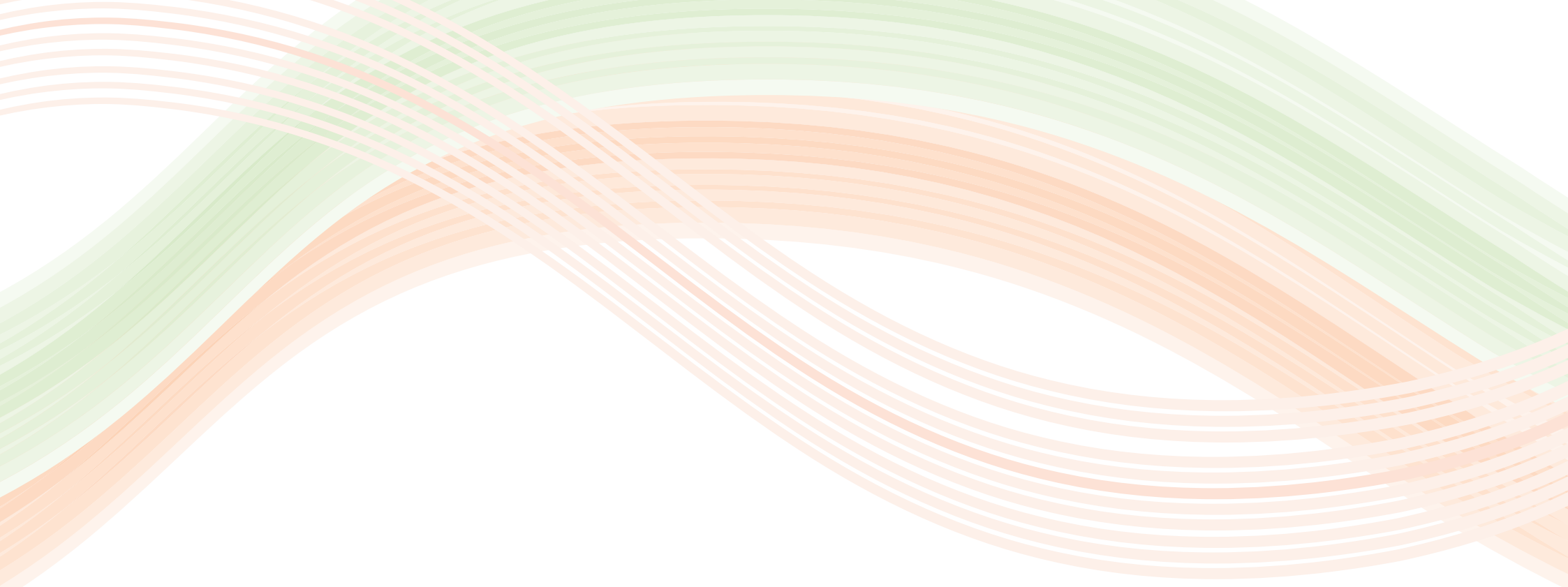


# **MED MARIE**

## **COMMUNICATION STRATEGIC ANALYSIS ON ENERGY RETROFIT OF EXISTING BUILDINGS**

**November 2012 / May 2013**





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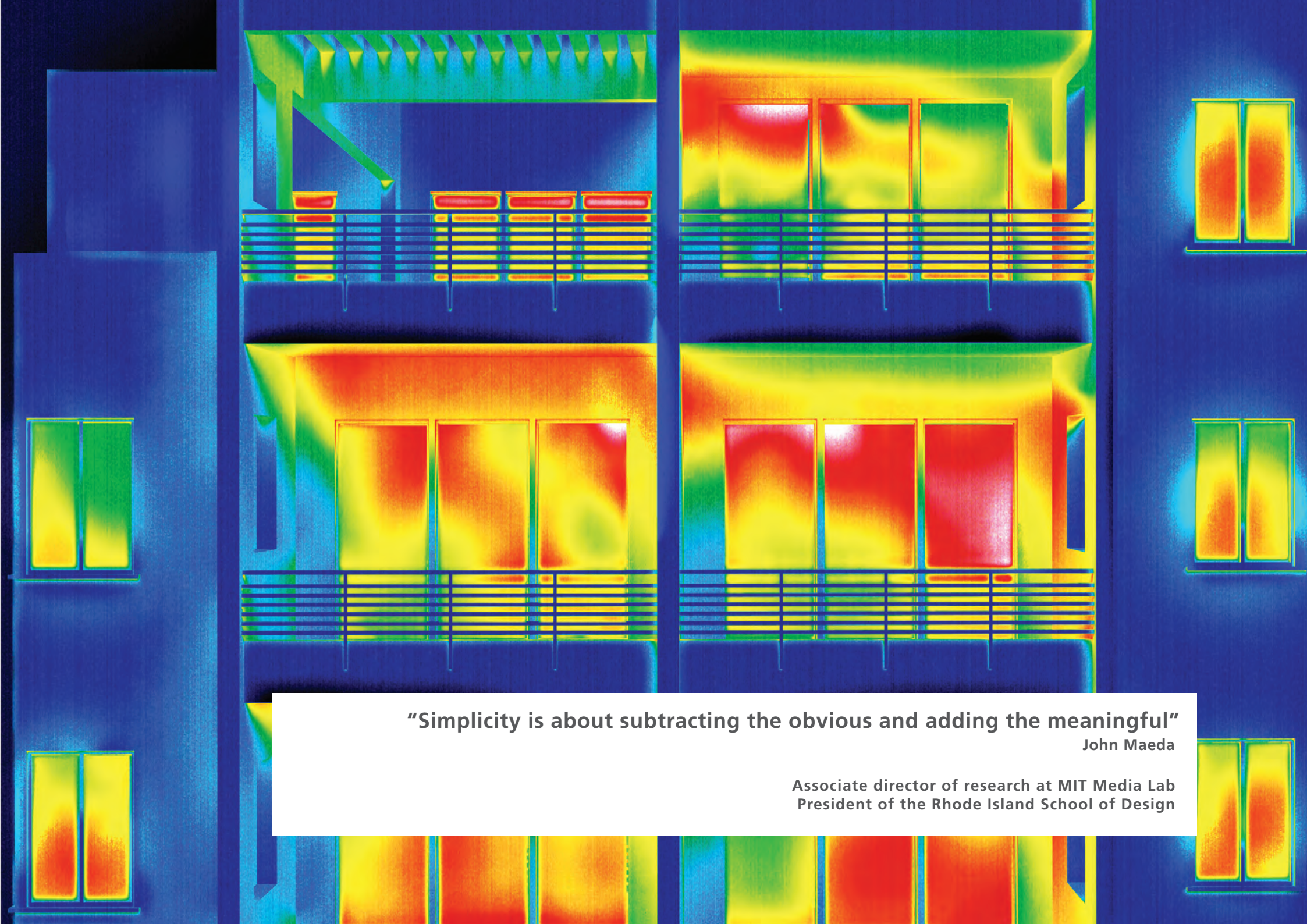
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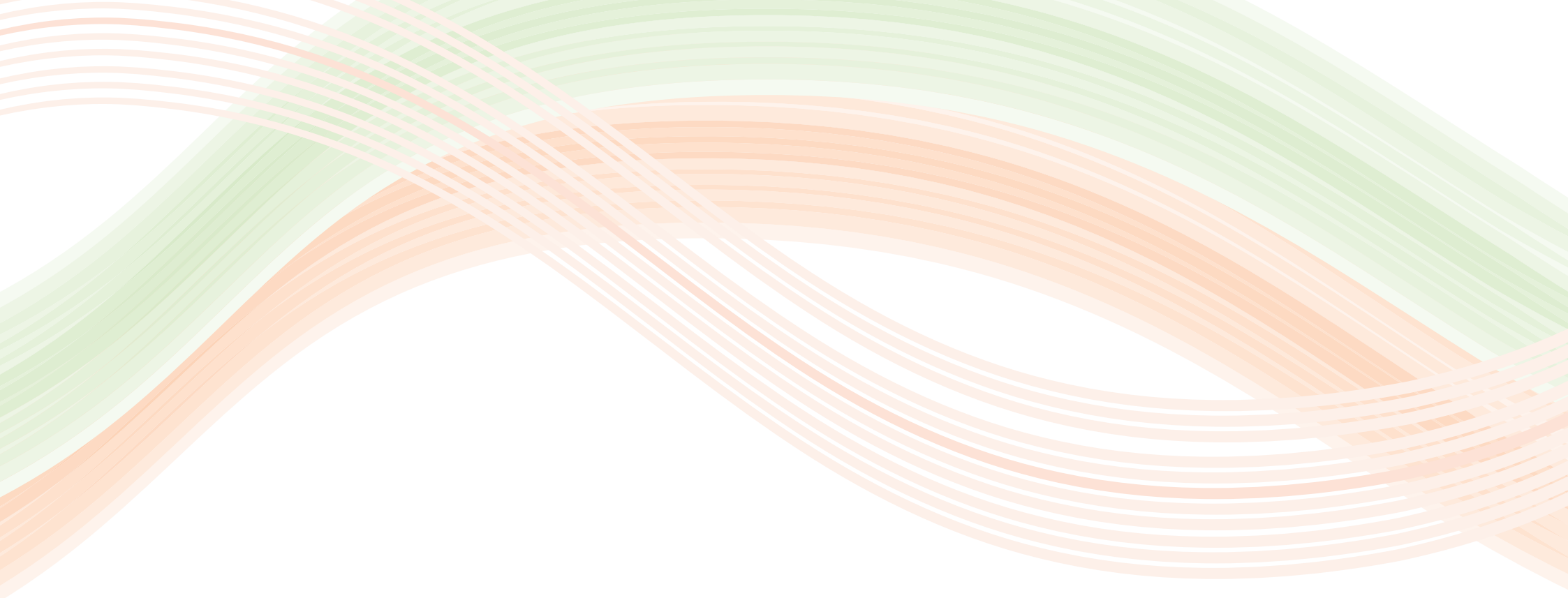
**“Simplicity is about subtracting the obvious and adding the meaningful”**

