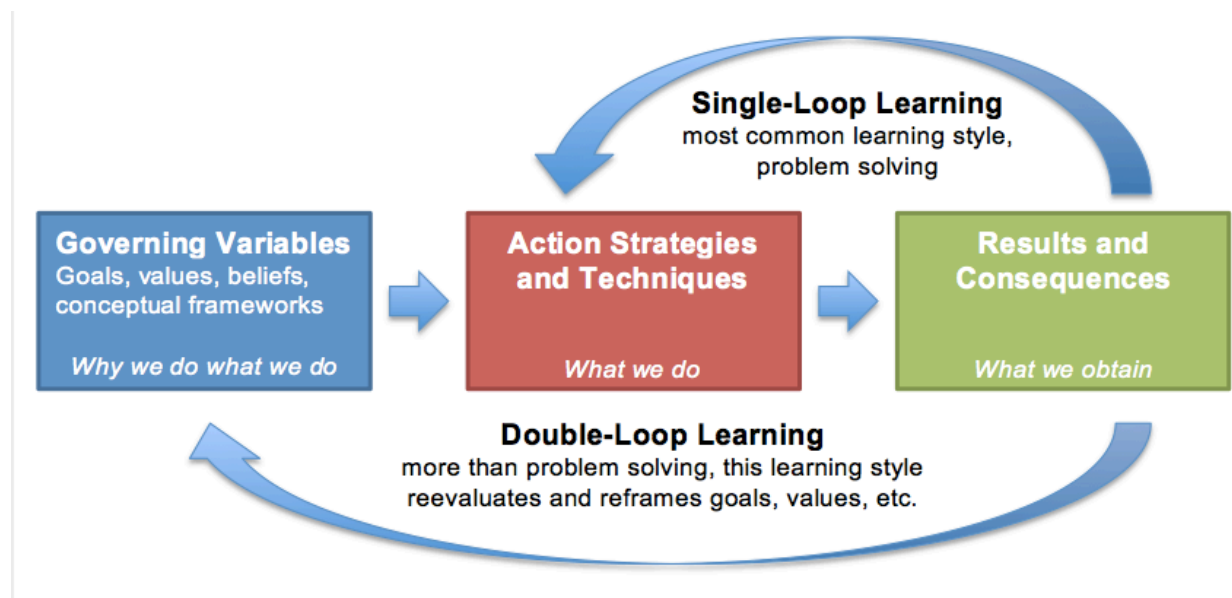


Figure 3: double vs single loop learning. Retrieved from <http://www.afs.org/blog/icl/?p=2653>

The template of questions that need to be addressed in both single- and double-loop learning (and which the individual fact sheets examining specific tools are based on) can be seen here:

**Table 1. Different learning types, indicators, questions and metrics for monitoring & evaluating behaviour change programmes**

Learning type	Indicators	Questions for M&E	Metrics (examples)
Single-loop learning	Efficiency indicators: <ul style="list-style-type: none"> <li>• Cost-effectiveness</li> <li>• Lowering the total energy consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Was the intervention cost effective?</li> <li>• Are the goals reached within the time and within the allocated budget?</li> </ul>	<ul style="list-style-type: none"> <li>• Costs and benefits (eg RoI or NPV)</li> <li>• Pre-set goals</li> <li>• Available time and time needed</li> <li>• Budget and costs</li> </ul>

	<p><u>Effectiveness indicators:</u></p> <ul style="list-style-type: none"> <li>• Reaching the intended goals</li> <li>• Lowering the total energy consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Are the goals reached?</li> <li>• Is the total energy consumption lowered (per household? by sector?)</li> </ul>	<ul style="list-style-type: none"> <li>• Energy savings</li> <li>• Energy consumption before and after intervention</li> </ul>
Double-loop learning	<p><u>Process indicators:</u></p> <ul style="list-style-type: none"> <li>• Realising a network of a heterogeneous set of actors with different definitions of success</li> <li>• Interaction and participation by the target group (so that they can learn about their own behaviour and consequences for energy consumption)</li> <li>• Interaction and participation with a diverse set of stakeholders since the design phase</li> <li>• Learning as an explicit aim of the intervention</li> <li>• Record new lessons for future interventions</li> <li>• Making use of lessons that are learned during previous interventions</li> <li>• Perspectives of intermediaries before and after a intervention</li> <li>• Changes in assumptions, norms and beliefs</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent is a network of a heterogeneous set of actors developed in which they all participated and interacted with each other since the design phase? Did this lead to different definitions of success?</li> <li>• How was interaction and participation by the target group allowed in the programme? And to what extent did end-users learn about their own behaviour and consequences for their energy consumption?</li> <li>• How was learning during and after the intervention ensured?</li> <li>• How did the perspectives, assumptions, norms and beliefs of intermediaries and other stakeholders change during the programme?</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity of actors that are involved in the design and implementation of the intervention</li> <li>• Definitions of success that were co-created and used</li> <li>• The way end-users were involved in the design and implementation of the intervention</li> <li>• Perceived self-efficacy</li> <li>• Perceived impact and benefit of the intervention</li> <li>• Learning strategy</li> <li>• Perspectives, assumptions, norms and beliefs of stakeholders before, during and after the intervention</li> </ul>
	<p><u>Content indicators:</u></p> <ul style="list-style-type: none"> <li>• Alignment of the expectations of the stakeholders</li> <li>• Reflection upon the function of evaluation/monitoring together with stakeholders</li> <li>• Learned lessons during the intervention are translated into (re)designs</li> <li>• Improving the capacity of own or similar organisations to perform successful DSM interventions</li> <li>• Creation of new networks and institutions that support the newly formed behaviour and its outcomes</li> <li>• Lasting changes (behavioural or practice change)</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent were the expectations of stakeholders aligned? How is this done?</li> <li>• How did reflection upon the function of M&amp;E with stakeholders take place?</li> <li>• Which lessons learned during the intervention are translated into (re)designs?</li> <li>• Is the capacity of own- or similar organisations improved to perform successful DSM interventions?</li> <li>• Are new networks and institutions created that support the newly formed behaviour and its outcomes?</li> <li>• Did lasting changes take place?</li> </ul>	<ul style="list-style-type: none"> <li>• Collective impact approach to co-develop metrics to measure this</li> <li>• Main lessons learned by different stakeholders</li> <li>• Perceived success of collaboration and intervention design and implementation</li> <li>• Short- and long-term effects</li> </ul>

## THE (RE)ITERATION PHASE

During this phase, after we have designed, implemented and evaluated a behavioural intervention, we sometimes get the chance to reiterate current policies, programmes or projects with the results of our analyses. Often, evaluation happens only after a programme has been completed and the results can get lost (also an issue when e.g. losing corporate knowledge). This phase is hugely important in order to ensure that previous learnings and lessons have not been lost, but been used to improve future behaviour change interventions.

### Subtask IV: Country-specific recommendations

The function of this part is to demonstrate some country-specific recommendations based on the country contexts and stories detailing interventions that worked (or did not). Each country will have a set of recommendations tailored to its specific context – though there will be similarities and cross-country transferability. A country-specific list of recommendations is:

- ✓ a main drawcard of Task 24, providing specific recommendations to countries depending on their contexts
- ✓ a collection of country-specific contexts, based on the country stories
- ✓ different for each of the countries
- ✓ but with some similarities and overall, global conclusions (eg the do's and don't's)
- ✓ based on input from the country experts and their specific knowledge

However, it is not:

- Conclusive
- Entirely objective, some sector or disciplinary views may be missed
- Available to countries that are not financially participating.

This report forms part of the Austrian summary and recommendations. Here we provide examples of how both Austrian case studies could be improved or changed following our learnings and recommendations:

*Recruitment of participants:* The main issue for awareness raising campaigns is how to recruit participants. As soon as they are on board, they are usually quite happy to be a part of it. However, convincing people to get on board of the campaign (and especially, to lead a group of households) is currently the main barrier for the campaign. There is strong need for new strategic partnerships to multiply and increase the benefits of being part of the campaign. Strategic partnerships may be set on two levels: on one hand there is a need for broad dissemination activities from the media (both old and new media) and multipliers (eg chamber of commerce, non-profit property developers' associations, sports or social clubs etc) to make a campaign popular. In addition, partnerships with major companies are needed who can ask their employees to take part in the campaigns. Having a basic stock of 'key' participants increases the image and publicity of the campaign.

*The overall goal:* The minus 9% goal as set in the *Energy Hunt* is not very attractive and doesn't reflect the social dimension of the project – it is 'too neoclassical economics'. The *€CO<sub>2</sub> Management* did not request a specific energy efficiency target. Social- or health-related goals such as 'our world record in energy saving' or 'we are saving a nuclear energy plant from being built' will be more attractive.

*Social elements:* So far, even the *Energy Hunt* had rather limited offers for social interaction. These interactions are most relevant in terms of keeping track of the campaign and being active in terms of energy efficiency.

*Complexity of the campaign:* Especially starting off in campaigns is difficult: you have to check your previous energy behaviour, check your energy bills, fill data into web portals, read the current stand of your meters regularly etc. This introduction can often be a barrier for people leading to an initial steep drop-off of participants. Thus, there is a strong need to reduce the complexity of the

campaign in the beginning and train the participants in an entertaining way to continue these 'boring' actions. Gamification may be a key here.

