Reaching the "High-Hanging Fruit" through Behavior Change: How Community-Based Social Marketing Puts Energy Savings within Reach

Michelle Vigen and Susan Mazur-Stommen

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529 14th Street NW, Suite 600, Washington, DC 20045

Phone: (202) 507-4000 • Twitter: @ACEEEDC

Facebook.com/myACEEE • www.aceee.org

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Abstract

Community-based social marketing (CBSM) is a concept that has received a lot of attention lately, but may not be particularly well understood across the entire energy efficiency community. This white paper is the first in a series of ACEEE papers discussing insights drawn from the social and behavioral sciences in order to advance energy-efficient behavior and choices. The goal of the ACEEE Behavior Program in providing these white papers is to afford program developers, implementers, and evaluators greater ease in selecting among the rapidly proliferating social science-based ideas that have taken root across the industry in the past decade. ACEEE is not arguing in favor of any one particular approach.

In this paper, we will unpack and describe the core concepts and application of CBSM generally, citing specific and recent examples of its use within energy efficiency and demand-side management programs. We will conclude with an illustration of how CBSM might be used to encourage uptake of home energy retrofits.

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Introduction

This white paper is the first in a series of ACEEE papers discussing insights drawn from the social and behavioral sciences in order to advance energy-efficient behavior and choices.

Community-based social marketing is a concept that has received a lot of attention lately, but may not be particularly well understood across the entire energy efficiency community. In this paper, we will unpack and describe the core concepts and application of CBSM generally, citing specific and recent examples of its use within energy efficiency and demand-side management programs.

We will conclude with an illustration of how CBSM might be used to encourage uptake of home energy retrofits. These programs reach the deeper savings beyond the "low-hanging fruit" but are more complex and costly to reach. CBSM provides tools to lower perceived barriers and risks, potentially changing the way these programs motivate homeowners to participate. We will highlight, in particular, how the One Change Foundation is incorporating CBSM in its High Five program model.

The goal of the ACEEE Behavior Program in providing these white papers is to afford program developers, implementers, and evaluators greater ease in selecting among the rapidly proliferating social science-based ideas that have taken root across the industry in the past decade. ACEEE is not arguing in favor of any one particular approach.

Background

Community-based social marketing has a decades-long history of implementation in public health and international development, but its incorporation into energy efficiency behavior change efforts is of a more recent vintage. In 1996, Dr. Doug McKenzie-Mohr published *Promoting a Sustainable Future: An Introduction to Community-Based Social Marketing*, introducing CBSM as a framework that focuses on using social marketing techniques to lower research-confirmed barriers to sustainable behavior (McKenzie-Mohr 1996). CBSM is based on research "that demonstrates that behavior change is often most effectively achieved through initiatives delivered at the community level that focus on removing barriers to an activity while simultaneously enhancing the activity's benefits" (McKenzie-Mohr 2011a). Critical aspects of properly implemented CBSM are that it aims for change at the level of a social group rather than of an individual; it also harnesses the inherent properties of human sociality such as mechanisms that re-enforce group solidarity to reduce resistance to new ideas and habits *collectively*.

CBSM is, in particular, an alternative to two pervasive models about behavior change: the attitude-behavior and economic self-interest models. The attitude-behavior model suggests that informing individuals and convincing them to adopt a positive attitude towards a particular action will suffice for them to change a behavior. The economic self-interest model assumes that individuals will always change their behavior to maximize financial benefit. Research around these two models and the remaining "energy efficiency gap" speak to the insufficiency of these two models to drive energy-efficient behavior change (Geller 1981; Walker et al. 1985; Schultz 2002). CBSM offers an alternative approach that also addresses the psychological and social dimensions of human behavior and decision-making, which are not done in isolation, but rather in concert with each other.

CBSM is outlined in a five-step process that can be used for program design (McKenzie-Mohr 2011a):

1) Selecting behaviors that will achieve program outcomes
2) Identifying barriers and benefits, using local research when possible
3) Developing strategies, drawing from social science tools to address barriers
4) Piloting the strategies, ensuring the effectiveness of the strategies
5) Broad-scale implementation and evaluation, utilizing direct and observational measurement when possible

This paper focuses particularly on steps two through four above. The authors consider it vital that program designs consider local and regional issues during their planning stages for the deepest savings possible. As energy efficiency is increasingly recognized as a cost-effective energy resource, utilities and state and federal organizations have developed programs to encourage energy efficiency. Conventional utility programs offer financial incentives to encourage customers to upgrade appliances, change out light bulbs, and make other low-cost plug-and-play upgrades. These programs have been met with a range of success, but neglect to motivate those who have additional non-financial barriers to completing these actions (e.g., tenants who rent, or those who lack transportation or access to technology). Such barriers are often revealed through the CBSM process and programs can be designed to lower those barriers.