**John Maeda**

**Associate director of research at MIT Media Lab  
President of the Rhode Island School of Design**







**FOREWORD**

## THE DEVELOPMENT OF A METHODOLOGICAL GUIDE TO DRAFT LOCAL COMMUNICATION PLANS IN THE CONTEXT OF MED MARIE PROJECT

- As part of the environmental commitments in energy efficiency and in order to meet the challenges regarding existing Mediterranean buildings, Provence-Alpes-Côte d'Azur Region has been partner since 2011 in a strategic European project called **MED MARIE**, involving 23 partners in nine Mediterranean countries: Cyprus, France (PACA), Greece, Italy (Piedmont, Trieste, Basilicata, Umbria), Malta, Montenegro, Portugal, Slovenia, Spain (Catalonia, Andalusia).
- The consortium's goal is to offer a Mediterranean strategy to improve the energy efficiency of existing buildings - "MEDBEES" - by fostering and facilitating their energy retrofit.
- This includes a communication plan that allows to develop the project visibility and awareness of stakeholders involved in energy efficiency works.
- Provence-Alpes-Côte d'Azur (PACA) region is leading the Work Package 2 dedicated to "awareness and information".
- Canopée communication agency has been selected by PACA Region as adviser for one of the three WP2 stages. The Agency mission is to develop a strategic analysis and operational recommendations in terms of communication, in order to build a communication plan at European level on issues regarding energy efficiency and energy retrofit of South European buildings.
- This document is designed to be as pragmatic and operational as possible so that partners and other consortium's contacts can use it as an easy-to-read guideline.
- A first state-of-the-art has been presented by Canopée Agency in Brussels in 2012 and is available on the **MED MARIE** project website. The Canopée Agency now focuses on the highlights that will enable partners and players of Southern Europe energy retrofit market to build their own communication plan adapted to the local context.

## A SCOPE OF WORK TO BE CONSIDERED FROM A SECTORIAL AS WELL AS A GEOGRAPHICAL POINT OF VIEW

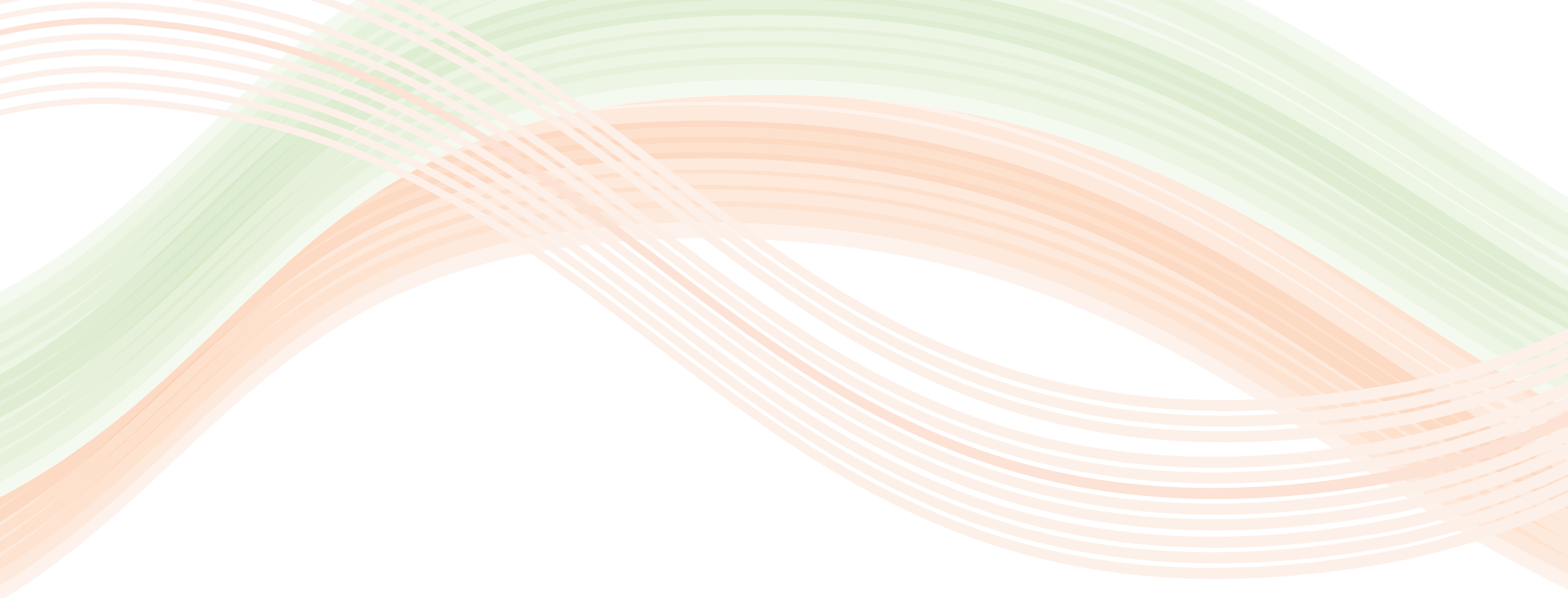
- The issues of energy saving in general and energy retrofit in particular cannot be aggregated at European level and depend on the local conditions of each market.
- The common issues that allowed the consortium members to join and work together in a common south European approach are not enough for a good understanding of the overall market. The regulatory, socio-economic, climate, or cultural environment differences of the various consortium's countries are to be taken into account.
- Challenges and biases, recommendations and their implementation will depend on the viewpoint and operational level we will focus on.
- The scope of cross-methodological recommendations must consider the lack of goals and budgets previously defined, as well as an unequally reachable source of information in each country.



- Two levels must be reconciled:
  - *An overview with cross-methodological recommendations,*
  - *A local vision with countries' and markets' realities.*







**INTRODUCTION**

## RECOMMENDATIONS DEVELOPED ON THE BASIS OF TWO APPROACHES: BEST PRACTICES AND SHARED ISSUES

### State-of-the-art on communication practices related to energy retrofit

- A first insight regarding the communication challenges was presented before the consortium partners in Brussels in November 2012. This illustrated best practices inventory ensured a shared knowledge amongst partners.
- This state-of-the-art was fed by several sources:
  - *Open access documentary research, industry sector reports and communication studies*
  - *Press review and database services*
  - *Interviews with many experts in the consortium three main countries - France, Italy and Spain:*
    - \* *Energy sectors (suppliers, energy agencies,...) and construction (architects, craftsmen, engineering consulting firms, sustainable buildings associations...)*
    - \* *Sustainable development, CSR (national and international institutions...)*
    - \* *Marketing and communication (consultants, communication agencies and their clients' communication departments...).*

### A survey addressing partners allowed better access to local communication challenges

- Following the Brussels presentation, it proved necessary to involve the consortium partners, beyond the WP2, so they could experience the communication component.
- A non-comprehensive questionnaire allowing to source information directly was circulated together with follow-up phone calls (see Appendix).
- In addition to PACA Region, six partners sent their fully or partly-completed answers: Cyprus, Greece, Italy, Portugal, Slovenia.
- Feedbacks from different interlocutors - mostly from institutions, academics and of engineers profile - have been uneven according to their availability, their access to local information and their understanding of communication.
- The maturity of markets covered by the consortium is noticeably disparate and the sources are unequally available.

