

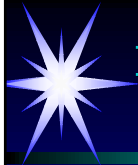


CEE and the National Clothes Washer Initiative

Shel Feldman, SFMC

Jane Peters, Research Into Action, Inc.

Mitch Rosenberg, XENERGY, Inc.



Bottom line: The National Initiative Model works

CEE's activities contributed to "The end of the beginning" for clothes washers

Facilitated the decisions of utilities and others to join the Initiative

Helped shape the offerings of manufacturers

But synergies and the target product market are also important



What is the National Initiative Model?

Voluntary working agreements between CEE and utilities/regional programs

To promote the manufacture, distribution, and sale of resource-efficient clothes washers (RECWs)



What are the components of the model?

CEE offers its members and other stakeholders a centralized venue for program facilitation

Participants provide support for the initiative and for local programs

No requirements for

- Specific regional/local designs

- Rebates or rebate levels

- Product ordering



Why did the model work?

Program design addressed the crucial market barrier

Implementation activities incorporated valuable services ...

... accompanied by regular, expert, trustworthy communication



Product availability, the *chicken & egg* market barrier

Opportunity constraints: How can we attain the savings—or support the product—without qualifying models?

Market risk for manufacturers: How do we know a substantial market will emerge?



The logic of the intervention

Demonstrate ability to reduce
market risk, thus ...

... inducing additional product
offerings



Services to the energy efficiency community

Provided credible specifications

Facilitated program approval

Enlisted beyond core players

Encouraged cooperation by other
market actors

Offered regular updates



Services to the market actors

Aggregated program participants

Developed credible common specifications

Focused on performance rather than specific designs

Promoted competition through multiple tiers

Provided communication channel



The NCW I as a paradigm for future programs

Some aspects of the National Clothes Washer Initiative (NCW I) are likely to be transferable

Others may not be readily repeated

And the context for other MT efforts may not always be so favorable



Some elements crucial to success may be transferable

Establishing a broadly inclusive
process to develop and review
qualification criteria

Providing many stakeholders with
sense of ownership

Offering opportunities to shape the
program to local or regional needs



Contextual elements may also have benefited the NCWI

Market structure: Relative
concentration and fight for share

Regulatory: The stimulus of the
standard-setting process

Technology: Options perceived as
near-ready for market

Product: Non-energy RECW benefits

Political: ENERGY STAR[®] program
initiation and expansion