This perspective is especially important in situations where implementing energy efficiency measures has a higher financial cost and greater non-financial barriers. Programs that target deeper energy savings, such as energy audits and home energy retrofits, struggle to achieve high implementation levels despite generous financial incentives (Fuller et al. 2010; Lee 2010; Neme et al. 2011; Palmer et al. 2011). Such programs involve more complex decision-making, coordination of more stakeholders, and additional barriers for which a financial incentive is insufficient.

The idea behind incorporating CBSM into these more complex programs is to move the program's focus from motivating individuals to engaging communities. Through harnessing the attributes of human sociability, programs can lower real and perceived barriers to action and motivate behavior change beyond what financial incentives can sustainably affect. CBSM will help overcome the hurdles to reach maximum adoption of "low-hanging fruit" energy efficiency opportunities and put the harder-to-reach savings within reach.

Defining CBSM (and What It Is Not)

Despite widespread use and high visibility, many people may remain unfamiliar with the underlying principles of community-based social marketing. There is a lack of cohesion and definition to the framework, as well as varying levels of training and experience with CBSM. Therefore, we believe it is worth outlining it in detail before commenting on the direct application of CBSM principles and how they might be effectively deployed.

The Behavioral Perspective

Traditional programs are often based on conventional wisdom that education and information, as well as economic incentives or financial benefit, can drive new behaviors in the form of energy-efficient purchases, upgrades, and habits. Research shows that interventions that use behavioral approaches can be

as or even more effective at achieving energy-efficient behavior (Skumatz 2011; Geller 1981; Walker 1985; Schultz 2002).

In contrast to the traditional models, behavioral perspectives consider other factors in human decision-making and behavior to be important, including social cues, self-image and the status quo, and local values and identities. Practitioners can use CBSM to access these powerful and effective tools without the need for extensive research into social and behavioral psychology. Such tools can influence the target audience to act on social and psychological factors as well as (if not better than) factors solely based upon attitudinal or economic traits.

Achieving deeper energy savings, such as through home energy retrofit, will require individuals to engage in multiple new behaviors; homeowners must respond to new feedback mechanisms, learn how to operate or program new devices, adopt new habits, and make longer-term investments in the energy efficiency of their homes that may be invisible, intangible, and grossly undervalued by the real estate industry. These outcomes can only be achieved through program designs that move beyond reliance upon unidirectional transfer of information and passive recipients. Similarly, deeper savings will need to be based on shorter time between action and feedback, as well as direct observation and empirical measurements of behavior change (as opposed to surveys and correlation). CBSM offers program developers and managers the tools to motivate and engage homeowners in these new actions that lead to energy savings.

Dynamic program designs are needed that can address the complexity of human behavior and decision-making. CBSM is a framework in which programs keep social, cultural, and behavioral perspectives at the forefront. Today, CBSM and the application of a behavioral perspective are being used and tested broadly across sustainability and environmental fields. Researchers, utilities, and government agencies alike are increasingly using the behavioral approach, via the CBSM model, to advance energy-efficient behavior.

CBSM and Social Marketing

To a great extent, "social marketing" and "community-based social marketing" refer to common concepts (neither of which should be confused with "social media"). Dr. McKenzie-Mohr and social marketers distinguish CBSM by its five-step framework—as outlined above—from "classic" marketing programs oriented around the four alternative P's of marketing: Product, Price, Placement, and Promotion (Cheng et al. 2009; McKenzie-Mohr et al. 2012). Community-based social marketing uses marketing principles and techniques to "create, communicate, and deliver value" to influence a targeted behavior (or set of behaviors) in a socially beneficial and long-term way (Cheng 2009). This marketing approach has been widely used outside of energy efficiency in campaigns for public health and safety, such as smoking cessation, hand-washing, or seat belt usage. A key component of CBSM is that it applies social marketing tools around researched and identified barriers and benefits as experienced by a local and specific audience. Once the relevance of said barriers and benefits are confirmed, a program strategy can be designed to specifically address them, increasing the likelihood that participants will complete a behavior change. It is the local and specific aspects of both the targeted audience and the proposed behavior change, working jointly, that account for the success of CBSM-type programs.