*Usability of the online tool and information material:* People need a tailored set of information and easy-to-understand online tools without boring users guides.

The *Energy Hunt* was already rather best practice and followed many of the recommendations given in the 'Monster'. Where it could still improve, recommendations are given in the Table below of how the campaign could be (re)designed or (re)iterated:

<b>The Energy Hunt – the energy saving competition for households</b> <b>Domain: smart meters/feedback</b> <b>Target: All-day Energy Behaviours</b>		
Recommendations	What the programme did	What the programme could do better
1. Focus on the social side	The approach of the campaign is based on social aspects – households are forming groups in order to achieve a common goal.	The mandatory requirement of building groups is a barrier in the recruitment phase of the campaign. The forming of individual groups should be switched to the competition itself giving benefits for setting up groups or for supporting other participants. Furthermore, own experiences with energy efficient behaviour should be disseminated by the participants in an easy-to-do way.
2. It's not just what we buy, it's what we do	To "Energy Hunt" focuses on all-day behavioural aspects. Nevertheless some smaller investments are allowed (and are welcome).	Habitual best practices on energy efficient behaviour should be forced and promoted by the organisation team, multipliers, testimonials and participants via different dissemination channels (homepage, newsletter, social media ...).
3. Change lifestyles not light bulbs	That's the core idea of the Energy Hunt.	There is need to maintain and improve effects after the end of the competition. Currently the campaigns are running once a year and it's uncertain if the campaign will be continued in the next year. In this way positive effects of the campaign get lost and people that are already interested to save energy have to organise themselves.
4. Think of the benefits of the end user as well	End-users are the target group of the campaign.	Maybe there is a way of letting end users co-create the messages and tools?
5. Focus your messaging, use trusted intermediaries	The "Energy Hunt" has a clear message "save at least 9 % energy" and involves multipliers and supporters.	The main message could be more attractive to people e.g. addressing social or health-related goals. Enlarged and intensified partnerships are needed to disseminate the campaign and to bring people into the campaign (see top 5 recommendations at the beginning of this section).
6. Be a one-stop-shop	The Energy Hunt is part of a regional awareness campaign of the Styrian government, called "Ich tu's"(I am already doing it). All information on energy efficiency, renewable energy sources, subsidies etc. is provided within this campaign.	Although there are always ways of making things easier – for example by using smart technology to reduce the need for meter reading, or taking photos of appliances or habit changes with smart phones that can be used to evaluate success
7. Use a toolbox of interventions and go beyond kWh targets	The "Energy Hunt" is a best practice example on this dealing with the individual, social and material context of changing behaviour.	The gamification approach should be implemented more consequentially.
8. Don't box people in too much	The "Energy Hunt" is focusing on energy behaviour in order to increase energy efficiency and climate protection in the long run.	Although these targets are relevant for the whole society a need for individual goals such as health or happiness are required for being more effective.

Recommendations	What the programme did	What the programme could do better
9. Benchmark your heart out, measure not model	Monitoring the current energy performance is core of the campaign – and is also a drop-out for many people (as they do not have access to their meters or meters are available only for a whole apartment block).	The online tool of the Energy Hunt provides individual and overall results of the campaign. But the requirement of monitoring is especially difficult for households in apartment blocks a drop-out reason. Future campaigns should be built on documenting (also) actions on energy conservation which are representing the basis for estimating the respective savings of these households.
10. Reduce complexity	Especially in the starting / recruiting phase participants have to collect and fill in a lot of energy related data. That's boring already before the campaign has started.	Any barrier in the beginning of the campaign should be excluded – so that participants have a first feeling of success. In general the usability of online services and printed material has to be improved.

## Possible Pilots and Research Questions for each Domain

All the research questions collected during workshops and from the Subtask I analysis of the case studies can be found in Appendix 7. In the last Task 24 workshop in Graz (October 2014) we discussed the main areas of focus the Task extension should drill into in each of the four domains. The national experts (and three ExCo members) came up with the following problems which are globally regarded as major behaviour change issues (see also NZ stakeholder feedback) that have not been successfully tackled as yet. We will propose possible pilots, based on our learnings collected so far, in each of these areas and will discuss this in more detail during workshops in our Task extension (Subtask 6).

### *Building Retrofits:*

How to deal with the Split Incentives/Principal Agent issue in rental properties?

### *SMEs:*

How to deal with the Split Incentives/Principal Agent issue in a chosen SME segment?

### *Smart Metering/Feedback:*

How to link smart meters to better feedback, using ICT?

### *Transport:*

How to get people out of their cars and into healthier and/or more environmentally friendly modes of transport?

## THE DISSEMINATION PHASE

A huge part of an intervention's ongoing success lies in its dissemination - both of (tailored) feedback to its intended behaviour change targets (the end users) and a wider audience of Behaviour Changers who can benefit from the learnings. Storytelling as a methodology for both kinds of feedback is very, very powerful and will be discussed below. Social media and networking is also very powerful to foster relationships and shared learning but has its pitfalls.

The expert platform described below forms an important part of the dissemination phase of the task. It is:

- ✓ a good place to 'collect' experts and information on the Task
- ✓ a great broadcasting tool with all the news, reports and events, reaching many more people more directly than eg traditional academic publishing
- ✓ a good way of measuring Task impact (via Google Analytics)

However, it is not:

- a silver bullet to make people talk or engage online
- a way of making busy experts use social media or social networking
- a way of easily managing files, which is why we have created the Wiki.

## Subtask V - The Expert Platform

The [expert platform](#) has been an invaluable tool to invite interested experts to the Task and provide them with a safe platform to share and discuss learnings. However, it has not been as successful as expected in terms of creating engagement, face-to-face workshops, conferences and meetings have been shown to be imperative to foster true engagement and trust. The social media aspects of the platform are mainly used by one of the Operating Agents and it provides a very good platform for broadcasting to its members. It is also a good way of collecting members' bio, interests and details and to ensure their privacy (eg when filming interviews with them or presentations at workshops). However, the platform will be assessed and potentially slightly changed when going forward with the extension. It is particularly important to enable easier file sharing, although the new IEA DSM website, plus the Task 24 Wiki may be sufficient to do so.

We currently have [8 Austrian members](#) on the expert platform, of which 3 are researchers, 3 from industry, 1 from the Government and 1 NGO.

We expect the network in Austria to just be the beginning – more focus on networking and bringing the right Behaviour Changers together will be put on the second phase of the Task. The Task has been presented on several occasions in Austria and has got feedback that it is of high interest to many different target groups. The list of public Task presentations in Austria is as follows:

- Symposium “Energieinnovation” of Graz Technology University: 14<sup>th</sup>-16<sup>th</sup> of February 2014
- Seminar of the Economic-Political Academy (WIPOL) at the University of Graz: 2<sup>nd</sup> April 2014
- Workshop on smart refurbishment organised by National Fund on Climate Protection and Energy (KLIEN): 2<sup>nd</sup> of June 2014
- Workshop ‘Smart Lifestyles’ organised by Wegener Centre for Climate and Global Change at Graz University: 2<sup>nd</sup> of October 2014
- Official Task 24 workshop in Graz: 13<sup>th</sup> of October 2014
- National IEA Exchange meeting in Vienna: 15<sup>th</sup> of October 2014
- Forum Economy at Linz University: 17<sup>th</sup> of November 2014
- Second Seminar of the Economic-Political Academy (WIPOL) at the University of Graz: 27<sup>th</sup> of January 2015
- IEA Event: Highlights of Energy Research 2015 – will energy efficiency work? Vienna: 29<sup>th</sup> of April 2015
- There have also been a series of additional presentations at utility suppliers and local or regional public authorities.

## Storytelling Methodology

One of the main outcomes of the task is the development of a form of storytelling methodology for task findings dissemination. Due to its simple structure and focus on the most important aspects of a theory or intervention, it is:

- ✓ a good way to break down silos between disciplines or sectors and the every-present tendency towards jargon
- ✓ a valid social science tool, using narratives
- ✓ something innately human, we all understand and tell stories well
- ✓ fun, engaging, social and most importantly: memorable
- ✓ a way of removing ‘bias’ due to complexity?

However, it is not:

- a reason to bypass ‘proper’ analysis.

Storytelling is a very powerful social science methodology to ensure recall, engagement and interest. The initial impetus to use storytelling in Task 24 was created in our largest, [Oxford workshop](#). The story of Task 24 is told [here](#) (at the March 2014 NERI Conference as Pecha Kucha) and [here](#) (at the last workshop in Graz, October 2014). There is also a peer-reviewed paper on the different ways we use storytelling as our main dissemination methodology [here](#). We are telling:

- The stories of the Task and our workshops (ST1 & 5)
- Our participating countries' stories to get overview of country-specific contexts for ST4
- Sector stories to be able to workshop specific issues of specific sectors (ST 1 & 2)
- Different types of stories based on Janda and Moezzi's (2013) definition: hero, learning, love, horror stories (ST 1)
- Stories based on how the models of understanding behaviour would be perceived by the end users (ST 1)
- Personal energy stories of our experts (ST 5)
- Telling DSM stories in different genres (ST 5)
- Telling the 'human' story of the Energy System (Extension)

We will continue to flesh out and develop our storytelling methodology in the Task 24 extension. It will be important to start measuring and testing the impact of storytelling, which is rather difficult but will be an important part of our evaluation tool.