## ENERGY RETROFIT, ENERGY EFFICIENCY.... : WHAT ARE WE TALKING ABOUT ?

- The energy retrofit concept definitions are not always clear within the same market, nor shared between different areas of the consortium.
- Jargons cover blurred concepts. They do not refer to the same realities according to the sectors and countries' cultures.
- Some related topics are therefore mingled with those of energy retrofit.

A word cloud of terms related to energy efficiency and sustainability. The terms are arranged in a roughly circular pattern, with some larger and more prominent than others. The colors range from light green to dark green. The terms include:

- Zero Energy
- Energy Retrofit
- Eco-attitude
- Energy Responsible
- Eco-construction
- Corporate and Social Responsibility
- Energy-efficiency works
- Eco-friendly
- Responsible behaviour
- Sustainable Development
- Sustainable Construction
- Energy Saving
- Positive Energy Building
- Renewable Energy
- Energy-efficiency

## COMMUNICATION, INFORMATION...: WHAT'S THE SUBJECT AND WHAT BELIEFS ARE WE FACING ?

- There is a confusion between information, awareness, education, training and... communication. What really is the communication field ?
- **Communication is not marketing:** to communicate is not to define an offer but spread it.
- **Communication is not a magical thinking:** its action requires prior preparation and a strategy allowing its operational orchestration.
- Many beliefs about communication must be challenged, for example...

### BELIEF N°1

Any kind of communication is a good communication...

Wrong !... To rise the potential of your campaign, you need to: organize first the policy frame, the infrastructures tools and remember that people are overwhelmed by promotional messages...make the difference to get your message retained and integrated enough to change the ideas or behaviours of your target ; use creative and innovative tools.

### BELIEF N°2

A communication campaign costs a fortune...

Wrong !... You don't need a huge budget to reach a successful campaign. The important is to: plan carefully your communication and anticipate partnerships with other organisations, communicate adapted messages to your different targets instead of a huge global campaign - which would be more expensive and less efficient - define your main objective: raise awareness, change of attitudes, change of behaviours, inform on techniques or financial supports...

### BELIEF N°3

Human beings are rational...

Wrong !... You can give all the information and training possible, this will not be really what will make the change.  
You will have to create an emotional link thanks to your message of communication.

### BELIEF N° 4

A transnational campaign impacts everybody...

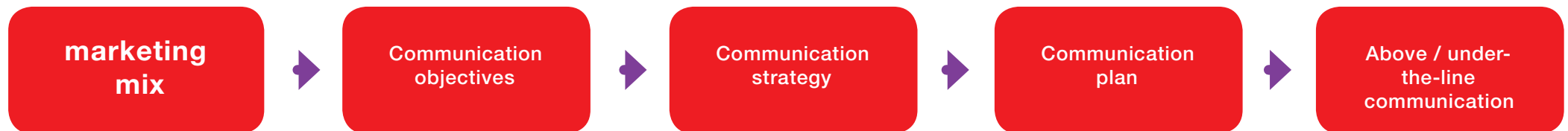
Wrong ! You would better separate transversal concepts from local issues. You won't impact anybody if you don't give flesh to your subject ! The transcultural messages can only address universal values, while only tailor-made messages can address local issues, challenges and cultures.



## AN ACCURATE ANALYSIS OF THE COMMUNICATION'S SCOPE ALLOWS A BETTER UNDERSTANDING OF ITS REACH

- A communication plan is conceived on the basis of a comprehensive marketing offer called **marketing mix**.
- This marketing mix gathers all decisions and marketing actions aiming to ensure the success of a product, service, trade mark or brand on its market.
- The marketing mix decisions and actions are traditionally taken in four areas called 4 "P", standing for: Product, Price, Place and Promotion. Three other "P" have been added in order to stick to service market evolutions: People (personal contact with audience and values system), Physical Evidence (recommendations, buzz, targets testimonies), Process (after-sales service, response time, consideration of customers complaints).
- The implemented communication policy must reach objectives resulting from the marketing strategy and must be translated into objectives, main targets, strategy, finance and channels. Decisions are interdependent and must be coherent.

### General steps leading to the implementation of a communication campaign:







## **I. DIAGNOSIS:**

**identification for the communication regarding  
energy retrofit of existing buildings**

# 1 - Identification regarding the interactions between the various market players



## THE SECTOR OF ENERGY RETROFIT: THE AGGREGATION OF A LARGE NUMBER OF DIRECT AND INDIRECT PLAYERS

### Energy retrofits players are numerous and have different ways of interacting

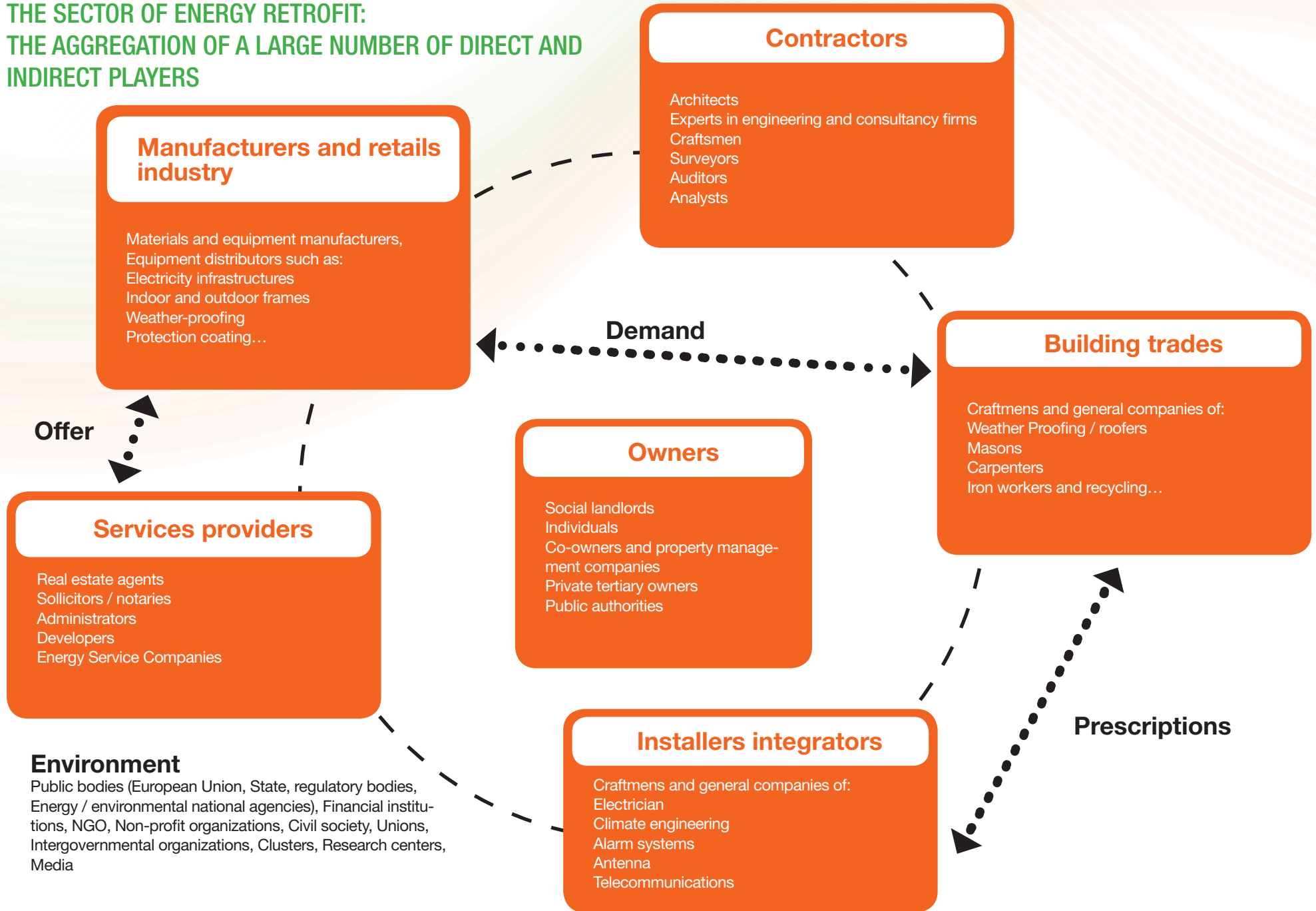
- The consortium's identified targets – to communicate on – cover a set of sectors which are not always directly linked to construction or energy business.