Outcomes-based Design for Energy Savings

CBSM provides a focal point and a set of organizing principles to energy efficiency programs, ensuring that resource allocation and program design are targeted toward a behavior change outcome. The CBSM framework guides program design toward specific *outcomes*, rather than *outputs*. For example, rather than designing a program that promotes a listing of dozens of energy-efficient actions around the home where the goal would be an *output* of promotional information, a CBSM-based program may focus on the measurable *outcome* achieved from a specific action such as the energy savings from turning down a gas or electric water heater to 120 degrees. The program is then tailored specifically to address the barriers that keep individuals from successfully completing that action resulting in the desired outcome of the program—in this case, energy savings. By narrowing the focus of a program's design to reduce research-confirmed barriers to a specific behavior and outcome, programs become leaner, more targeted, and potentially more cost-effective. Rather than wasting resources due to false assumptions about barriers, the CBSM framework ensures that programs are truly designed around the completion of specific behaviors that result in the target outcomes.

Local Change through Localized Approaches

In contrast to traditional programs, which may have a certain "cookie-cutter" quality about them, the effectiveness of a behavior-based energy efficiency program lies in its ability to address the *specific* barriers and challenges that program participants will experience as they attempt to adopt the new behavior. These barriers are inherently local, if not individual, and thus CBSM programs are inherently custom-made to fit the needs of the target community. The design of the program is most cost-effective when constructed around barriers identified through research of the target audience through local research.

Focus groups, interviews, literature reviews, and surveys help program designers identify the barriers that the target audience is most likely to encounter. In addition, local research can uncover important information such as when certain audiences are more available to meet or receive communications (e.g., farmers' availability around planting and harvest, opportunities around local festivals); who is the best messenger for information and marketing (e.g., a local environmental advocate or a small business leader); or what types of message resonate with local culture, values, and identity (e.g., whether messages of climate change or local economic resilience will be more relevant).

An example of how local research can shape the design of a successful campaign is the "Save the Crabs" CBSM campaign in the Chesapeake Bay/Washington, D.C. area. Run-off from local communities was impacting the water quality in the Chesapeake Bay area, causing eutrophication and impacting coastal wildlife. Impacted species included the blue crabs, a well-known symbol of the region's cuisine and local economy. In the CBSM campaign, homeowners were asked to complete a specific action: to fertilize in the fall instead of the spring to reduce runoff into the bay. The campaign was framed around the blue crab, a seafood served and enjoyed in many restaurants in the area. Additionally, the blue crab also symbolized a crucial regional industry (Paolisso 2007).

The slogan "Save the crabs…then eat them later" and the plea to save fertilizing till the fall was promoted by local chefs and local newspapers, such as the free and commonly picked-up Washington Post Express. The program was promoted on restaurant coasters and by participating homeowners who displayed signs

of their participation, "No appetizers were harmed in the making of this lawn." The campaign also used a print and TV media campaign. Post-campaign survey results showed that those who were exposed to the campaign were significantly more likely not to fertilize their lawn in the spring (Landers et al. 2006).

TOOLS FOR CHANGING BEHAVIOR

Below are descriptions of social marketing tools that CBSM utilizes to lower identified barriers. This list is by no means exhaustive[1] but includes recommended strategies to address some of the most common occurring barriers in programs. Each strategy is described along with the specific barrier it addresses and an example of correct and effective use to achieve an energy efficiency outcome. The CBSM framework encourages the application of *only* the necessary tools to address a set of barriers (McKenzie-Mohr 2011b). While all the strategies below are powerful, cost-effectiveness is achieved by using only the specific strategies that address the specific barriers to completing the target action. Note that we are not saying that CBSM programs need *all* of the tools listed below, nor that they be deployed simultaneously.

As one example, a pilot program in New York uncovered that a major barrier to getting tenants to turn off their air-conditioning wall units (packaged terminal air conditioning) was that many of the modules lacked knobs (Goldsmith 2012). In this case, no amount of pledges, information, or workshops would have overcome this operational barrier! A cost-effective program approach would have to include creating an accessible way to turn off the units and then, again based on research, determining if additional barriers exist, such as misperceptions about energy use to turn the unit on and off. Additional tactics must be employed to addresses each unique type of barrier. Failing to strategize for multiple barriers will lead to lower rates of success and higher program expenses in the end.

Commitment

Commitment refers to how we want to be consistent with what we say we will do, who we say we are. Spoken, written, and public statements reinforce new identities and self- image, significantly altering behavior.

