

Applying commercial research techniques to social marketing goals

*We just
need to
change
behaviour*

A presentation to the IEA Workshop,
Paris – March, 2013

Based on research developed and conducted for the New Zealand
Energy Efficiency & Conservation Authority (EECA)

Presented by Debra Hall, Retired Executive Director Research,
Synovate New Zealand (now IPSOS)



reasons for doing

market research

2

Accountability

To monitor & evaluate effectiveness

Insight

To inform better decisions & strategies





Theories are important... but where's the money?

Commercial
marketing

What they
buy, use & do
~
for profit

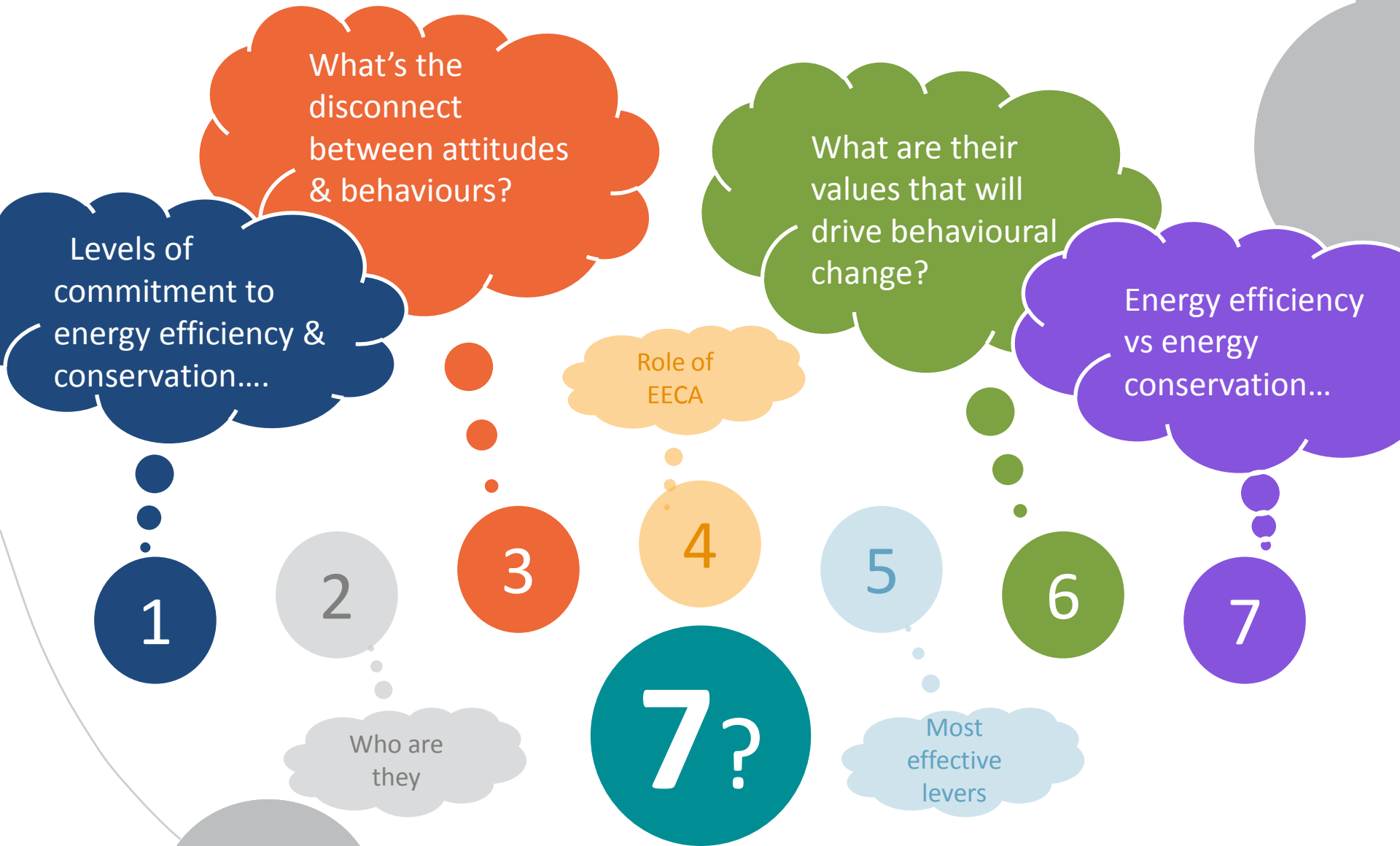
Change
behaviour

Social
marketing

What they
do, buy & use
~
for good



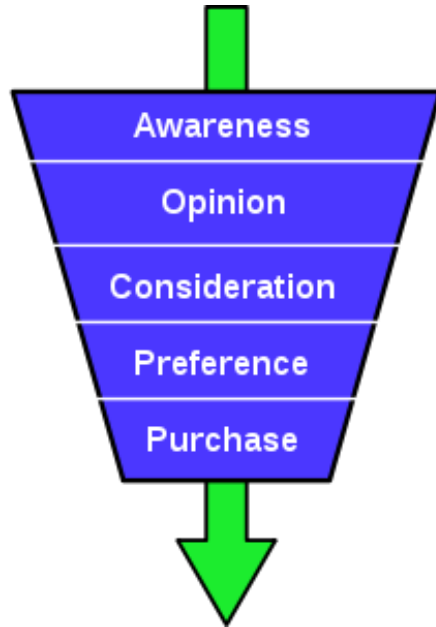
The brief? Turning involvement into action



Historical models of behavioural change were all about pushing people up a ladder or down a funnel...

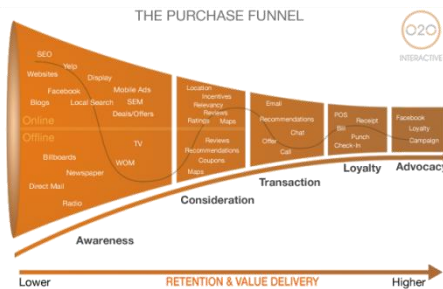
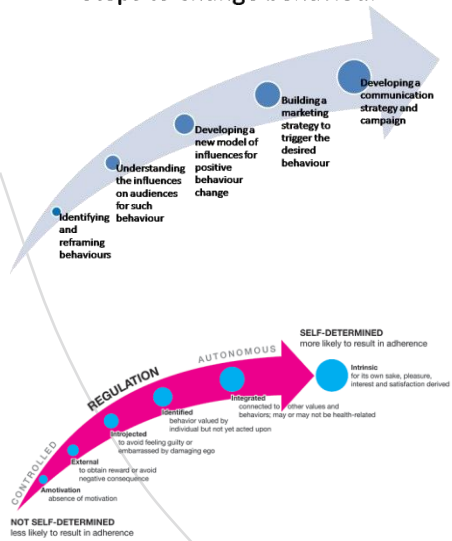
A small, very small selection...