## So... what's the story of Task 24 so far?

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- ✓ There is no silver bullet anywhere, but the potential for behavioural interventions remains huge
- ✓ Homo economicus mostly doesn't exist (in energy)
- ✓ This is largely because energy use is invisible, not high on our list of priorities and largely habitual
- ✓ Habits are the most difficult thing to break
- ✓ This means we have to get even smarter and embrace the complexity we are facing
- ✓ We are at a crossroads and shouldn't turn back to the old ways
- ✓ We need to look at whole-system, societal change, not just the individual
- ✓ This can't be done in isolation by one sector, collaboration between Behaviour Changers is key
- ✓ Social media and social networks are (theoretically) quite good for it
- ✓ But nothing beats face-to-face interactions and real, strong professional relationships built on trust
- ✓ It is hard to find the right people in the different sectors to build these relationships with
- ✓ Every one of them has an important piece of the puzzle, yet we need all of them to fit it together
- ✓ We need a shared learning and collaboration framework that works, everywhere
- ✓ That also means we need a shared language we all understand, based on narratives.

➔ **The most important finding of Task 24? IT'S ALL ABOUT THE PEOPLE!**

### The Task 24 Extension

Austria has agreed to join the Task 24 extension, starting April 2015. Core topic of the extension will be input to the new national law on energy efficiency which requests a fixed amount of energy efficiency action by national energy suppliers.

## Appendix 1

### Task 24 Expert Workshops, webinars and stakeholder meetings

Date	Place	# of Experts	# of Countries	Type of meeting	Government	Industry	Academic
10/4/12	Utrecht, NL	23	4	XM	4	9	10
10/4/12	Graz, AUT	5	2	SHM	4	1	1
11/4/12	online	13	6	XM	2	2	9
3/5/12	online	6	5	XM	1	1	4
30/8/12	Utrecht, NL	20	1	SHM	2	12	6
7/9/12	<a href="#">Brussels, BE</a>	24	8	XM	3	8	13
9-10/ 10/12	<a href="#">Oxford, UK</a>	65	9	XM	3	13	39
26/10/12	online	6	5	XM		2	4
12/11/12	online	6	5	XM		2	4
17/12/12	Wellington, NZ	10	1	SHM	8	1	1
20/12/12	Utrecht, NL	22	1	SHM	1	14	7
7/2/13	online	6	5	XM		2	4
15/2/13	Wellington, NZ	50	4	XM	15	15	20
22/5/13	Graz, AUT	10	2	SHM	9	1	
27-29/5	Trondheim, NO	20	8	XM	1	3	17
15/6/13	Milan, IT	15	2	SHM	14	1	
17/6/13	<a href="#">Dubai, UAE</a>	30+	3	SHM	5	15	other (kids)
21/8/13	Wellington, NZ	6	1	SHM	4	1	1
10/10/13	Stockholm, SE	12	2	SHM	4	1	7
15/10/13	Luzern, CH	30	9	XM	3	12	15
17/10/13	Brisbane, AUS	12	2	SHM	10	2	
17/12/13	Wellington, NZ	40	1	SHM	30	4	6
17/03/14	Wellington, NZ	55		XM	25	15	15
05/09/14	Oxford, UK	18		XM	2	3	13
Feb & July 2014	Wellington, NZ	5		SHM	3	2	
12/5/14	Brisbane, AUS	12		SHM	10	2	
3/10/14	Milan, Italy	10		SHM	7	2	1
13-14/14	<a href="#">Graz, Austria</a>	40		XM/SHM	20	5	15
24/10/14	London, UK	12		XM	5	2	5

XM = Experts meeting

SHM = Stakeholder meeting

In green = national expert workshops and webinars

## Seminars and conferences Task 24 was presented at

Date	Place	Total # Experts	# of countries	Type of meeting
8/5/12	Linköping, SE	20	2	Presentation to University
29-31/8/12	Basel, CH	~300	15+	Task Presentation at 3rd Intl Sustainability Conference
19/9/12	Helsinki, FI	20	3	Task Presentation to Finnish Experts
20-21/9/12	Helsinki, FI	~250	15+	Task Presentation and session chairing at BEHAVE conference
24-25/10/12	Berlin, GER	100s	10+	Attendance at EEIP 'Energy Recovery in Industry: Opportunity for energy efficiency' conference
13-14/2/13	Wellington, NZ	100+	6	National Energy Research Institute conference 'Energy at the Crossroads'
13/3/13	Paris, FR	30+	28	Presentation to IEA Secretariat Behaviour Workshop 'Choices, Decisions and Lifestyles Roundtable'
24/4/13	Utrecht, NL	50+	12	DSM Workshop 'The NL Polder Model', 2 presentations
7/6/13	Hyères, FR	450+	45	eccee summer study, 1 presentation, 3 informal sessions
8/7/13	Nisyros, Greece	100+	10+	Task 24 presentation by Swiss expert at ELCAS
7/10/13	Copenhagen, DE	100+	15+	IEEE ISGT conference - also leading Consumer Behaviour panel
16/10/13	Luzern, CH	30+	10+	IEA DSM Workshop
8/10/13	Stockholm, SE	8	2	Presentation at Technical Institute Stockholm
11/10/13	Brisbane, AUS	25	2	Skype lecture to Qld University energy efficiency course
20/11/13	Sacramento, US	500+	15+	BECC Conference presentation
20/11/13	Sacramento, US	25+	6	Transport panel at BECC conference
2/12/13	Flanders, BE			Smart Grid conference
12/12/13	Bonn, DE			Expert Roundtable on Energy Efficiency & Behaviour in Developing Countries, German Development Institute
18/3/14	Wellington, NZ	>100	12	NERI conference
12/5/14	Brisbane, AUS	15	2	Lecture at International Energy Center
9/8/14	Washington DC, USA	<100/10000	>25	APA conference
4/9/14	Oxford, UK	<300	>20	BEHAVE conference
11/9/14	Berlin, GER	180	>15	IEPPEC conference
10/10/14	Brisbane, AUS	>10	2	IEC Skype Lecture
23/10/14	Sheffield, UK	>40	2	Seminar at Sheffield Hallam Uni
21-22/1/15	Milan, IT			ESCO lecture
14/1/15	DSM University (online)			Task 24 webinar

## Appendix 2

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### Task 24 Publications, films and reports

- IEA DSM Initial Positioning Paper on Behaviour Change\*
- IEA DSM Task 24 Final Workplan\*
- IEA DSM Spotlight Issues (6 stories so far)\*
- IEA DSM Task Flyer 24 (updated)\*
- IEA DSM website Task 24\*
- Positioning paper and minutes from Brussels workshop\*
- Positioning and definitions paper and UKERC report from Oxford 2012 workshop\*
- 25 minute [professional film](#) summarising Oxford workshop
- [Template](#) for Models of Understanding Behaviour via Case studies in 4 domains
- IEA DSM Task 24 Pecha Kucha presentation (powerpoint/film)^
- 6 participating countries' Pecha Kucha presentations (powerpoint/film)^
- Interviews of experts' own energy stories (film, over 30 so far)^
- NZ World Café report-back (film/presentations/documents)^
- ECEEE summer study (2013) paper on Task 24 by Rotmann and Mourik\*
- ELCAS (2013) paper by Carabias-Hütter, Lobsiger-Kagi, Mourik and Rotmann (2013)\*
- BECC (2013) presentations on Task 24 and transport behaviour^
- Overview of definitions and how they were derived (powerpoint)\*
- Overview of models of understanding behaviour (powerpoint/film)^
- NL, Swiss and NZ stakeholder analyses (Excel)^
- Implementation bloopers (powerpoint/film)^
- 10 presentations on various aspects of behaviour change models (powerpoint/film)^
- Interview with [www.energynet.de](http://www.energynet.de) (podcast)
- Analysis of Subtask I (160pp report, wiki)\*
- The Little Monster storybook (booklet)\*
- Green Growth Article (2013)\*
- [Presentation](#) to Energy Savers Dubai, UAE June 2013
- Presentation and 3 informal workshops at eceee June 2013
- Task 24 presentations at RSE (Milan, Italy); Leeds University (UK); Linköping University (Sweden); Stockholm Technical Institute (Sweden); Grazer Energy Agency (Austria); Energy Efficiency and Conservation Authority and Ministry of Business, Employment and Innovation (both New Zealand); UCL (USA); International Energy Center (Australia); Queensland Government (Australia); Sheffield Hallam University (UK)^
- Conference and workshop presentations at Utrecht DSM workshop (NL); eceee (France); ELCAS (Greece); IEEE ISGT (Denmark); Luzern DSM Workshop (CH); BECC conference (US); BEHAVE conferences (Finland and UK); Espoo DSM Workshop (Finland)^
- [Energy Expert Stories](#) short film
- Filmed presentations from Storytelling workshop in Wellington ([youtube](#))
- ESCo Facilitators report and 5 page summary for Task 16\*
- Articles for Energy Efficiency in Industrial Processes Magazine (<http://www.ee-ip.org/>)
- Evaluation Paper for IEPPEC\*
- Six ST2 country case study reports (NL, NZ, SE, NO, AT, CH)\*