When to use it: If there's a lack of self-motivation, a simple and public commitment will invite a change in self-image and therefore behavior. This strategy must also include a way to demonstrate the commitment as well.

Example: Sacramento Municipal Utility District (SMUD) implemented a 3-year feedback program via the OPOWER Home Electricity Reports. Participants were also invited, though not required, to make a "pledge to save" goal. At the end of the program, SMUD found that those that made the voluntary pledge goal achieved approximately three times as much savings as the average savings from all participants (Schick and Goodwin 2011).

[1] More tools are listed at http://www.cbsm.com.

Social Diffusion

Social Diffusion refers to how we follow signals from trusted peers. Seeing a trusted peer succeed at an action demonstrates and reduces barriers of uncertainty of benefits and barriers.

When to use it: If there is a lack of motivation due to a lack of trust or a lack of trusted information, such as about a technology or action, communicate and reach out through existing and trusted social networks.

Example: Xcel Energy piloted a house party model called Halloween Gone Green, offering Colorado customers a kit to host a house party. The kit included games that informed about energy-saving opportunities in the home. The parties were a form of social diffusion in that hosts tended to be energy efficiency leaders and the parties allowed them to talk about energy efficiency and show guests what they had done in their homes already. According to Chris Dierker (2012), Market Communications Manager for Xcel Energy, preliminary survey data (presented at ACEEE's Energy Efficiency as a Resource Conference in 2011) showed that the parties effectively demonstrated how trusted peers were taking actions to save energy.

Social Norms

Social norming refers to how we internalize the typical behavior of those around us as normal, and follow suit. Numbers matter more than the level of trust (see social diffusion), triggering a documented tendency to want to "fit in."

When to use it: If there is a lack of motivation due to uncertainty about social acceptance, demonstrate or hint that a critical mass is already acting. This often requires the program to make actions visible.

Example: Many utilities across the United States are working with third-party providers, such as C3, OPOWER, and Tendril, to send their customers personalized reports that show their energy use in comparison to their most efficient neighbors and all other neighbors. "Neighbors" data is collected from similarly sized homes. This comparison produces a norming effect, encouraging those with above average energy usage to save. These reports have shown to produce an average of 2-3% reduction in energy usage (Allcott 2011).

Prompts

Prompts are signage, feedback, or reminders *close in proximity and time* to the targeted action. (Prompts are not to be confused with slogans.)

When to use it: If a major barrier to completing an action is forgetfulness or a lack of instant cues, providing a prompt can be an effective intervention.

Example: Many colleges and universities across the U.S. are working to engage staff and students in turning off the lights when leaving empty rooms. A common barrier is that staff and students are unsure if they should turn off the lights or else they simply forget. A prompt, in the form of a light switch sticker, can direct occupants to turn off the lights and remind them just as they are leaving the room to do so (Temple University Office of Sustainability 2009; UCF Today 2012).

Communication

Communication should provide relevant and impactful messages in a vivid and personal way. Rather than simply disseminating information, presenting important and otherwise missing information in a compelling way can reduce a barrier of lack of information.

When to use it: If and when an important message needs to be disseminated and retained by its audience, focus on communicating something vivid, memorable, and relevant. Often this means using aggregate information or framing impacts in terms of (potential) losses, not gains. Avoid fear appeals.

Example: David Suzuki, a Canadian academic, scientist and activist, and founder of the David Suzuki Foundation, has produced a series of films to convey the significance of energy efficiency. One commercial done for Powerwise, an energy-conservation ad campaign in Ontario, shows a couple conversing about turning up the heat. In the background, in the middle of their kitchen wall, a chainsaw begins cutting out a basketball-sized hole. Dr. Suzuki pokes his head (his face is familiar to most Canadians) through the large hole and informs them that all the leaks in their home put together would add up to a hole the size of a basketball. He tells them to put on a sweater and visit the Powerwise website to learn about air sealing and caulking. The commercial effectively shows the full impact of otherwise dispersed leaks and therefore the significance of air sealing (Suzuki Foundation 2008).

Incentives

Incentives come in the form of financial and status-based awards and reduce the upfront real or perceive costs of action.

When to use it: If the cost or perceived cost to act is a major barrier to action, an incentive can lower those costs.

Example: In 2010, as part of the American Recovery and Reinvestment Act of 2009, the U.S. Department of Energy provided funding to states and territories to support consumer rebate programs. In some states, this incentive was very effective in triggering a quick turnover of old inefficient appliances to new ENERGY STAR appliances. In several states, rebate claims ran out within the first week. In Iowa, the rebate offering closed the same day it was opened, and Massachusetts's program, which offered over $5 million in rebates, lasted a mere three hours (Energy Savers 2011a, 2011b).