THE 5-STEPS OF CHANGE™



BUT
we now know
that human
decision-
making is not
sequential

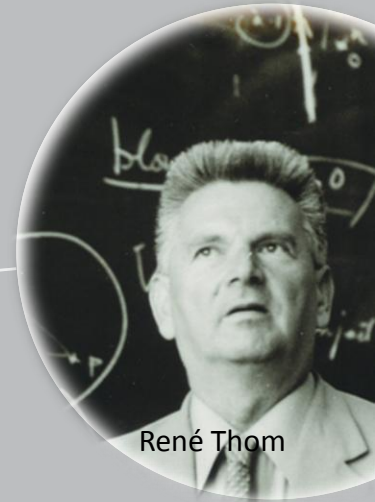
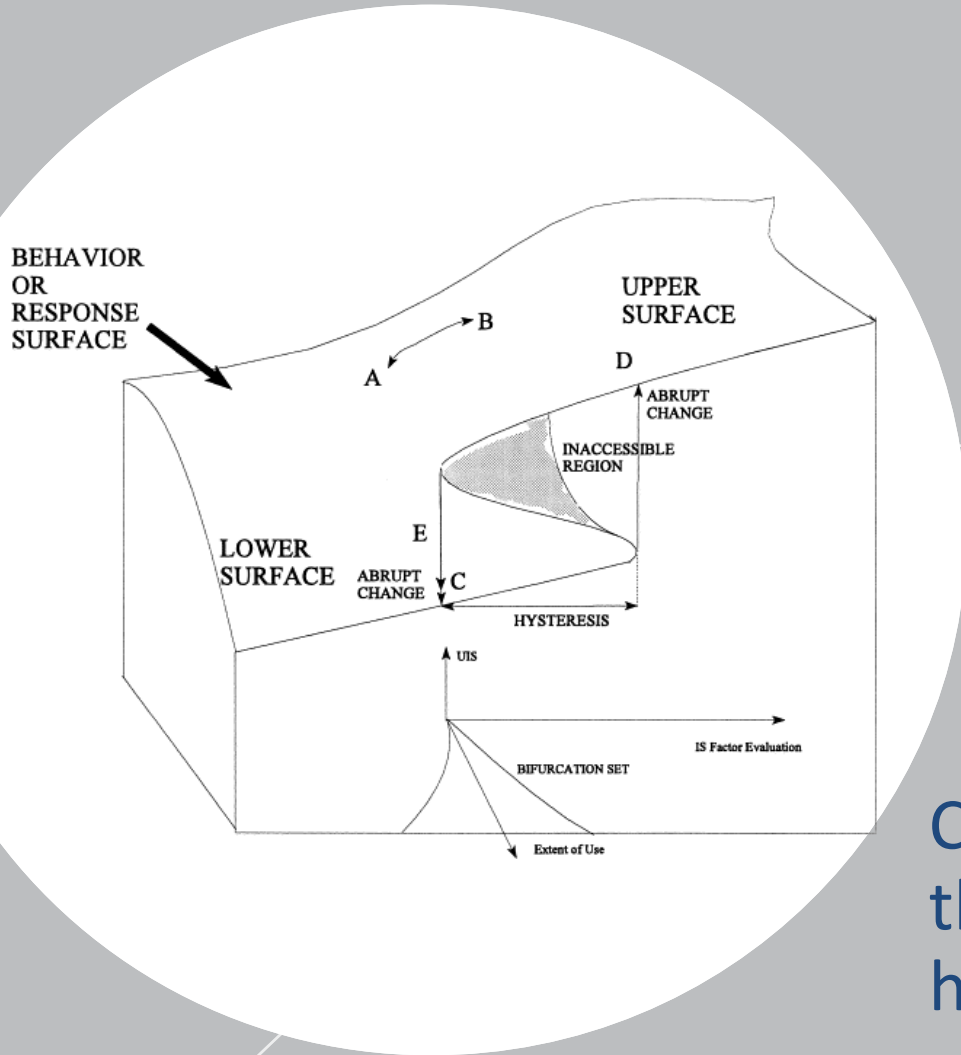
Steps to change behaviour



"Kotters Eight Steps of Change"



* Kotter, John P. and Cohen, Dan S. The Heart of Change. Boston: Harvard Business School Press



Catastrophe Theory changed the way we think about human choices

A commercial implementation of the Butterfly Cusp model from Catastrophe Theory



Jan Hofmeyr

A model that **started in the social arena** with PhD Thesis on religious conversion

Developed into **research questions to support the ANC** in building commitment to democracy amongst white South Africans

And **then found commercial application** in banking, then consumer goods, services, etc etc... (1990)



In New Zealand, we pioneered the use of these commercial research models for social issues research

The challenge is the same, the options are similar....

How to make more people want to buy my product?