\* indicates reports that are on the [IEA DSM Task 24 website](#)

^ indicates presentations and films etc found on the invite [online expert platform](#)

### Online sharing and administration of Task 24

- Widely disseminated via @IEADSM on twitter (also @DrSeaRotmann and @RuthMourik), IEADSM [linkedin](#) and [facebook](#) groups; ECEEE and EEIP columns and various energy and behaviour linkedIn groups
- Weekly publication of [Behaviour Change & Energy News](#) by Dr Sea Rotmann
- Expert platform [www.ieadsmtask24.ning.com](http://www.ieadsmtask24.ning.com)

- Mendeley ([www.mendeley.com](http://www.mendeley.com)) Task 24 Group and bibliography database of >400 behaviour change and energy publications
- CRM Capsule ([www.crmcapsule.com](http://www.crmcapsule.com)) contact relationship management system, collects all emails and contact information related to the Task
- Behaviour change and energy pearltree ([www.pearltree.com](http://www.pearltree.com)) to collect and manage related websites etc
- Task 24 dropbox ([www.dropbox.com](http://www.dropbox.com)) to share templates and collected models etc
- Task 24 wikipedia ([www.ieadsmtask24wiki.info](http://www.ieadsmtask24wiki.info))
- Task 24 youtube channel (<http://www.youtube.com/user/DrSeaMonsta/videos?flow=grid&view=0>)
- Task 24 slideshare (<http://www.slideshare.net/drsea>)

## Appendix 3

### AT DSM interventions

#### DSM Developments and Priorities in Austria

##### General information:

- Status quo of national energy system: <http://www.bmwf.gv.at/EnergieUndBergbau/Energiebericht/Seiten/default.aspx>
- National Strategy on Energy and Energy Policies: <http://www.bmwf.gv.at/EnergieUndBergbau/EnergiestrategieUndEnergiepolitik/Seiten/default.aspx>
- Monitor of energy prices: <http://www.bmwf.gv.at/EnergieUndBergbau/Energiepreise/Seiten/default.aspx>
- Energy efficiency in Austria: <http://www.bmwf.gv.at/EnergieUndBergbau/Energieeffizienz/Seiten/default.aspx>
- Austrian Research Promotion Agency: <https://www.ffg.at/en>
- The Climate and Energy Fund of the Austrian Federal Government: <https://www.klimafonds.gv.at/home-en-US/>

##### Campaigns:

- klimaaktiv: [www.klimaaktiv.at](http://www.klimaaktiv.at)
- Top-energy efficient products: [www.topprodukte.at](http://www.topprodukte.at)
- Campaigns in Burgenland: <http://www.eabgld.at/index.php?id=789>
- Campaigns in Lower Austria: [www.enu.at](http://www.enu.at)
- Energy Action Plan of Vienna: <https://www.wien.gv.at/stadtentwicklung/energieplanung/sep/>
- Styrian campaign in Climate Protection and Energy: [www.ichtus.at](http://www.ichtus.at)
- Campaigns in Upper Austria: <http://www.energiesparverband.at/>
- Campaigns in Carinthia: <http://www.energiebewusst.at/>
- Campaigns in Salzburg: <http://www.salzburg.gv.at/energie>
- Campaigns in Tirol: <http://www.energie-tirol.at/>
- Campaigns in Vorarlberg: <https://www.energieinstitut.at>

##### Specific areas of priority

###### Law on Energy Efficiency

(<http://www.bmwf.gv.at/EnergieUndBergbau/Energieeffizienz/Seiten/Energieeffizienzpaket.aspx>): it's the goal of this law to improve energy efficiency in Austria by 20 % until 2020. A main measure of this law is linked to utility suppliers: they have to demonstrate that they have conducted energy saving actions which count for 0.6 % of their total energy deliveries of last year. 40 % of these energy saving actions have to be done in private households. Currently there is strong interest for DSM intervention in the private sector.

## Appendix 4

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### Examples of different models and interventions

'Models of behaviour help us to understand specific behaviours, by identifying the underlying factors, which influence them. By contrast, theories of change show how behaviours change over time, and can be changed. While behavioural theory is diagnostic, designed to explain the determinant factors underlying behaviour, change theory is more pragmatic, developed in order to support interventions for changing current behaviours or encouraging the adoption of new behaviours. While the two bodies of theory have distinct purposes, they are highly complementary; understanding both is essential in order to develop effective interventions.'<sup>10</sup>

In the [Subtask I analysis](#) we added a short narrative demonstrating what approaches based on various theories and models actually tell the end-user. The storyline from an end-user's perspective is based on the following questions that an end-user would ask when confronted with an intervention:

- o How am I motivated or approached or seduced to respond or change my behaviour?
- o Why should I do this?
- o What do I need to do and what will others do?
- o What will it take or what will it 'cost' me?
- o Will I get help?
- o What behaviour needs to change and how much will I need to change?
- o Will it be difficult?
- o What will I gain? What is in it for me?
- o Will I get feedback that I understand/ trust and that tells me what the result of my actions was?

### Influence of economic theories on building retrofit intervention design

The programmes based (explicitly and implicitly) on economic theories usually translate into approaches that:

- focus mainly or even solely on individuals
- focus (indirectly but mainly) on generating biggest benefits for the supply side when based on subsidies and technological innovations
- regard individuals as instrumentally/economically rational creatures ('Homo economicus') that aim at maximising financial benefits and act largely in a self-interested manner
- regard information deficits as an important cause of 'non-rational' behaviours (and consequently view information provision, along with financial incentives, as imperative to enable economically rational choices by individuals)
- focus often on short and one-off financial incentives
- focus on extrinsic motivations mainly
- do not tailor their approach to the individual characteristics, except for (sometimes) some financial or technological tailoring
- lack flexibility and room for engagement, co-creation and participation
- monitor mainly quantitative aspects and work with calculated or modeled savings
- Behavioural economics-based approaches also include insights from social psychology, and for instance focus on the power of nudging people into different behaviours through their infrastructural, institutional or design environment.

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<sup>10</sup> Darnton, Andrew (2008). GSR Behaviour Change Knowledge Review. Reference Report: An overview of behavioural models and their uses. 83pp.

### **A Story on an economic theory-based approach in retrofitting**

Money makes the world go round

You need to change your home's energy use and we will help you by paying (part of) its retrofitting

By the way, you need to pay up first and it might take a while before we pay you back

The info we need from you will teach you all you need to know

You only need to make a one-off decision to invest

We have the technology you need, contractors or installers (you need to find/choose) will put it in and that's it!

If you do not understand the technology, just don't touch the buttons...

You will save money for a nice weekend to the Bahamas

You only need to give us a bill from your installer, we probably won't check how much energy you actually saved

What counts for us is how many m2 are insulated, how many homes are retrofitted or how much money is spent. Oh yes, and how many kWh are saved of course!

We will do the number crunching, don't worry, we do not need to know what you actually saved, we will use models to calculate all energy savings

But if you want to know how much energy you saved, buy a metering device.

### **A Story on an behavioural economics (Nudge) approach in retrofitting**

Money **still** makes the world go round

By the way, you **still** need to pay up first and it might take a while before we pay you back

The info we need from you will teach you all you need to know

You have many choices **but we will design choice architecture to ensure you make the right one** to retrofit your home

You only need, **not only for yourself but for the sake of everyone**, to make a one-off decision to invest

And to do so, we have the money and technology you need and **we will design rules, regulations, institutions, or infrastructure that will nudge you in the right direction**

You will save money, **or the environment or whatever matters to you**

You only need to give us a bill from your installer, we won't check how much actual energy was saved

What counts for us is how many m2 are insulated, how many homes are retrofitted or how much money is spent. Oh yes, and how many kWh are saved of course!

We will do the number crunching, don't worry, we do not need to know what you actually saved, we will use models to calculate all energy savings

But if you want to know how much energy, **CO2, trees or polar bears** you saved, buy a metering device.



### *What are the upsides of this economic approach?*

Even though we have made some strong criticism of the most-commonly used economic approach here, they obviously have some positives as well:

- They do well within what they intend to do and fit well within the current economic and political system and way of thinking
- The programmes are relatively easy to evaluate in quantitative terms and often show good results
- The retrofitting market can grow
- Subsidies are often used up to the max
- Many homes do get insulated
- Behavioural economics does manage to nudge a certain percentage
- Free riders upgrade their plans and retrofit more comprehensively
- Sometimes even a new norm seems to be emerging.