Convenience

Convenience refers to lowering the barriers by altering inconveniences inherent in built environment, institutions, processes, or other infrastructure.

When to use it: If there is a structural or procedural barrier that causes significant inconvenience to completing an action, a convenience-altering intervention should be implemented.

Example: The University of Minnesota's Power Police, a student-led team of energy efficiency advocates, visits offices around campus to measure energy usage and provide energy-saving devices and recommendations. A standard installation they do at each workstation address the inconvenience of bending down or reaching under the desk to turn off a power strip at the end of the work day by installing

an intermediary switch between the power strip and the outlet. This switch is laid on the desk, easily within reach to turn off at the end of the day (University of Minnesota 2012).

The Behavioral "Bonus"

Programs built around these behavior-based strategies can have impacts beyond the targeted audience. These impacts can be both in terms of encouraging the targeted behavior(s) in untargeted groups, but also in terms of encouraging complementary, subsequent, untargeted behaviors in the target group. Strategies that encourage people to make public and durable commitments to behavior change, or affect a social norm in a community, can have ongoing impacts as entire communities begin to view themselves differently, potentially leading them to complete additional energy-efficient actions. The extra value of behavior-based energy efficiency is that a program may no longer only change the refrigerator in the home, but change the program participant themselves.

In a short decade, the field has expanded its use of CBSM to increase the effectiveness of energy efficiency programs by incorporating behavioral strategies to increase uptake of equipment upgrades and foster greater conservation through behavior change. Whether programs use social diffusion to convey a powerful message about participation, or use public commitments to demonstrate a new norm in a community, the tools and framework provided by the CBSM are allowing practitioners to build and implement programs that save more energy and are more cost-effective.

CBSM and Home Energy Retrofits

The next generation of CBSM campaigns will target energy-efficient actions beyond the "low-hanging fruit" of lighting programs, like those conducted by Project Porchlight (a highly successful CBSM program that activated neighborhoods to exchange bulbs for compact fluorescent light bulbs). The founders of One Change, who developed Project Porchlight, have spent the past 18 months engaging stakeholders in a program design process aimed at applying their CBSM experience to make home energy retrofit programs more popular and less expensive. These programs suffer from low participation rates due to a lack of understanding of and demand for retrofit services, plus the added barrier of high capital costs that homeowners incur in order to access rebates and the benefits of energy efficiency. The CBSM framework is uniquely suited to identifying and addressing the specific, local barriers to homeowner participation (Action Research, Inc. 2010; Fuller et al. 2010; Neme et al. 2011; Palmer et al. 2011):

These barriers include:

- Lack of trust in information and energy savings projections provided by auditors
- Significant upfront costs as well as the cost of finding time for the audit
- Absence of a trusted contactor to complete the upgrades
- Difficulty scheduling time to meet the contractor
- Uncertainty about the quality of the work
- Questions as to whether projected energy savings will be achieved

Other significant barriers to these programs are primarily the result of the additional coordination required between the two main stakeholders in any home retrofit program, homeowners and contractors, who have their own set of barriers:

- Unwillingness to participate when pricing or rate schedules are set by program managers
- Disinterest due to entry costs such as certifications
- Concern over business risks, such as opportunity costs and ROI, managing labor, and timely delivery
- Impression that paperwork requirements are onerous

Program managers may have their own barriers, such as worrying about managing contractors who are unfamiliar with whole house energy retrofits or who lack experience in sales of energy efficiency upgrades (Fuller 2010; Neme 2011). The application of the principles of CBSM to a home retrofit program has the potential to significantly lower the barriers of all of these groups by developing a program design that considers the needs of both homeowners and contractors (and program managers). In addition, gains in program cost-effectiveness can be realized by tailoring marketing strategies to fit the needs of a local audience, thus reducing the requisite marketing costs of any program.

In particular, one way in which One Change seeks to lower barriers to participation is to use a portfolio approach to program coordination (targeting engagement with those who have participated in a prior program). One Change envisions a sequence of participation, unique to every jurisdiction and at the discretion of the local sponsors, where efficiency messages are bundled together to provide a positive social narrative that affirms and celebrates their actions. In these ways, High Five practically seeks to achieve lower-costs-per-retrofit by mining demand-side management resource programs for lead-ins to commitments from participants, and by using social marketing to motivate participants rather than relying intensively upon financial incentives.