- Increasing attraction
- Making it easier to buy

**COMMERCIAL
WORLD**

**Where
to
invest
?**

How to make more people want to do THIS and not THAT?

- Change the way they think about it
- Make it easier for them to do THIS
- Create negative consequences for doing THAT

**SOCIAL
WORLD**

Turning involvement into action

Energy efficiency vs energy conservation...

7

Energy efficiency

Energy conservation

A word cloud for 'Energy efficiency' featuring terms like 'Insulation', 'Saving money', 'Solar', 'Energy-saving light bulbs', and 'Environment'. The words are arranged around a central image of hands holding energy-saving light bulbs.

Insulation
Save energy
Saving money
Saving power
Solar
Energy-saving appliances
Energy-saving light bulbs
Save / conserve
Environment
Economic car use
Heating
Cars
Switch off
Great / positive
Saving the planet
I'm doing my bit
Achievable
Not achievable / time consuming
Green
Energy-saving appliances
Cars
Switch off
Electricity / power
Expensive
Energy-saving light bulbs
Waste
Government / politics
Not supported

A word cloud for 'Energy conservation' featuring terms like 'Switch off', 'Save power', 'Recycle', 'Save / conserve', and 'Environment'. The words are arranged around a central image of hands holding a globe.

Switch off
Save energy
Save power
Energy saving appliances
Solar
Global warming
Green
Save / conserve
Economic car use
Switch off
Expensive
Energy saving light bulbs
Waste
Not supported
Time consuming / unsustainable
Not achievable
Recycle
Save / conserve
Save resources
Save the planet
Environment
Recycle
Future
Important / necessary
Great
I'm doing my bit
Achievable

Plan energy use, close the thermal bubble, use timers & thermostats, efficient appliances & vehicles, serviced often, insulate & double glaze if you can afford it

Put on a sweater, walk or cycle, cold water wash, repair appliances, hang out the washing, switch off everything at the wall



Building commitment is about making 'space' in the mind to think about energy use

- In the context of other life priorities





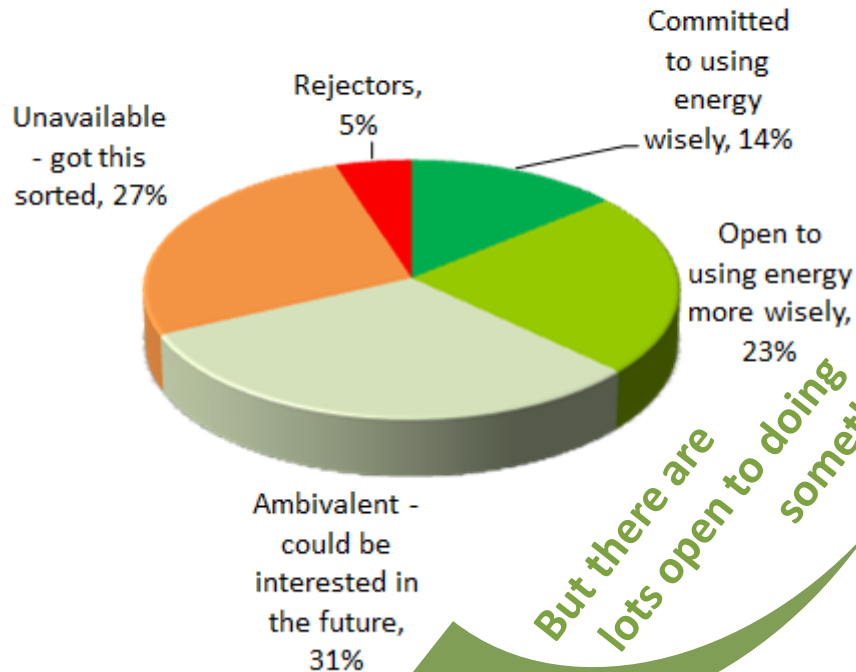
Building commitment is about making 'space' in the mind to think about energy use

People have a lot to think about – energy use occupies a teeny-tiny bit of their mindspace

Levels of commitment to energy efficiency & conservation....