### **Influence of other theories (psychology and sociology) on building retrofits design**

They:

- focus on collaboration and institutional capacity building
- focus on building trust in market parties and information sources
- target end user needs and multiple benefits
- use multiple definitions of success
- perform pre-scoping
- allow for engagement and participation
- allow for flexibility and iteration of programmes
- focus on institutional change
- focus on lifestyles
- use the power of social norms

#### **A Story on a more system-based approach in retrofitting**

**Together we will make the world go round**

**You embody what we need to know and change: do, feel, learn**

**We will help you understand and use the technology, and train those that install and sell it to you**

**We will create a supportive material, institutional and social environment**

**Your needs are important so we need to do this together, as if this were your kitchen or bathroom**

**Your life will change**

**It's all about us now, and our grandchildren and their future**

**Quality matters and we will keep learning and sharing**

**If we need to be flexible we will**

**This is only the start of a long way and your home is the first step**

**We will monitor, calculate and report on energy, money, health, welfare, comfort, wellbeing**

**And learnings based on qualitative and quantitative inputs will be shared (with you)**

**We will help you figure out what your impact is to be able to make sure you get where we collectively want to!**

### *What are the downsides to this more whole-system approach?*

This approach' storyline sounds more appealing to most and its systematic approach makes inherent sense. Also, the participants of such programmes often report more satisfaction with being engaged in this way.

However, as there is no silver bullet, if we want to tell a learning story:

- These types of interventions are very complex with many partners who have different mandates, needs and restrictions
- They cannot be driven by policy alone, need all levels collaborating
- Not everyone wants to change everything or their lifestyle
- Not everyone wants to engage but it is important to ensure that the naysayers are not becoming the over-riding voice
- The flexibility of changing goals, aims and interrelatedness of issues etc makes it difficult to evaluate

## **Influence of psychological theories and models on the design of transport interventions**

Many of the psychological theories underpinning (explicitly or implicitly) transport interventions can be described to result in the below listed design characteristics of interventions. We have made one list for all psychological theory-underpinned interventions because the theories more or less contain these elements with differences in emphasis.

- focus on needs and the meaning attribution of the car (use)
- prescoping = essential
- focus on concrete actions, capacity building, not sustainability guidelines
- targeting and visualising the information deficit
- leveraging moments of change
- Nudging: creating supportive institutional and infrastructural environments
- focus on lifestyles
- use social norms and commitment

### **A Story on value Action Gap informed transport interventions**

**You can make the wheels of your car go round more efficiently**

**You are good driver and should be proud, but you can become the best!**

**You only need the right attitude and the motivation to act, we know you will want to act as soon as you see what you can do**

**We will pull down the barriers you experience, may they be social, individual or institutional**

**We know you also experience constraints such as lack of time, money, information, encouragement, facilities or whatever**

**We will help you take responsibility and do away with your laziness or lack of interest, or lack of trust and the feeling that you cannot be efficient at changing your behaviour**

**So we will make sure a peer you respect and trust will show you how to drive more efficiently**

**Don't worry, only your driving will change, you and your car will still be cool**

**It's all about you and your car and your driving and of course your money**

**We will monitor your driving, we got really cool gadgets to do that**

**You will see how easy you can save money, fuel and become an even better driver!**

### A Story on Theory of Planned Behaviour informed transport interventions

You can make the wheels of your car go round more efficiently

You can become the proud owner of a fuel efficient or even electric vehicle, you only need to intend to do it, want to join the others already ahead and feel that you can do it!

We know you will act as soon as we remove whatever makes you feel you cannot do the right thing

And of course what makes you feel you cannot do is due to money, lack of information or lack of availability of the fuel or car, so we will tackle that for you!

We know you also experience constraints such as lack of time,, encouragement, facilities or whatever

As soon as we give you and your peers more information you will of course all want to go get a green car! Right?

Don't worry, only your car will change, nothing else needs to change

It's all about you and your car and of course your money and what you know

We will only monitor the sales figures, we do not need to know if your driving is ok, or if you use the car right or even if you need a car at all....

You will see you can save money, fuel and nothing else changes!

### A Story on Murray & Sachs descriptive theory informed transport interventions

We know your car makes your world go round

And it still can, but slightly differently, and guess what, you will be even more in control than before!

You just need to rethink if the way you drive really is the best way to treat your car...

We know you will act as soon as we train you and show you how to take even better care of your beloved car

Do not worry about those other drivers, they form the 99.9% that are really bad at driving, do not compare yourself to them..

You know, there are really cool ways to find out how good this new driving is for your car, its engine and your wallet too!

Don't worry, only your driving will change, the car stays the same, you might even pimp it with the savings you yield!

It's all about you and your car and of course your money

The environment and road safety? Oh well, you will contribute to that as well, sorry about that...

You can do all the monitoring, and even compete with yourself or pals on the road. Do not worry we will not touch your car, we know what it means to you!

If we want to know what your impact is we will use boring stats such as traffic accidents (not saying you caused them before) or emission reductions (that is good for the kids with asthma)

### **A Story on Norm Activation Theory informed transport interventions**

We know you care about your wheels, but you also care about the planet/other drivers/your boss/your kids...

You like to help, even if there isn't any money in it for you

You like to feel that you are doing the right thing, and some of that you may have learned from others in society

You may even feel guilty if you don't do the right thing

We can activate your altruistic nature by making you aware of the consequences of your own actions for others

But you will weigh up the personal costs of acting, which may stop you from taking responsibility

### **A Story on Cialdini's Social Psychology informed transport interventions**

We know you care about your wheels, but you also care about the planet/other drivers/your boss/your kids...

You like to help, even if there isn't any money in it for you

You like to feel that you are doing the right thing, and some of that you may have learned from others in society. **Some of that is what you feel ought to be done.**

**If other drivers around you are speeding, you may do the same. If you see a police car up ahead, he will probably reduce your speed.**

**If we tell you how much the 'average' driver consumes in fuel, it should make you want to change. However, if you use a lot less fuel you may be inclined to increase your use!**

**Norms can mediate between your own identity and that of a group. But your car as a status symbol may over-rule social motives and instead make you feel more powerful and better than others**

## **Influence of economic theories on smart metering interventions design**

Several of the analysed interventions were informed by economic theories such as neoclassical economics and or behavioural economics. The design characteristics of such programmes were already mostly discussed under the theme of retrofitting. Specific smart meter issues were:

- Time is money
- Strong technology push focus
- distributional issues

## **Influence of psychological theories on smart metering interventions design**

The design characteristics of programmes based on psychological theories such as value action gap theory were already discussed under the theme of transport. Smart metering specific design characteristics of interventions based on psychological theories are as follows:

- visualising behaviour and information deficits
- targetting the behaviour in context from smart metering to meaning attribution of living in one's home
- social norms are key
- segment, tailor, motivate, act!

## Influence of design theories on smart metering interventions design

Design with Intent (Dwl) is a theory by Dan Lockton which states that through the design of products or services, behaviour is designed as well. Lockton created a toolkit for designers to adapt the design in order to influence and steer behaviour. It is a composition of various findings from several (psychological) disciplines. The combination resulted in 101 suggestions in the form of questions ('did you take ... into account?') to steer behaviour. Suggestions vary from strategic positioning of the design to decoying alternatives. According to Design with Intent, technology and architecture can contain scripts; it has the ability to steer users towards a certain behaviour. And the use of norms and values to influence behaviour is proposed, for example motivators as 'guilt', 'expert's choice' and 'social proof' can be used to change behaviour. The (implicit or explicit) use of design theories result in several design characteristics for smart metering interventions:

- electricity meters and home displays need to visualise energy and thus make energy use more understandable to the common person
- Feedback should be delivered in the household's central locations, to create an awareness of electricity consuming household activities
- keep engaging your end users, feedback often gets boring quickly

### **A Story on Design Theories informed smart metering interventions**

**We will design a product or technology which will also design your behaviour**

**Don't worry, in most cases this doesn't mean we will blatantly manipulate you in order to get data or other valuable information for utilities or to push a technology on you that's pretty useless to you!**

**Trust us, we know what is best for you and the economy. Oh, and the planet of course!**

**So, we may need to stop thinking like engineers cause then we only design for other engineers - you may not be as interested in graphs or kWh as we are**

**We know you like design that is clean, easy to understand, engaging and fun**

**The more fun it is, the more you will engage with it and the more energy you will save**

**Energy doesn't need to be boring or invisible anymore, a key goal is to show you when you are using energy and how (much)**

**Feedback needs to be in a prominent position, so the design of the feedback system will impact on where it is located in the house - we need to design something you want to have hanging on your best wall**

**And we need to make sure you will want to keep checking it automatically and alter your behaviour, even after its initial fun factor has worn off**

**If we could only design something as clever and engaging as Apple products - everyone would love saving energy then, right?**

## Influence of collaborative learning theories on smart metering interventions design

Projects using elements of collaborative learning theories have the following distinct characteristics:

- piloting and building on previous experiences
- participation matters

### **A Story on collaborative learning approaches in smart metering interventions**

**This will only work if you actively participate and engage with us on the project**

**We want to make sure that we build on your learnings, so we're trying to keep you open-minded so you can see the learnings and past mistakes and don't repeat them**

**It is important that you trust us and the other people you are learning with so you are happy to share the good and maybe not-so-good stories**

**The 'horror stories' are often the ones we can all learn the most from but no one likes to look like a fool... especially not public servants!**

**Trust us - we're not trying to patronise you, we are really interested in hearing what you say, think, feel**

**We can make you change your habits easier in a group setting - by freezing and unfreezing them**

**Learning from your peers can be both good and bad, competition with your neighbours can be healthy... or really annoying!**

**We don't need all the fancy technology to create learning opportunities - it is much more important that we involve your whole household, your kids and your neighbours**