They mainly are:

- *Public contrplayers, private contrplayers and owners (professionals and businesses), individuals, etc...*
  - *Energy and building professionals*
  - *Intermediary players involved in the retrofit process (Institutions likely to promote and support energy efficiency works, real estate professionals, funding players).*
- All players can influence the process of taking action for energy efficiency works but a good knowledge of their behaviours and interactions is necessary. Opting for a segmentation by energy retrofit markets and not just by its players will enable to define a better prioritization of projects of communication and the most effective levers for it.



**THE SECTOR OF ENERGY RETROFIT:  
THE AGGREGATION OF A LARGE NUMBER OF DIRECT AND  
INDIRECT PLAYERS**



## CHARACTERISTICS OF THE ENERGY RETROFIT MARKET: AN HETEROGENEOUS MARKET BEARING COMMUNICATION ISSUES

### The dissonance of the market players can be counterproductive

- In a global context of energy transition the many players tend to have difficulties in coordinating and positioning themselves in the framework of an overall strategy for the common interest. They promote their own interest by approaching the energy retrofit market with opportunism.
- These many players are in hyper competition in a context of economic crisis: the energy retrofit being their main or secondary activity, the concept of energy retrofit is sprinkled in their communication or highlighted as a "green argument" which is not helping the clarification of the real challenges to face and energy efficiency works to undertake.
- Short-term offers coexist with long-term issues and challenges. Thus, they may "kill the resource" for lack of works' hierarchy.
- For example, the renovation of windows before the attic does not meet the energy impact priorities at the expense of energy efficiency, but also reduces the potential for global energy efficiency works.
- Therefore, a player such as the installer of heating equipment, now prefers to avoid providing a complete weather proofing study in order not to risk jeopardizing the future demand for its services.

## CHARACTERISTICS OF THE ENERGY RETROFIT MARKET: AN HETEROGENEOUS MARKET BEARING COMMUNICATION ISSUES

### You cannot spread energy retrofit as you would distribute a product

- By engaging in an energy retrofit of existing buildings, the decision-makers do not buy a turnkey product, but a complex “decision-taking action” process: this long-term process depends on the type of building in its context. This is different from one case to another.
- It is not comparable to impulsive purchases: it has to be prepared, confirmed and planned.

- Considering the volatility of information, such a decision process must necessarily mature. Communication then is conceived with recurrent transmissions of messages, persuasive and adaptable according to how you accompany and supports the targets throughout this process.
- Another point to consider is the attitude towards risk: the large number of players involved in the decision-making process of an energy retrofit increases this risk. This perception must be worked upstream in the message creation itself.





## CHARACTERISTICS OF THE ENERGY RETROFIT MARKET: AN HETEROGENEOUS MARKET BEARING COMMUNICATION ISSUES

### Energy retrofit suffers from an image problem

- **A vague scope:** energy retrofit is very conceptual, and can be confused with other related themes regarding energy, or even with concepts related to more distant realities although included in the Sustainability... What makes it difficult to read the offer.
- **A hard-to-grasp project:** the magnitude of objectives make them unreachable. It is difficult to think forward, to apprehend in the short term. Even in the case of already planned works or change of materials, the disadvantages of energy efficiency works delay the moment decision-makers will take action. The initial small works become a large-scale project management: impossibility to occupy the premises, removal of furniture and personal effects, extending duration of works, increasing budget, pollutions for the neighbourhood... The link between the acceptance of principles and the actual realization of the commitment is often distended.
- **A disembodied and not so attractive universe:** the name itself is neither attractive nor incarnate. It bears values that do not call the feeling of pleasure, status, desire, well-being etc... which are important drivers of our society to invite to action. If it remains an idea, a myth without reality, it cannot become an experience in the adoption process.



## THE WAY ENERGY RETROFIT MARKET IS OPERATING: A SCHEME INCLUDING THREE INTERACTING SPHERES OF INFLUENCE

Grouping market players in three spheres provides keys to understand their interactions

- **A sphere of institutional players**

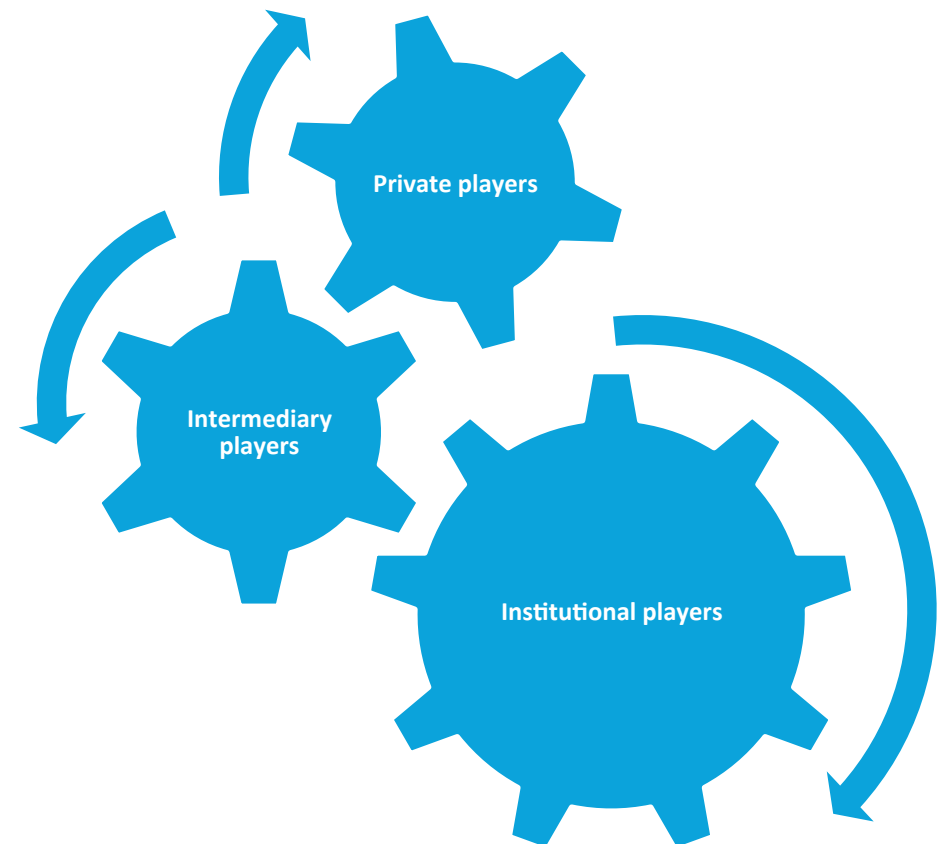
They do not control the implementation of the energy retrofit but they guarantee political and environmental issues. They act in the long term, regarding challenges of general interest and common good.