1

Commitment to using energy wisely



But there are lots open to doing something!

Money, home, family, career, health....
....energy?



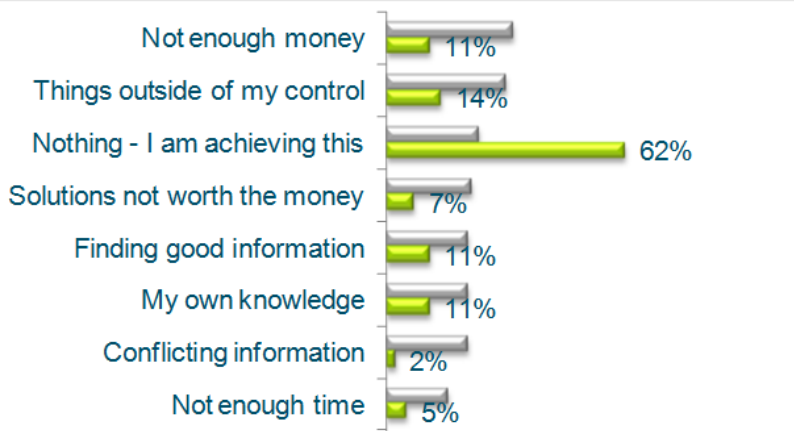
Knowing what's stopping them will identify where to invest in barrier-reduction...



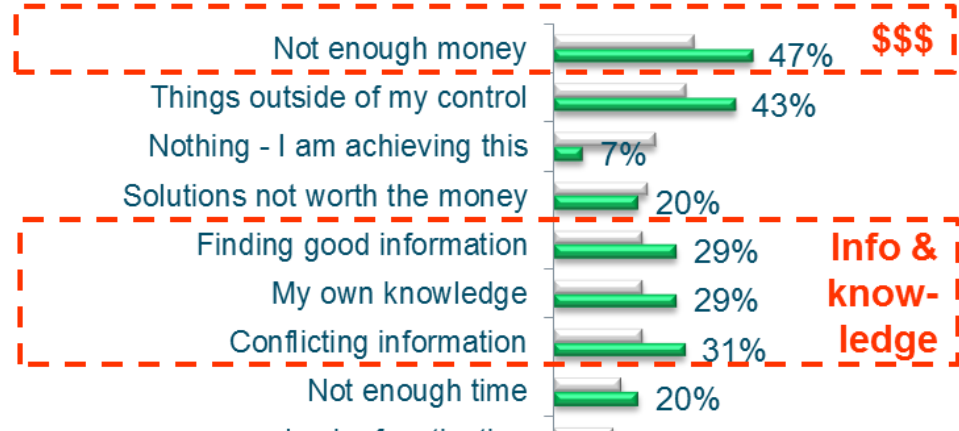
- The first barrier is **other priorities...**
committed energy users use less bandwidth worrying about financial, career and health priorities
- And for those who **WANT** to do more...
 - ⇒ Lack the resources (money)
 - ⇒ And have significant information barriers (including conflicting information)
- Plus a range of other barriers discovered since...



Committed energy-wise consumers see few barriers at a high level



Those open to being more energy-wise are held back by many things



Motivations map around me, my world and the world



What are their values that will drive behavioural change?



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1. You'd be doing what you can to ensure we have enough resources in the future
2. You'd feel you were doing your bit to save the planet
3. You'd be setting a good example to your children / others
4. You'd know you were doing the right thing (no need to feel guilty)
5. You'd help preserve NZ's image of being clean and green

6. You'd have a consistently warm and comfortable home

7. You would save money immediately
8. You would save money in the longer term
9. You'd feel more in control of your household spending
10. The value of your house would increase



11. The people in your household would get sick less often

12. Your friends / neighbours would admire what you're doing
13. You'd have a more harmonious family life
14. You'd feel more positive about your life