The following CBSM principles are prominent in their proposed program model.

- The High Five program model recognizes that any home energy retrofit program must be tailored to each locality in which it is implemented. One Change has built in a local research phase in which crucial barrier and benefit research can be conducted. Factors such as energy prices, climate patterns, local values and identity, and other motivators will be incorporated into the program design from the very beginning.
- High Five incorporates existing barrier and benefit research on home energy retrofit programs and is addressing these commonly found barriers with social marketing strategies that will drive greater participation, recast the process as being streamlined, and ensure quality service. High Five envisions that participation in home energy retrofit programs, like other energy efficiency programs, can be seen as "simple, easy, and fun" if barriers are adequately addressed and the program touches on new motivators. This positive experience, reinforced by the community, can propel participants forward to more complex actions.
- The High Five program model describes a marketing strategy that utilizes not only the cost-effective marketing strategies of CBSM, but also works with other partners such as utilities and local community organizations to target homeowners who have taken some action and are ready for the next level of energy efficiency and can further the message of retrofits as a positive and easy experience.

- High Five is supported by a sophisticated campaign management system that is able to track customer engagement to the address point and therefore provide a basis for ongoing follow-up, evaluation, and analysis.

Potentially, one of the greatest innovations from the High Five model and its use of CBSM is that it could change the existing platform and assumptions upon which traditional home energy retrofit programs are built. Traditional home energy retrofit program models rely on significant financial incentives to drive homeowners to energy home retrofit programs. Such a model is neither financially sustainable nor scalable to meet the needs of the existing inefficient housing stock, and such incentives still do not address many of the barriers that homeowners and contractors experience, as noted in this white paper. A more sustainable vision, as promoted by One Change, is where the bundling of different efficiency programs and messages under a new positive social narrative drives down the perceived cost of taking action and motivates homeowners from the simplest efficiency actions through initial energy audit and consistently through several iterations of home energy retrofits projects.

High Five aims to deliver greater participation and lower program cost per participant. The model seeks to accomplish this by incorporating CBSM and a behavioral perspective to alter the way it drives participation. The High Five program with its use of CBSM has the potential to demonstrate the significant financial value of social marketing and the behavioral perspective for energy efficiency. High Five design is also centered on building the relationship between homeowner and contractor, versus a homeowner or home-centric approach. Recognizing that homeowners spread out investments over a span of time, investment into the relationship between these two stakeholders will have an impact beyond the first retrofit project.

Conclusion

Community-based social marketing has proven itself to be an accessible way to apply a behavioral perspective in sustainability and energy efficiency programs. Its research-based approach and focus on addressing specific barriers to a targeted action has provided a pathway for effective program design. As gains in energy efficiency rely ever more on human behavior, a change in habits and a change in social and cultural norms, the incorporation of knowledge from the social sciences (e.g., social psychology, cultural anthropology, and behavioral economics) will become increasingly important. Growing demand for energy efficiency will merit further development and refinement of accessible tools, like CBSM, that allow easy incorporation of research-based behavioral strategies and best practices in order to meet policy and energy industry goals.

Resources

To learn more about CBSM for your organization, we recommend the following resources:

Online Resources

Fostering Sustainable Behavior: Community-Based Social Marketing website:
http://www.cbsm.com
This site consists of five resources for those working to foster sustainable behaviors, such as those involved in conservation, energy efficiency, transportation, waste reduction, and water efficiency. The site includes the complete contents of the book, Fostering Sustainable Behavior, *as well as searchable databases of articles, case studies, and turnkey strategies. Further, it includes discussion forums for sharing information and asking questions of others.*

Tools of Change
http://www.toolsofchange.com/
This site offers specific social marketing tools, case studies, and a planning guide for helping people take actions and adopt habits that promote health, safety, and/or sustainability. It will help you include in your programs the best practices of many other programs—practices that have already been successful in changing people's behavior.

Reading

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McKenzie-Mohr, Doug, Nancy R. Lee, P. Wesley Schultz, and Philip Kotler. 2012. *Social Marketing to Protect the Environment: What Works.* Los Angeles: SAGE Publications, Inc.

Conferences

Behavior, Energy, and Climate Change Conference
http://www.beccconference.org
The Behavior, Energy and Climate Change (BECC) Conference—now in its sixth year—is the premier event focused on understanding individual and organizational behavior and decision-making related to energy usage, greenhouse gas emissions, climate change, and sustainability.

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