- **A sphere of private players**

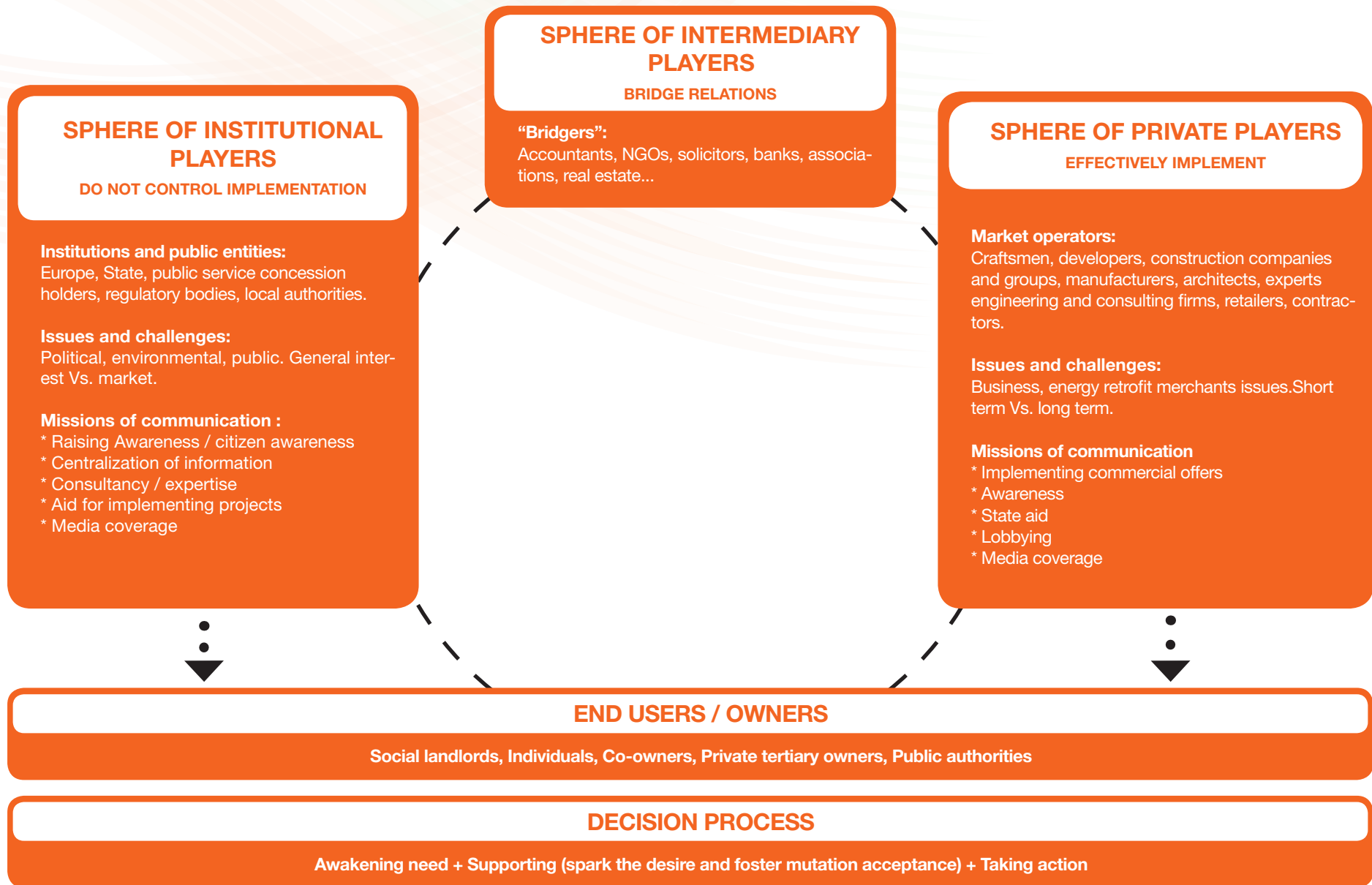
They control the implementation of energy retrofit, and they are mainly driven by merchant issues. This sphere is composed of very different players in terms of market power, interests and methods. They rather act with short-termism.

- **A sphere of intermediary players**

They can play a bridging role, they are structured in networks, often organized within professional bodies providing ethical safeguards and ensuring procedures visibility.



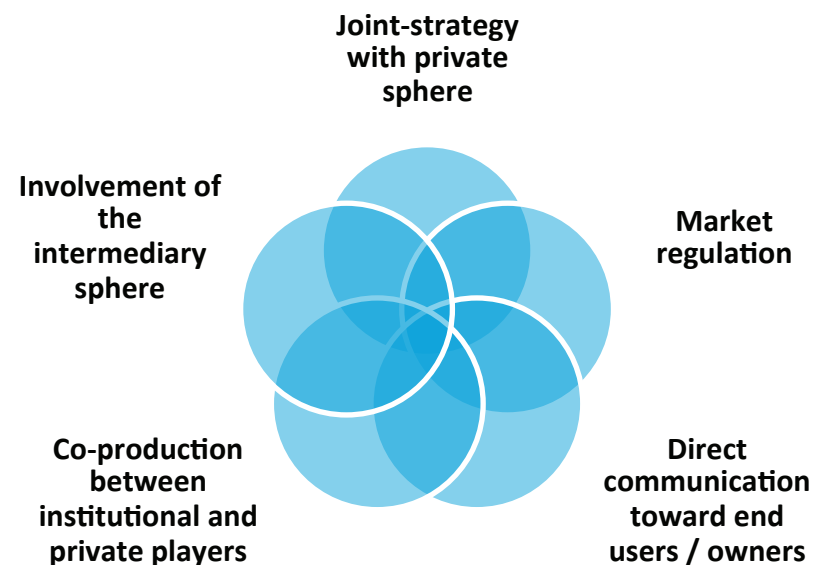
# THE WAY ENERGY RETROFIT MARKET IS OPERATING: A SCHEME INCLUDING THREE INTERACTING SPHERES OF INFLUENCE



## THE WAY ENERGY RETROFIT MARKET IS OPERATING: A SCHEME INCLUDING THREE INTERACTING SPHERES OF INFLUENCE

### The five main interactions in this market rise questions of intervention for a good communication

1. A **joint-strategy** of communication between the institutional sphere and the private sphere would involve assistance, support, "instrumentalization" of communication of the private sphere. But at which level to intervene upstream and which partner to choose in order to make the institutional voice heard ?
2. A **regulation** by the institutional sphere of existing communications - made by other spheres - refers to a variety of criteria, observation tools, motivation and even sanctions to be implemented. This procedure is made possible by political will, and is determined by a regulatory framework, sanctioned by the market reality.
3. A **direct communication** of the institutional sphere toward "end users / owners" presupposes an assessment of the legitimacy to communicate on the action-taking process. Subsidiarity of such intervention arises in relation to the credibility and the availability of resources.
4. A **co-production** between the institutional sphere and the private sphere invites to choose meaningful communication partnerships on both form and substance: which are the transmitters, media and contents that the sender of the communication has not used already ?
5. An **involvement** of the intermediary sphere in the institutional communication enables to endorse communications, to benefit from their qualified networks and to support targets.



2 - Identification regarding the current communication environment

SOCIAL  
BUSINESS  
NETWORK  
MEDIA  
SEARCH  
INNOVATION  
WEBSITE  
MARKETING



## A DENSE AND TECHNICAL INSTITUTIONAL COMMUNICATION VERSUS A COMMUNICATION OF OPPORTUNISTIC PRIVATE PLAYERS

The energy agencies centralize a large amount of very detailed and technical information

- The majority of South European countries involved in the consortium have a "non-profit" Energy Agency-like body, of public or both public-private nature.

These entities are missioned at national level, covering key countries involved in the **MED MARIE** consortium: the ADENE (Agencia para a Energia) in Portugal, the IDEA (Instituto para la Diversificacion de Ahorro y Energia) in Spain, the ADEME (Agence de l'Environnement et de la Maîtrise de l'Energie) in France, the CRES (Centre for Renewable Energy Sources) in Greece, the CEA (Cyprus Energy Agency) in Cyprus and the ENEA (Agenzia Nazionale per le nuove tecnologie, l'Energia e lo sviluppo economico sostenibile) in Italy.

They support governments in their efforts of development, information and training on all matters relating to energy toward all stakeholders.

They generate the majority of the documentation available on the topics such as Energy retrofit / Energy efficiency works of buildings in addition to the articles we can find in general and specialized press.



# A DENSE AND TECHNICAL INSTITUTIONAL COMMUNICATION VERSUS A COMMUNICATION OF OPPORTUNISTIC PRIVATE PLAYERS

## The energy agencies centralize a large amount of very detailed and technical information

- Despite a desire to make it accessible, the energy retrofit subject is hidden in a huge amount of available material on the topic of "energy" and sustainable development issues in general.
- This institutional communication is vertical and offers a mix of :
  - awareness campaigns on several energy-related major issues which are too "conceptual" (classic media mix, fairs and trade shows, press relations, web 1.0)
  - a provision of complex, dense and technical information tools,... yet comprehensive but poorly readable (website, leaflets, brochures, downloadable studies...).



- However, they try to offer tailor-made solutions and provide special explanations addressed to the various audiences. This is the case in France with the creation of dedicated places or events such as "Espaces Info Energie" (Info Energy spaces) or "Cafés Energie" (Energy Cafés).



## A DENSE AND TECHNICAL INSTITUTIONAL COMMUNICATION VERSUS A COMMUNICATION OF OPPORTUNISTIC PRIVATE PLAYERS

### Large private players capitalize on energy retrofit with substantial communication means

- Energy providers, market leaders, have already taken over the energy retrofit industry sector. They position themselves as experts and implement marketed offers widely pushed by communication.
- For example, in France – a country which is particularly ahead in this field – energy suppliers but also distributors of materials, large banking or building construction institutions have done so. They offer energy audits, training packs on energy retrofit, organize contests with the professional networks and make it a competitive and merchant advantage.



- Government subsidies, such as "Certificats d'Economie d'Energie" (Energy Saving Certificates) in France, are manipulated and promoted through financial incentives and benefits. For instance, the company "Economie d'Energie" is specialized in Energy Saving Certificates programs of industrial and distribution groups.