**You'll be a significantly tougher nut for us to crack if you are not already motivated to save energy or the environment. But we'd be smart to make sure we at least learn from your misgivings or issues with our project**

**We understand that you have too much other important stuff to deal with than to have time to learn about energy efficiency, which is why it's up to us to design it so it's fun for the whole family**

### **The influence of Nudge on SME interventions**

SME-specific design characteristics of interventions based on behavioural economics, nudge theories and approaches:

- from nudging to nudgers: get high level involvement
- losing some, winning some
- Intervening in the specific decision-making context
- Energy or the environment might not be the magic words to nudge people...
- Nudging needs continuity
- Nudging is what it is: it is a nudge, not a life changer

### **Influence of using social norms approach on SME interventions**

SME-specific design characteristics of interventions based on social norms theories and approaches:

- Institutionalising social norms
- Even social norms need to take account of specific implementation context
- Distributional issues and social norms
- Competition and social comparison creates committed communities, at the start

### **Influence of the Energy Cultures approach on SME interventions**

SME specific design characteristics of interventions based on the energy cultures approach:

- Energy cultures differ from company to company

### **A Story on Energy Cultures in SMEs**

**We know that there are different Energy Cultures in each SME and that someone coming from the outside, telling you what to do according to some generalist scheme, is not going to go down well**

**You may like the way you do things and think you are doing them in a rather capable manner already**

**Or you may be stuck in a way of doing things because that's how all other SMEs in your sector are doing it**

**So, it is important that you help us understand how your business works by listening to you and your staff**

**We can then use a framework to explain the different elements that need to work together**

**There are external drivers including commercial pressures, technology networks and supply firm interventions which you can't do anything about**

**But there are also internal drivers, how you use energy ("practices"), your physical technologies and infrastructure ("material culture"), and mental models of what is normal or appropriate ("norms"), which tend to become self-reinforcing**

**The best way to break through these locked-in Energy Cultures is to bring in trusted outside expertise and to find a CEO who is willing to take a risk and be an innovator**

**Then we also need someone capable who can introduce the new technology or process into the business**

**There may need to be some money in it for you in order to nudge you to do it**

**Or there may be some competitive element, that you simply want to be the first or the best**

## **Influence of using Collaborative learning approaches on SME interventions**

SME-specific design characteristics of interventions based on a collaborative learning approach:

- Building collective capability
- Getting the right intermediary in place to lead the group learning
- Shared learning needs time
- Shared learning requires connected goals
- Anchoring and owning the learnings
- Shared learning is only really successful once sharing takes place again

**Table 1. Example of interventions (both regulatory and non-regulatory) available to policymakers when trying to change light bulb purchasing behaviours<sup>11</sup>.**

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<sup>11</sup> From the UK's Parliamentary Office of Science & Technology (2012). Energy Use Behaviour. Number 417.

**Box 2. Ladder of Interventions<sup>1,6</sup>**

		<b>Interventions</b>	<b>Illustrative examples to encourage energy saving light bulbs</b>
Regulation		Eliminate choice	Prevent the use of conventional, inefficient light bulbs
		Restrict choice	Stop selling conventional light bulbs (current policy <sup>7</sup> )
Fiscal measures		Guide through financial disincentives	Increase tax on conventional light bulbs
		Guide choice through financial incentives	Reduce tax or subsidise energy saving light bulbs
Non-regulatory and non-fiscal measures		Guide choice through non-financial incentives or coerce through non-financial disincentives	Offer a reward, e.g. entry into a prize draw, for buying energy saving light bulbs
		Persuade individuals using argument and coercion	Persuade people that improving energy efficiency is important and that energy saving light bulbs help save energy whilst reducing bills
	Nudges	Guide choices through changing the default policy	Supply energy saving light bulbs in new light fittings and lamps
		Enable choice by designing or controlling the physical or social environment	Make energy saving light bulbs the most prominent type at the point of sale
		Use social norms and salience, provide information about what others are doing	Use adverts to show how many people are buying energy saving light bulbs
		Provide information to educate and increase knowledge and understanding	Explain how energy saving light bulbs work and how they save energy
Do nothing or monitor the current situation		Track sales in different types of light bulb	



## Appendix 5

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### Stakeholder Feedback

#### **Austrian Stakeholder Feedback**

All feedback collected during the Austrian workshop can be found [here](#).

### Detailed recommendations for each domain (from the 'Monster')

#### Building Retrofit Recommendations:

Key DSM retrofitting interventions lessons and questions for further research. The lessons below are tailored to policymakers, intermediaries or other initiators of DSM retrofitting interventions.

1. Focusing retrofitting interventions on the level of individuals and individual households ignores the need of individuals to be part of a social group or society. Addressing the collective level of e.g. home owner associations can upscale the impact and create more lasting changes. Rather than thinking in terms of technology (which is a means) think about and inquire into end-user needs and their way of life so that these form the point of departure and make use of peer to peer education or the neighbour effect. It's not only about the houses, but first and foremost about the people who live there. Involve, engage and target multiple members of a social group, at the collective level, not only at the level of the individual. FOCUS ON THE SOCIAL SIDE.
2. Subsidies and incentives focus mainly on investment behaviour and alter the home but do not address the use of the building and its installations or appliances. Focus on both investment and habitual behaviour to avoid bad and unnecessary rebound effects. IT'S NOT JUST WHAT WE BUY, IT'S WHAT WE DO.
3. Programmes that have a more systemic perspective as starting point acknowledge that retrofitting can be a 'gateway' into other more habitual behaviour changes around for example lighting and appliance use and even domains beyond the energy domain such as waste and transportation behaviour. Use insulation as a gateway, not a one-off. CHANGE LIFESTYLES NOT LIGHTBULBS
4. An approach focused on incentivising and subsidising individuals to invest in technologies and measures actually benefits mainly and mostly the supply side (economically and on the short term). Beware if only the supply side or the implementer of the intervention seems to benefit. THINK OF THE BENEFITS FOR THE END USER AS WELL
5. Providing information only works if relevant stakeholders agree on the truthfulness of the information e.g. through a trusted consortium of societal and policy stakeholders. Trusted messengers are everything. FOCUS YOUR MESSAGING.
6. When a project aims to solve an information deficit, it should not request this information from the end-users, but arrange for training or intermediaries to help the end-users find this information. And when targeting the individual need for money and financial support, do not ask for prefinancing. PAY THE SUBSIDY UPFRONT.
7. Targeting the individual need for maximising financial benefit ignores that comfort and other benefits often rank higher on the priority list. Focusing first on financial rewards might create serious barriers for (follow-up) interventions also aiming at getting the bigger message why it is an important social or a global issue will likely fail. Cooperation between multiple parties - from governmental agencies to landlords and NGOs such as district health boards - can result in more tailored and context-sensitive programmes. Cooperation between multiple parties can also result in a more diverse set of instruments being deployed, from more segmented financial incentives to certifying contractors, enhance building codes quality, installer trainings, and TV marketing campaigns, and including instruments targeting outcomes that are not directly related to energy efficiency, e.g. health improvements. Tailor to your end users' needs which may not be about kWh savings. Cooperate widely and make it about more than money. USE A TOOLBOX OF INTERVENTIONS AND GO BEYOND kWh TARGETS.
8. Pre-scoping to analyse the problem to be solved can allow for a more broad or integral approach focusing also on other, e.g. health, comfort and social benefits. However. performing research to find out about homeowners' needs and preferences prior to implementation is only conducive to success when the needs that were identified are also targeted in the intervention. Pre-scope to find out what is most important to end users. IF YOU KNOW WHAT THEY WANT, MAKE SURE YOU TRY AND GET IT FOR THEM.

9. Programmes that focus on lifestyle implicitly or explicitly acknowledge that end-users do not live according to sectoral divisions, even when governmental agencies do. They allow for an approach that focuses on the function of the use of energy in the life of end-users instead of on the use of energy. DON'T BOX PEOPLE IN TOO MUCH
10. Metered instead of modelled saving calculations are necessary to assess the real impact of the measures on energy consumption. Benchmarking and monitoring of the actual impact of the measures on the energy use, living quality, reduced costs, improved health etc should be part of the programme. It should not be left to the individual to buy and install metering devices to meter the actual impact of retrofitting. BENCHMARK YOUR HEART OUT, MEASURE, NOT MODEL
11. 'Decliners' or opt-out households are potentially as valuable to survey as those engaged. LEARN FROM THE UNWILLING

## Transport Recommendations:

The key lessons below are tailored to policymakers, intermediaries or other initiators of DSM transport interventions.