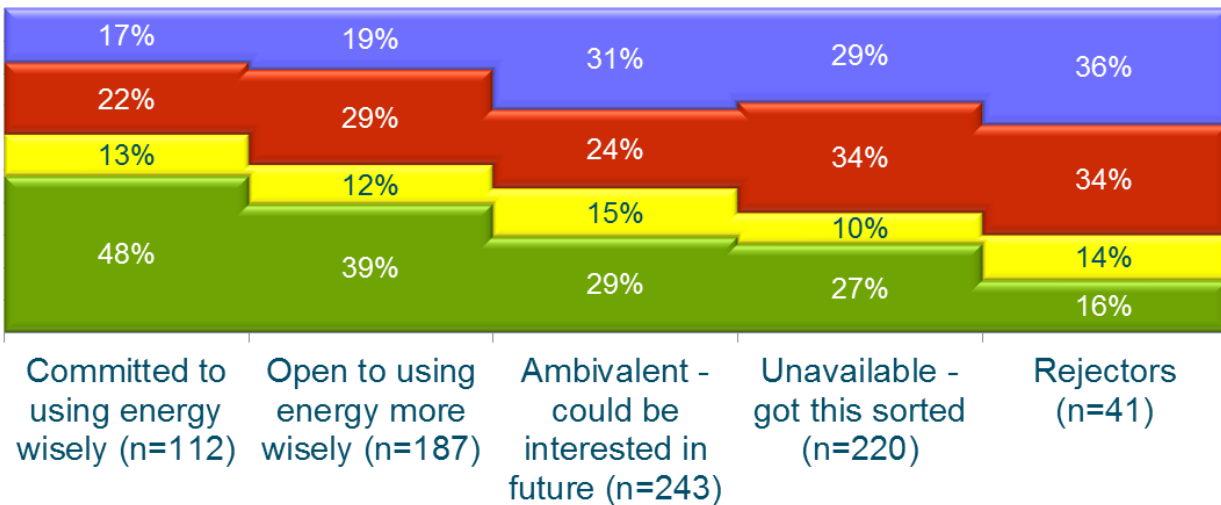
Motivations vary by levels of commitment



The more committed our audience, the more we talk about sustainable future

The less committed our audience, the more we talk about comfortable home and cost savings