> [www.economiedenergie.com](http://www.economiedenergie.com)

- Private initiatives can also join together in order to lobby the government so as it maintains the tax benefits related to energy retrofit / energy renovation works. Particularly, in Northern Italy several sectors – such as PVC (PVC Forum Italia), Wood (FederlegnoArredo) and Closure systems (UNSCAAL) – joined together to promote the tax benefits of the energy retrofit at the MADE Expo 2012 fair and through a radio / press campaign called "Manifesto per il 55%".

> [www.youtube.com/watch?v=W-bWB79LTuQ](http://www.youtube.com/watch?v=W-bWB79LTuQ)





## A DENSE AND TECHNICAL INSTITUTIONAL COMMUNICATION VERSUS A COMMUNICATION OF OPPORTUNISTIC PRIVATE PLAYERS

### Stakeholders begin to be organized for a more horizontal communication

- In addition to these vertical communications, some players begin to get organized and communicate jointly...
- **...either as targeted partnerships between an institutional player and a private player:** in Northern Italy, contests, training and awareness campaigns are carried out by local and regional authorities together with institutional and construction companies. For example: the "CasaClima" prize from Casa Clima Agency / KlimaHaus).
  - [www.agenziacasaclima.it/it/casaclima/1-0.html](http://www.agenziacasaclima.it/it/casaclima/1-0.html)



- **...either as national economic clusters:** These are non-profit associations bringing together members sharing common issues including a variety of professional or a mix of partners: institutional decision-makers, municipalities, private companies, environmental organizations and players in R&D. Their goal is to be organized in order to promote and enhance a dynamic competitiveness regarding energy retrofit.
  - This is the case for "CentroHabitat" in Portugal, which is the most active entity in the Portuguese market and for CEEC (Catalan Cluster of Energy Efficiency) in Spain (Catalonia region) or for "Envirobat Méditerranée" and BDM - "Bâtiment Durable Méditerranée" - in France.
  - They use social media and the web for simple information to be transmitted to the mass market, the newsletters medium for more specialized information toward professionals in the construction and energy sectors.
  - Conferences and seminars, training courses and in the case of BDM for example, a series of informative and educational video contents are available for all their members, helping stakeholders to implement innovative and structuring market strategies.

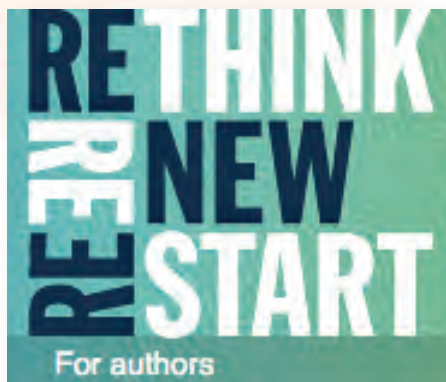
- [www.centrohabitat.net/](http://www.centrohabitat.net/)
- [www.clustereficiencia.org](http://www.clustereficiencia.org)
- [www.polebdm.eu/](http://www.polebdm.eu/)
- [www.envirobat-med.net/](http://www.envirobat-med.net/)



## THE BIRTH OF EUROPEAN AND NATIONAL GROUPS FOR A BETTER COMMUNICATION

### Stakeholders begin to be organized for a more horizontal communication (continued)

- **...or as non-profit organization at European level.** They bring together institutions and professionals on energy issues which pool their knowledge and resources: beyond the study results, in-depth articles, brochures and trade shows, these structures allow the creation of global campaigns on energy.



- Among them: the "ecee" (European Council for an Energy Efficient Economy), the Fedarene - "Fédération Européenne des Agences et des Régions pour l'Energie" (European Federation of Agencies and Regions for Energy), or the Energy Cities network "Association Européenne des autorités locales en transition énergétique" (European Association of local authorities in energy transition) working on European communication platforms.

- For example, the "Engage" campaign proposed by Energy Cities since 2003 encourages local authorities of 20 European cities to be involved and communicate thanks to communication packs provided and to be developed with local players.
- Other interesting actions are proposed as inter-European regions contests (ManagEnergy by Fedarene) or Summer Universities and focus groups (Summer Study on Energy Efficiency by "ecee").
- [www.energy-cities.ehu/ENGAGE,2057](http://www.energy-cities.ehu/ENGAGE,2057)
- <https://twitter.com/Fedarene/status/273434460240879616>
- [www.ecee.org/summerstudy](http://www.ecee.org/summerstudy)



## THE BIRTH OF EUROPEAN AND NATIONAL GROUPS FOR A BETTER COMMUNICATION

### Industry sectors promote a communication connecting European programs with professionals at national and local levels

- Some industry sectors are beginning to develop campaigns at national level that promote energy retrofit relying, in the one hand on European programs (supports in terms of legitimacy, funding, guidelines...) and in the other hand, on professional groups (for local communication).
- A good example is the "Architetto 20-20-20". This is a project organized by PVC Forum Italia (Association for the promotion of the PVC industry) with the support of "VinylPlus" (the new sustainable development program of the European PVC industry [www.vinylplus.eu](http://www.vinylplus.eu)). It aims to provide tools for professionals and students allowing them to create innovative and sustainable projects (materials, construction methods) in order to anticipate the European objectives for 2020.
  - A series of meetings - 400 architects in several Italian regions - was initiated and a sponsorship of professional associations helped providing informative content on the latest technologies, processes and standards in the field.



- On the occasion of these meetings, a website was launched: [www.casaenergiazero.it](http://www.casaenergiazero.it) that presents a series of case studies illustrating best practices and documentation on design techniques and the choice of sustainable materials.
- Classes in architecture schools at university were organized and an awareness campaign via professional associations was rolled-out to more than 5.000 architects. Emphasis was given to Press Relations (sectorial and technical media) and Web 1.0 communication (purchase of banners on portals related to architecture and construction).
- <http://www.pvcforum.it/it/news-pvcforum/162-1%E2%80%99architetto-20-20-20,-edilizia-sostenibile-con-pvc-forum-italia-e-vinyl-plus.html>

## NEW TOOLS AND COMMUNICATION PRACTICES TO DOMESTICATE

### Dematerialized tools: fast and cheaper Vs. too many messages, too quickly to be well received

- The field of communication has greatly emancipated with the emergence of new technologies and the internet democratization.

Considering either Web 1.0 (website) or Web 2.0 and 3.0 (social networks, mobile uses of smartphones and pads applications), it is essential to know how to use these new tools of proximity and mobility in the chosen communication mix, keeping a watchful eye on several points:

- > *the web is not a media but a media relay combining the advantages of all media: sound, text, images, videos, animations*
- > *these tools are real time dematerialised solutions, cheaper and reaching both individual and collective audiences and mingling information, feature articles, advertising, events, direct marketing, etc...*
- > *the audience is interactive and becomes actor of the received messages: it takes up information/communication and can either flop it or make it a success story in a few seconds,*
- > *receiving messages is not facilitated, the information life cycle is short and volatile, the information itself suffers from hypertrophy..., called "infobesity" in total contradiction with such long-term decision-making processes as the energy retrofit of buildings.*



INFOBESITÉ

## NEW TOOLS AND COMMUNICATION PRACTICES TO DOMESTICATE

### The implementation of communications in co-production could bring benefits in the medium / long term

- Current trends in public communication include participative and collaborative practices. These are not only made of experience testimonies, widely fostered by the Web 2.0 (forums, thematic blogs, communication campaigns showing users in their daily lives), but they also refer to the ability to work together for a common and public interest.
- Integrating end users well in advance of thinking on new practices becomes a key success factor. Several testing events on how to live together better and in a sustainable environment are beginning to be fruitful:
  - *Smart Cities, for example, gather citizens, students, artists and municipalities around real neighbourhoods and city labs.*
  - *"Empowerment" in business shows that behaviour changes at work in favour of the environment are better accepted, shared creatively, create a motivational dynamic and a pride of belonging which beneficiates to the image and the economy of the society.*
- Many citizens and NGOs platforms promote a co-creation of projects by creating spaces for "open forums" in which each person regardless of age or job function may propose an idea, invite other volunteers participants and carry it out operationally with the help of NGOs and collective intelligence (unlike the referendum system or public debate, the topics are proposed and supported by the citizens themselves).

- To break away from mental conditioning and habits related to individual contexts: thinking together from the experience of practices, include various sectorial visions and open new perspectives. These are objectives to be achieved in a market environment which is not yet determined.