1. Creating new meanings for the car might allow for more sustainable driving behaviour and purchasing behaviour. Focus on what is meaningful to drivers, and that probably will not be the environment or traffic accidents, but their health, wellbeing, comfort, health of their car, their status, feelings of power. Cars mean everything to many people, be careful how you approach them. DON'T TAKE AWAY THEIR WHEELS.
2. Focusing on lifestyle and the role of the car is key but do not forget that life is also very much about the technological thing called car. Allow for the same meaningfulness but in a more energy-efficient manner by producing and providing things from which people derive meaningfulness in an energy- efficient manner. An energy efficient car can be sexy (see the Tesla!). CARS REFLECT LIFESTYLES.
3. Focusing on lifestyles also implies that multiple interventions are necessary to address behaviour in its many complex interrelated contexts. Use a toolbox of interventions that work together. YOU NEED MORE THAN ONE TOOL TO FIX A CAR.
4. Used trusted and respected peers to deliver the message and show the alternative. Active coaching by trusted peers is key. TRUST IS EVERYTHING. There is not much as habitual as driving and traveling patterns. It is truly embodied in seasoned drivers and very often we shift gear or take a look in the mirror on a very unconscious level. Training is essential. Prescope to understand where the drivers behaviour comes from. Set goals and visualise the gap between the actual and the goal behaviour and confirm when the gap is closed. Focus on concrete actions, capacity building, not sustainability guidelines to change the behavioural routine. PRE- SCOPE AND TRAIN, VISUALISE THE GAP BETWEEN ACTUAL AND GOAL BEHAVIOUR.
5. Driving is an individual but also a very social activity, so it is important to demonstrate how normal the desired behaviour is and get people to commit to it and become proponents. Reward good behaviour with a diploma or license, or making them driver of the week, to reaffirm the new behaviour. Make smart driving the social norm. BE SMART, DRIVE SMART.
6. Leverage change moments to normalise the desired behaviour. The New Year/new car/new licence is great place to start! SOMETHING CHANGED, SO I THINK ABOUT HOW I TRAVEL.
7. Urban design and decadal infrastructural decisions such as roading and town planning can be a real obstruction or a big opportunity. The creation and in particular the sustaining of a new behaviour and a new norm need the accompanying institutionalisation of this new norm and associated changes in the infrastructure and technologies. Change the institutional and infrastructural environment! IT'S ABOUT SO MUCH MORE THAN JUST THE CAR.
8. When you use the social norm as a lever, do not forget to also involve the social environment of your target (family, friends, coworkers). Create a sense of community amongst drivers in an intervention and use social based marketing. YOU'RE NEVER ALONE WHEN YOU'RE DRIVING.
9. Beware that the use of risk messages is a very difficult matter with many potential unexpected impacts, e.g. people can feel that cycling is life threatening when you require

them to wear a helmet for safety reasons. Beware of perverse outcomes. RISK MESSAGES CAN BE RISKY.

10. Money might not do the trick or create lasting change, but economic incentives can play a strong role play in starting and emphasising the social desirability of a new social norm and accompanying behaviour. Money is a good start but not enough in the long run. MONEY AIN'T EVERYTHING.

### Smart meter/feedback recommendations:

The lessons below are tailored to policymakers, intermediaries or other initiators of DSM retrofitting interventions.

1. Projects based on neoclassical or behavioural economics assume that people react 'rationally' when stimulated with the right triggers, and financial benefits or threats are such triggers. However, in many instances it is clear that economic gains or losses are not necessarily the only trigger necessary. TIME ISN'T ALWAYS MONEY
2. Smart metering projects are, by definition, projects that push a technology. But, a smart meter is not necessarily a meaningful device for household members. Often households do not (feel they) need it. Usually the only two challenges identified for smart metering projects are its adoption, and the education of people of its economic benefits. The successful implementation of smart metering is dependent on the creation of an intervention that goes beyond acceptance and aims at creating multiple benefits through the introduction of a smart meter. TECHNOLOGY ISN'T EVERYTHING
3. The issue of distribution of costs, risk and rewards and benefits is key but not very often addressed. End-users can start to feel that the distribution of costs and benefits actually benefit the utilities and DSOs more (in terms of customer loyalty, avoided investments in the grid, more information on customers) than the end-users themselves. Who benefits and who pays (eg with assumed loss of privacy)? MAKE SURE THERE IS CLEAR VALUE FOR THE CUSTOMER
4. Automated feedback on actual energy use and potential for changing one's energy consumption behaviour is at the core of most smart metering projects. This stems from the assumption present in almost all economic and psychological theories or models that increased knowledge and know-how about energy and energy consuming behaviour will lead to a reduction of energy. It is mainly when information provision is coupled to active learning, coaching and shared learning through peers, that this approach can indeed be effective. Information isn't everything - it needs to be coupled to active or shared learning. AUTOMATONS SHOWING kWh DON'T TEACH NEARLY AS WELL AS REAL PEOPLE AND THEIR OWN STORIES
5. Beware the self-selecting participants, they cloud results on acceptance and acceptability of smart meters. If they want it, they're already convinced it's a good idea and not your main target. FIND AND CONVINCING THE 'LUDDITES' THAT YOUR TECHNOLOGY IS GOOD FOR THEM
6. Smart metering targets the home, its inhabitants and their electricity and gas, and sometimes water consumption. The behaviours that should therefore target habitual actions AND investment behaviour (including retrofitting actions). Smart metering projects, however, usually target the behaviour of people, not of the home. The home and its technologies are left untouched. Tailored advice should also take into account the impact of the house on the capabilities and capacities of households to change the use patterns and its impact on the energy bill. Don't just tackle the behaviour of people, but also of their home. HOUSEHOLD DYNAMICS HOLD YOUR KEY.
7. The devil is in the detail: the personalities of installers can have an influence on the understanding of clients about the technology, and on their "happiness" regarding the technology. Small differences are found to be key explanatory variables. Beware of the strong effect of personalities when using intermediaries, champions or advisors. SOCIAL CUES ARE MORE POWERFUL THAN TECHNOLOGY - FOR GOOD AND BAD.
8. People do not invest in their home but live in them, and the home means different things for different people and means different things at different times. One fairly constant meaning the home often has is comfort. A home is not where energy is used, it is where people live (comfortably, thanks to energy). MY HOME IS MY CASTLE.

9. Seeing is doing. Specially trained "Energy Masters", volunteers within the groups that motivate, supervise monitoring and provide material, such as 'DIY energy audits' can be a key to success. Use trusted champions and advisors. SEEING IS DOING.
10. Technological maturity of a region or target group needs to be matched to the ambitions of a project. The technology solution needs to match the technology literacy/maturity of the target. DON'T SELL IPHONES TO PEOPLE WITH NO POWER
11. Providing feedback on particular behaviours or practices rather than on the more abstract level of overall electricity consumption facilitates the identification of particular behaviours that are 'wasteful'. Focus not on individuals but on their practices. IT WILL TAKE A LONG TIME TO CHANGE 7 BILLION PEOPLE INDIVIDUALLY
12. Participation can be a key success factor. Co-development can have a strong impact on satisfaction levels. Engage your customers through multiple channels. PARTICIPATION IS KEY
13. Talking about "wastefulness" in interventions may be more effective than talking about saving money. Being wasteful can be worse than spending money. NO ONE LIKES WASTE
14. Social norming information about the consumption of others is engaging and interesting. Potentially disaggregated social norming information could encourage energy reduction. It is important to provide detailed feedback in hourly or half-hourly consumption, and in graphs which display peaks and troughs to enable users to identify high-consuming energy practices. Regular emails displaying users' own recent consumption over time, and access to personalised websites are a useful complements to real-time energy monitors. I wanna know what others are up to and where I stand. TELL ME IF I'M DOING BETTER THAN MY NEIGHBOUR

### SME recommendations:

The lessons below are tailored to policymakers, intermediaries or other initiators of DSM SME interventions.

1. Interventions focused on changing employee behaviour need a very active support or even involvement of the management level, implementation level, staff and even from clients. Top-Down, middle and bottom-up is needed, plus some external validation. IT CAN'T ALL COME FROM THE TOP OR THE BOTTOM.
2. For a better evaluation comparing successes between SMEs a more detailed analysis of different enterprises and their future plans need to be undertaken, and the data comparability with all enterprises has to be up to date. Compare and celebrate successful companies and interventions. BENCHMARK YOUR HEART OUT.
3. Target the key staff or champions or champion nudgers in an organisation and work with them. Economics as an approach is not sufficient to deal with the often implicit power plays and personal relationships in an office and between different layers of staff. Creating ownership amongst relevant staff is therefore key. Find your champions in your organisation and work with them. IT'S ALL ABOUT THE PEOPLE.
4. Mobilising towards shared goals can help increase internal support for reforms or organizational changes. If you have shared goals, you're halfway there. I WANT WHAT YOU WANT, SO LET'S DO IT.
5. In SMEs a multitude of people work, in different roles, and not everyone will feel comfortable with changes in the company, or with required changes. It is natural to 'lose' some along the road, and potentially this self-selection will strengthen the new social norms emerging amongst those that stay. The 'laggards' can have a powerful negative effect on your staff. DON'T BE AFRAID TO LOSE THE NAY-SAYERS.
6. Nudges do not necessarily act on the internal motivations, the attitudes or the intention to change behaviour. They are external stimuli to facilitate or discourage certain behaviour. Nudges can thus support people as reminders about their motivations and attitudes but more (e.g. changing social norms, institutionalisation of norms) is needed to change attitudes and motivations. NUDGING IS WHAT IT IS: A NUDGE, NOT A LIFE SAVER.
7. The creation of a dedicated institution or intermediary por label/certification such as the Ecolabel (EU) and the Dutch 'MKB prestatieladder' (SME performance ladder) can be key to successful

implementation in a certain branch of SMEs. Validate where possible. SHOW WHO'S A LEADER.