The ideal balance of messaging for each segment looks like this

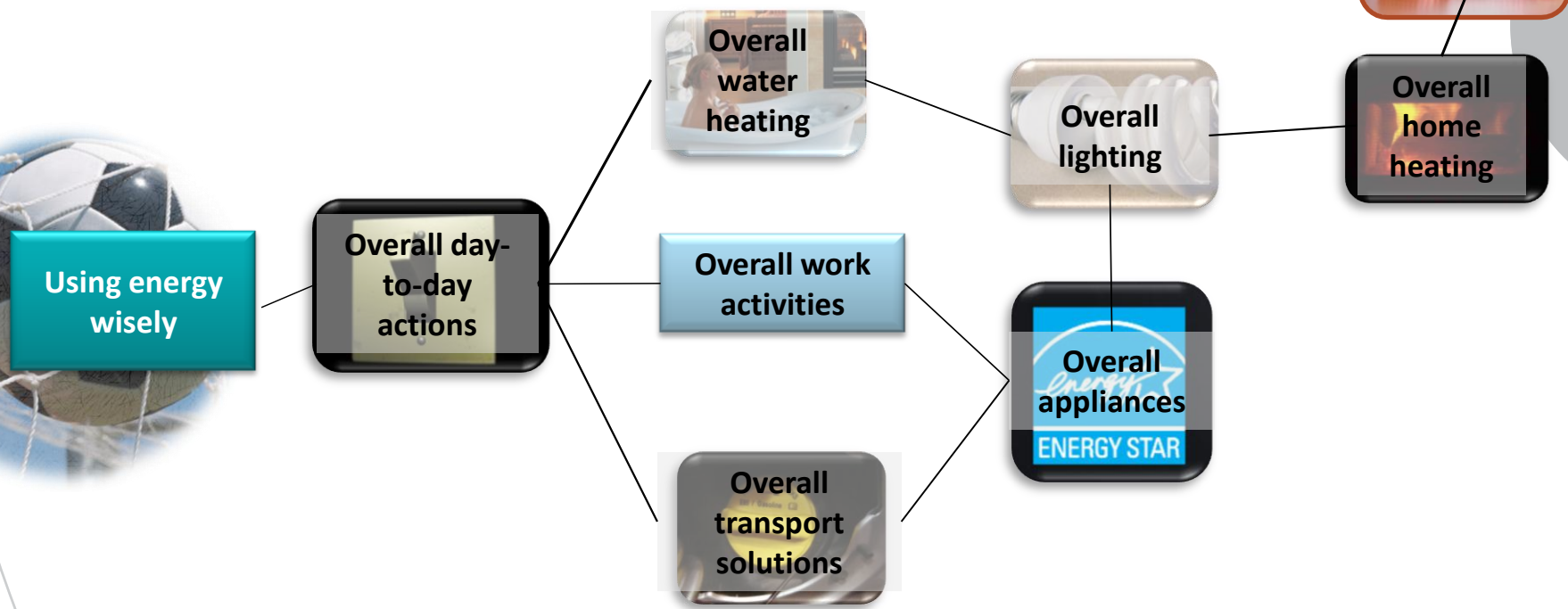




Driving behaviours turns out to be about MORE than just reducing barriers and pushing motivations

What are their values that will drive behavioural change?

Driving wise energy use by starting with insulation sets up a stream of causality relating to housing infrastructure



Graphical model based on partial correlations

Persuading people to act at the store, at work, and on the road are interlinked (out-of-home activities), but still need to push towards day-to-day activities to cause actual change

The research delivered **5** key learnings

- 1.** Words matter – efficiency and conservation are not the same thing
- 2.** Getting energy use ‘on the agenda’ is difficult – people have higher order priorities
- 3.** Motivations differ – and may change as we age / become more established
- 4.** There is a clear framework of benefits – me / my world / the world
- 5.** Day to day behaviours hold the key to long term energy behaviour change



In summary

The vision – integrated communications that drive both short term action and long term behaviours in every part of people’s energy use

What the research shows....

\$\$\$
EECA PROGRAMMES => deals & offers
Success = UPTAKE

People CLEARLY want home insulation – need to find ways to overcome \$\$\$ barrier

Programme specific communications drive uptake, but not long term change

But if the ultimate objective is to deliver long term change
Longer term Success = ONGOING ACTIONS

One off purchases do NOT drive daily behavioural change

INFORMATION barrier: people can’t afford the solutions they know about, and don’t know about the solutions they can afford
Existing info can be misleading, conflicting or confusing

There is a roadblock – it’s the day to day behaviours that drive commitment

Words matter - “efficiency” is most useful

The balance : a warm comfortable home, a sustainable future and saving costs – **IN THAT ORDER**

Talk to people in the right way, using the right levers

Getting through the roadblock is about connecting the dots – link installation to behaviour

And about dealing with the HIGH information barriers – accessible, clear, non-conflicting advice

Need to communicate the LINKAGES

EECA as the INDEPENDENT AUTHORITY for info & advice

Key points

1. A huge amount of investment goes into developing commercial research models, focused on delivering **insights to drive human behaviour change**
2. These **models can be adapted** for use in other 'behaviour change' scenarios, with equally good outcomes
3. What people do is, and always has been, driven by **how they feel about X in the face of other alternatives**, and what stands in the way of change
4. Research can direct our focus to...
 - ⇒ **Improving their belief** that X is what they need to do / must do;
 - ⇒ Or **increasing their desire** to do X (just because they want to)
5. EECA used commercial research to underpin marketing programmes which have had **a huge impact** on the way NZers think about energy use, and what they are doing about it

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