➢ [www.smartcity.fr](http://www.smartcity.fr) / [www.smartcities.info](http://www.smartcities.info)



- These new forms of communication could be used to complement traditional communication tools, and be adapted according to the different market sectors.
  - [www.colibris-lemouvement.org/ensemble/](http://www.colibris-lemouvement.org/ensemble/)
  - [evenements-animations/forum-ouvert](http://evenements-animations/forum-ouvert)
  - [www.humanresources.about.com/od/glossary/a/empowerment\\_def.htm](http://www.humanresources.about.com/od/glossary/a/empowerment_def.htm)

### 3 - Identification regarding the social environment evolutions



## WIDESPREAD SCEPTICISM TO BE TAKEN INTO ACCOUNT

### The necessity to speak truly while providing direct value to stakeholders

- Communication on energy retrofit has to be thought, as we have seen above, in a context of crisis and energy transition. The public does not only want stories but that companies and leaders speak the truth and be transparent while making the object of communication "desirable".
- The rising mistrust is a direct result of the inconsistency of messages that have been sent in recent years. Everything and its opposite is told. How not to be sceptical considering what is at stake ?
- Consequences of the "Greenwashing" and the market opportunisms - as it happened in the photovoltaic sector - lead to regulatory procedures and legal penalties on communication campaigns.
- Such notifications as the RT2012 in France (French thermal building regulation) or the uncertainty of government financial aid drag along mechanisms of rejection and fear. For example, small and medium sized crafts enterprises do not see it, as a short-term opportunity, for now.



- During phone or group interviews, craftsmen have expressed their fear that the material suppliers impose exorbitant margins or even national groups monopolize a market they cannot enter because of their own insufficient size or specialization.



- > [www.communicationdeveloppementdurable.com/2012/08/20/observatoire-de-la-communication-et-du-marketing-responsable/](http://www.communicationdeveloppementdurable.com/2012/08/20/observatoire-de-la-communication-et-du-marketing-responsable/)
- > [www.unep.fr/shared/publications/pdf/WEBx0001xPA-EducationKitFR.pdf](http://www.unep.fr/shared/publications/pdf/WEBx0001xPA-EducationKitFR.pdf)
- > [www.blog-adwiser.com/](http://www.blog-adwiser.com/)
- > [www.adbusters.org](http://www.adbusters.org)

## A CONTEXT OF CONTRACTION THAT REQUIRES ADAPTED SOLUTIONS

### Introducing energy retrofit issues and making them accessible to users in their daily life is necessary

- The subject of energy retrofit seems too disproportionate facing current stakeholders concerns. They are rather thinking how to "survive" in the short-term.
- All indices confirm the need to break away from negative, guilt and anxiety communications, that are neither productive nor co-productive... they do not encourage a voluntary approach and make the laws requiring some energy retrofit works poorly accepted.
- Although crucial, the financial motivation is not the only reason to take action. In addition to this argument, it is important to bring customized and concrete solutions, easy to understand and to implement, so that decision-makers can immediately be involved without waiting compulsory amendments.



- Taking into account the behavioural trend of "proactive consumers", it becomes necessary to adopt a language that addresses each stakeholder's value system, in accordance with their interests and serve what is a priority for them: ROI (return on investment), image, innovation, influence - among others - for economic players, issues of general interest for the public bodies or even utility, pleasure, health, safety, comfort for individual players.





## NEW PRACTICES CONTRIBUTE TO THE INTEGRATION OF AN IMMERSIVE EXPERIENCE IN COMMUNICATION

### “ Brand"communication and practice innovations learnings

- Dealing with current issues, communication tends to turn brands into "experience creators" rather than "message producers".
- They must explore the range of possibilities in order to offer immersive experiences, inspired by "experiential marketing" and to assert their positioning by mixing communications efficiently in between reality and virtual worlds.
- Research in practice innovation, and particularly the involvement of digital tools in everyday life, shows also that "it is very different to experience tools, handle them, concretely get acquainted with them, than having a mere external demonstration or a description by someone else". Yves-Armel Martin, Director of the Innovation Centre Erasmus, Living Lab (France).
- Intelligent "gadgets" and "widgets" to use at home as well as playful street marketing events (Fun Theory) appear in the market to help a better appropriation and dissemination of the messages. Those tools begin to be widely used for sustainable development and energy saving communications, in order to give the necessary "nudges" for the different targets to take action. This is the case of SmartHome 360° created by the Spanish company Wattio: this system enables to control and monitor power consumption in the house.



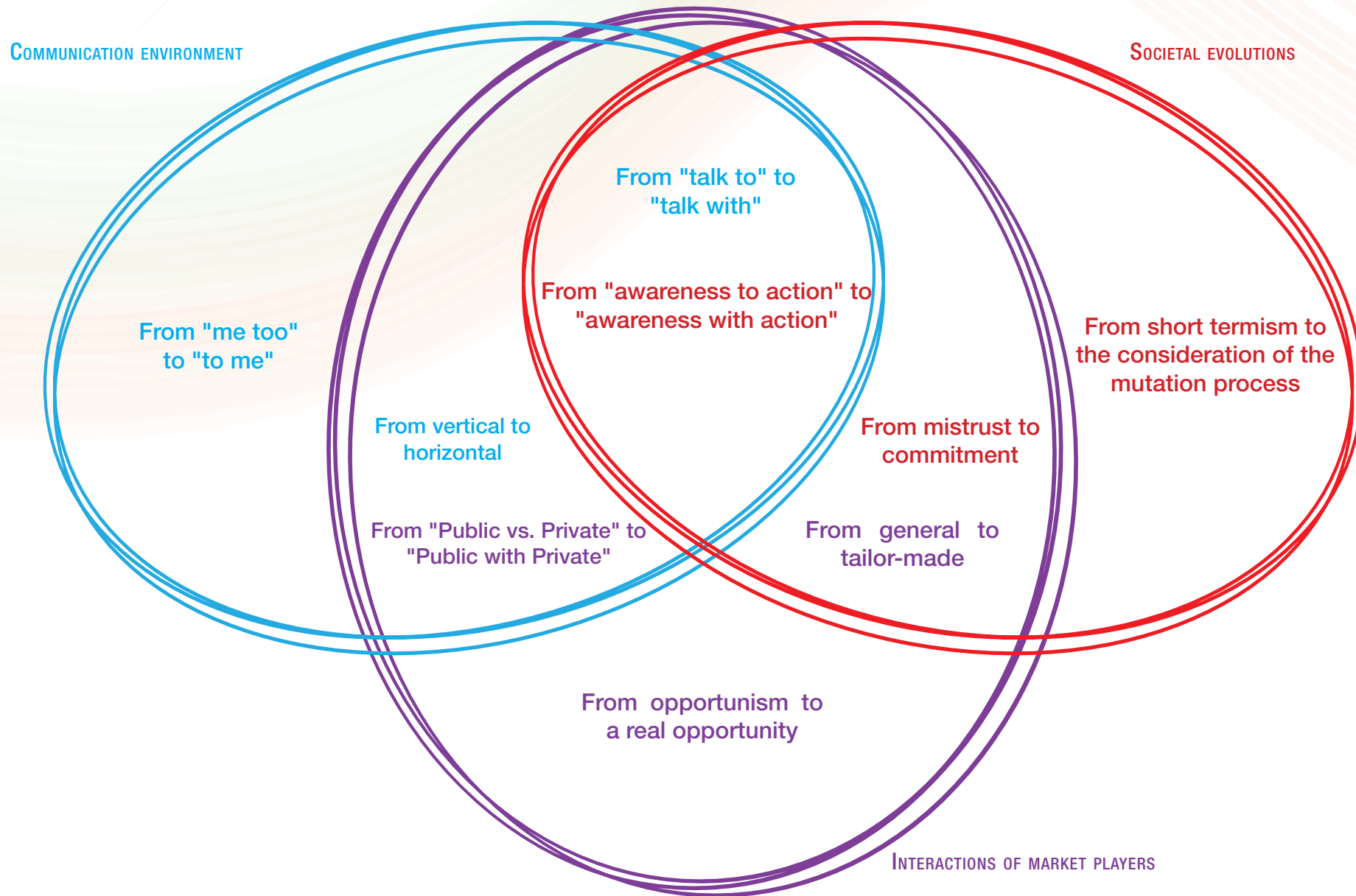
This is also the case of the energy audit iPhone application launched in France as part of the "Grenelle Environment Forum" (national protocol for environment protection)...

- These are tools that can facilitate the process of change.