8. There are many competing demands when addressing SME energy consumption behaviour. individual visits and tailoring leads to actionable goals and recommendations. Tailor to each SME, they are not all the same. TAILORING IS ESSENTIAL.
9. The equitable distribution of burdens and costs and the continued use of the same subsidy rules is key to creating movement amongst SMEs. Be fair, support innovators. THEY LEAD SO OTHERS CAN FOLLOW.
10. Whereas energy efficiency efforts are often a matter of external consultants coming and going (along with the knowledge) equipping companies with the capability, methods and tools to themselves take control of and reduce their energy use through a collaborative learning approach might be more effective. Build your own capability if you want to share learnings. CONSULTANTS DON'T CARE AS MUCH ABOUT YOUR COMPANY AS YOUR STAFF DO.
11. Getting the right intermediary in place to lead the group learning is key. Industry associations, e.g. provide a more homogenous group of SMEs that can more easily benchmark each other against their progress. Go to trusted intermediaries. TRUST IS EVERYTHING.

### Future research questions collected in Task 24

#### Building Retrofits

1. Can ambitiously set programmes create technological innovations and even professionalise a market, including the accompanying job growth? And do interventions aimed at retrofitting at the comprehensive level of the house generate more impact on the market, than e.g. simple insulation measures?
2. Does institutionalised longer-term support help to foster new markets and provide clarity and security/certainty for both end users and market parties? (e.g. setting quality standards for contracting service providers, building codes, training schemes for installers, performance contracting schemes, energy label for homes or low interest bank loans)
3. Is involving all relevant stakeholders in the form of diverse partnerships conducive to the creation of a new social norm? Has their interaction, and their often diverging needs and key performance indicators demanded alignment of interests with the potential for social learning?
4. Has social learning through building on previous programmes resulted in more effective programmes? And is this key to successful mainstreaming of retrofitting initiatives?
5. Should 'free riders' (people who would have taken measures without the subsidy) be welcome too? Can incentives actually motivate towards even better or more comprehensive retrofitting than planned without the incentive?
6. What is the potential of un-orchestrated collective learning? What could be the impact of seeing your neighbours retrofitting their home with the aid of a financial incentive?
7. With overly extrinsically motivated interventions, will the bigger message why it is an important social or a global issue, get lost and ignored, thus enhancing the changes of rebound? One could also ask whether programmes potentially veer towards appealing to self-interest because otherwise they drown in a sea of marketing encouraging consumption practices that work against altruistic motivations?

#### Transport

1. Many of the intended outcomes, e.g. changes in the symbolic meaning attributed to a car or a bike, or increased positive perceptions of urban traffic, can only be assessed by qualitative inquiries making use of e.g. surveys or interviews. Changing the meaning attribution can, however, be a very effective way to change driver behaviour. What methods are best to assess the changes in meaning attribution of the car?
2. It is very difficult to monitor the actual change in driving behaviour on the individual level. Mobility DSM is not deployed in a laboratory situation, or in the confined space of a home, so other (changing) conditions always interfere with the intervention. How could a comprehensive monitoring regime look like that focuses on both the individual and societal level and on quantitative and qualitative changes?
3. The costs of transport campaigns are most likely not the only costs of interventions. Generally, only costs on the supply side are calculated. But the individual drivers themselves potentially have additional costs in terms of lost time, problems with getting negative comments or social stigma, but these costs can hardly be calculated. How can the costs of transport interventions incurred on the end-user side be calculated and weighted?

#### Smart Metering/Feedback

A key design challenge is to create a smart metering system that keeps engaging with the household members. Changing the messages and feedback in the course of time following energy literacy can be key. Information should thus be dynamic over time. What designs work well for whom?

## SMEs

1. How to evaluate the savings (energy, CO2, cost) or increased productivity of the earlier (due to the intervention) implementation of already-planned measures?
2. Concerning the application of Nudge it would be interesting to see if a specific approach applied to the specific context of a single SME is more effective rather than a general policy measure aimed at all SMEs.
3. Are competitions potentially most effective as an early incentive to familiarise the public with a (social) innovation and start up initial behaviour?



## IEA Demand Side Management Energy Technology Initiative

The Demand-Side Management (DSM) Energy Technology Initiative is one of more than 40 Co-operative Energy Technology Initiatives within the framework of the International Energy Agency (IEA). The Demand-Side Management (DSM) Energy Technology Initiative, which was initiated in 1993, deals with a variety of strategies to reduce energy demand. The following member countries and sponsors have been working to identify and promote opportunities for DSM:

Austria	Norway
Belgium	Spain
Finland	Sweden
India	Switzerland
Italy	United Kingdom
Republic of Korea	United States
Netherlands	ECI (sponsor)
New Zealand	RAP (sponsor)

**Programme Vision:** Demand side activities should be active elements and the first choice in all energy policy decisions designed to create more reliable and more sustainable energy systems

**Programme Mission:** Deliver to its stakeholders, materials that are readily applicable for them in crafting and implementing policies and measures. The Programme should also deliver technology and applications that either facilitate operations of energy systems or facilitate necessary market transformations

The DSM Energy Technology Initiative's work is organized into two clusters:

The load shape cluster, and  
The load level cluster.

The 'load shape' cluster will include Tasks that seek to impact the shape of the load curve over very short (minutes-hours-day) to longer (days-week-season) time periods. Work within this cluster primarily increases the reliability of systems. The 'load level' will include Tasks that seek to shift the load curve to lower demand levels or shift between loads from one energy system to another. Work within this cluster primarily targets the reduction of emissions.

A total of 24 projects or "Tasks" have been initiated since the beginning of the DSM Programme. The overall program is monitored by an Executive Committee consisting of representatives from each contracting party to the DSM Energy Technology Initiative. The leadership and management of the individual Tasks are the responsibility of Operating Agents. These Tasks and their respective

Operating Agents are:

Task 1 International Database on Demand-Side Management & Evaluation Guidebook on the Impact of DSM and EE for Kyoto's GHG Targets – *Completed*  
Harry Vreuls, NOVEM, the Netherlands

Task 2 Communications Technologies for Demand-Side Management – *Completed*  
Richard Formby, EA Technology, United Kingdom

Task 3 Cooperative Procurement of Innovative Technologies for Demand-Side Management – *Completed*  
Hans Westling, Promandat AB, Sweden

Task 4 Development of Improved Methods for Integrating Demand-Side Management into Resource Planning – *Completed*  
Grayson Heffner, EPRI, United States

Task 5 Techniques for Implementation of Demand-Side Management Technology in the Marketplace – *Completed*  
Juan Comas, FECESA, Spain

- Task 6 DSM and Energy Efficiency in Changing Electricity Business Environments – *Completed*  
David Crossley, Energy Futures, Australia Pty. Ltd., Australia
- Task 7 International Collaboration on Market Transformation – *Completed*  
Verney Ryan, BRE, United Kingdom
- Task 8 Demand-Side Bidding in a Competitive Electricity Market – *Completed*  
Linda Hull, EA Technology Ltd, United Kingdom
- Task 9 The Role of Municipalities in a Liberalised System – *Completed*  
Martin Cahn, Energie Cites, France
- Task 10 Performance Contracting – *Completed*  
Hans Westling, Promandat AB, Sweden
- Task 11 Time of Use Pricing and Energy Use for Demand Management Delivery- *Completed*  
Richard Formby, EA Technology Ltd, United Kingdom
- Task 12 Energy Standards  
To be determined
- Task 13 Demand Response Resources - *Completed*  
Ross Malme, RETX, United States
- Task 14 White Certificates – *Completed*  
Antonio Capozza, CESI, Italy
- Task 15 Network-Driven DSM - *Completed*  
David Crossley, Energy Futures Australia Pty. Ltd, Australia
- Task 16 Competitive Energy Services  
Jan W. Bleyl, Graz Energy Agency, Austria / Seppo Silvonen/Pertti Koski, Motiva, Finland
- Task 17 Integration of Demand Side Management, Distributed Generation, Renewable Energy Sources and Energy Storages  
Seppo Kärkkäinen, Elektraflex Oy, Finland
- Task 18 Demand Side Management and Climate Change - *Completed*  
David Crossley, Energy Futures Australia Pty. Ltd, Australia
- Task 19 Micro Demand Response and Energy Saving - *Completed*  
Linda Hull, EA Technology Ltd, United Kingdom
- Task 20 Branding of Energy Efficiency - *Completed*  
Balawant Joshi, ABPS Infrastructure Private Limited, India
- Task 21 Standardisation of Energy Savings Calculations - *Completed*  
Harry Vreuls, SenterNovem, Netherlands
- Task 22 Energy Efficiency Portfolio Standards - *Completed*  
Balawant Joshi, ABPS Infrastructure Private Limited, India
- Task 23 The Role of Customers in Delivering Effective Smart Grids - *Completed*  
Linda Hull. EA Technology Ltd, United Kingdom
- Task 24 Closing the loop - Behaviour Change in DSM: From theory to policies and practice  
Sea Rotmann, SEA, New Zealand and Ruth Mourik DuneWorks, Netherlands

Task 25 Business Models for a more Effective Market Uptake of DSM Energy Services  
Ruth Mourik, DuneWorks, The Netherlands

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Also, visit the IEA DSM website: <http://www.ieadsm.org>

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