- > [www.experientialmarketing20.com/](http://www.experientialmarketing20.com/)
- > [www.erasme.org/](http://www.erasme.org/)
- > [www.tomsguide.fr/actualite/energie-consommation,20698.html](http://www.tomsguide.fr/actualite/energie-consommation,20698.html)
- > [www.core77.com/blog/featured\\_items/greener\\_gadgets\\_2009\\_the\\_winners\\_12756.asp](http://www.core77.com/blog/featured_items/greener_gadgets_2009_the_winners_12756.asp)
- > [www.legrenelle-environnement.fr/Familiarisez-vous-avec-le-DPE.html](http://www.legrenelle-environnement.fr/Familiarisez-vous-avec-le-DPE.html)

# 4 - IDENTIFICATION OF THE DIAGNOSIS... IN SUMMARY









## **II. MARKET CHALLENGES AND BIASES FOR A BETTER COMMUNICATION**

## CORRESPONDENCE BETWEEN IDENTIFICATIONS AND COMMUNICATION CHALLENGES

- Identifications highlighted in the diagnosis - in terms of communication environment, societal changes and interactions between energy retrofit market players - now allow us to **prioritize what are the stakes for a better communication**: they are identified and organized in "**object**", "**tools**" and "**context**" of communication.
- Each part of the works of identification leads to one of the communication challenges to focus on (see below).
- Those challenges will then guide us in the selection of the necessary biases for the proper development of an effective communication within **MED MARIE** consortium and beyond.
- The strategic and operational recommendations, as well as the method for a local application - exposed later in this document - are built on the basis of these biases.

Communication Environment

Object of communication (Matter)

Societal Evolutions

Communication tools (Form)

Interactions between market players

Communication context (Strategy)

The background of the entire slide is a dense, repeating pattern of white icons on a green field. The icons are diverse and represent various themes: environmental (leaves, water droplets, suns, clouds, wind turbines, solar panels, recycling symbols), social (hands, hearts, plus signs), and general progress (arrows, lightbulbs, globes, houses). The icons are scattered across the entire page, creating a textured, busy visual effect.

# 1 - Key challenges driving change

## CHALLENGES OF COMMUNICATION CONTENTS

### Play as a team and foster dialogue

- **Make it reachable for the receiver**

What are the levers which will enhance a better reception and recognition of messages by the receiver?

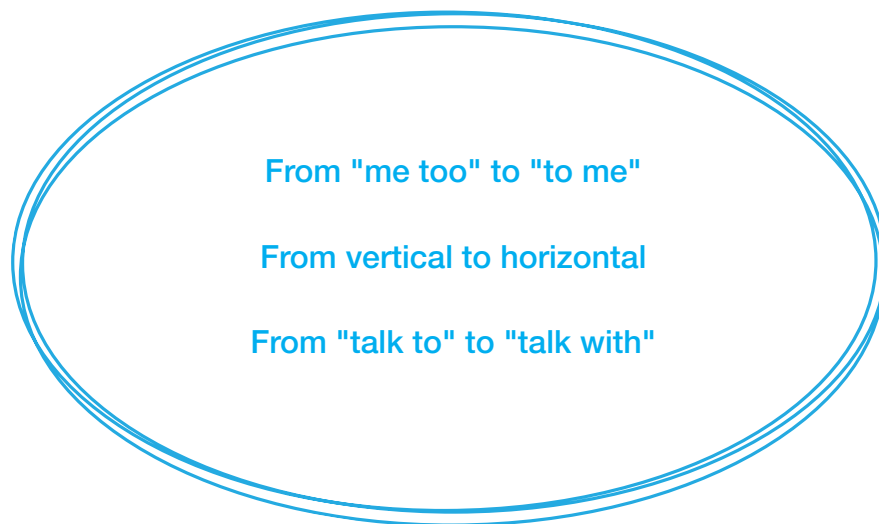
- **Co-deliver messages**

With which partners to collaborate in order to deliver messages in a less conventional way and reduce their institutional style?

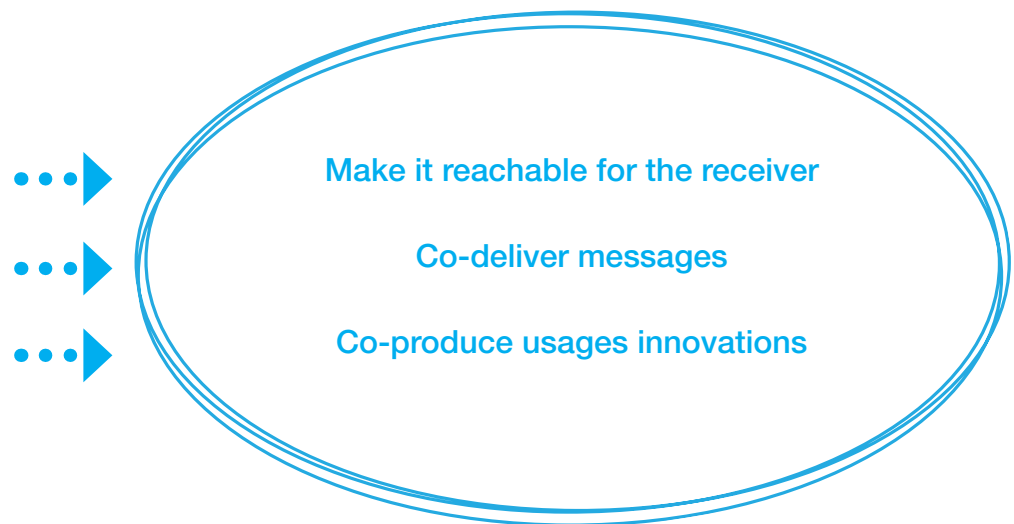
- **Co-produce practice innovations**

How to gather the players from the very beginning of the process - users, decision-makers and all those who can support the process of taking action - in the co-creation of new practices related to energy retrofit?

### Communication environment



### Object of communication





## CHALLENGES OF COMMUNICATION TOOLS AND PROCESSES

### A local-based and dynamic communication to be fostered

- **Give credibility to messages through experience**

How to rebuild trust at all levels of the chain and to enable the experience of the benefits of energy retrofit?

- **Provide the tools to initiate the process**

What are the available means of the different energy retrofit players that would foster the transformation of awareness into first steps of actions?

- **Support the decision-making process in the timeline**

How to reconcile volatility and continuous flow of information with a longer term decision-making process, requiring support and personalized "pedagogy"?

### Societal evolutions



### Communication tools



## CHALLENGES OF COMMUNICATION CONTEXT

### Promote a south European industry sector

- **Reach directly the decision-makers and the influencers**

What strategy should be implemented in order to have a better connexion with the energy retrofit market decision-makers and players ? How to develop their interests?

- **Take advantage of the private sector communication assets**

How to benefit from communication means and experience of private players without discrediting the institutional voice?

- **Promote the harmonization of an industry sector**

How to make the different players work and communicate together both locally and across the different territories covered by **MED MARIE** consortium?

### Interactions of market players

From global to tailor-made

From "public vs. private" to "public with private"

From opportunism to a real opportunity

### Communication context

Reach directly the decision-makers and influencers

Take advantage of the private sector communication assets

Promote the harmonization of an industry sector

## 2 - Lines of answers: strategic biases



## BIASE 1 - TRANSFORM THE PERCEPTION OF ENERGY EFFICIENCY RETROFIT

### Object of communication

- \*Concentrate the speech not on the term "energy retrofit" but on all its benefits (well-being, well-innovating, well-doing).
- \*Mix in the content of messages a rational argument together with an argument corresponding to the value system of the different targets in order to trigger an emotional response motivating the awareness and immediate action. For example: saying that attic weather-proofing significantly reduces the energy consumption will be more noticeable with an argument in favour of the well-being.
- \*Tell a true story explaining seamlessly the issues that will help to gain trust and spread the word-of-mouth.

### Communication tools and processes

- \*Facilitate access to the energy retrofit by a segmentation into achievable steps and significant short-term profits.
- \*Rely on a network of "ambassadors" and "energy leaders" and structure it: individuals and convinced professionals will exponentially pass what they experienced on to the people around them.

### Communication context

- \*Mobilize existing communication displayed by private actors by:
  - » association
  - » use of existing tools or
  - » imitation adapted to the institutional field.

## BIASE 2 - PRIORITIZE A DIRECT AND SUSTAINABLE TRANSMITTER-RECEIVER INTERACTION

### Object of communication

- \*Develop a meeting of all stakeholders from the beginning of the project in order for them to share and co-create new practices together: be they decision-makers and users of energy retrofit, or work decision-makers on the one side and users on the other side, or intermediaries involved in energy retrofit.
- \*Develop an educational process in order to allow the change of behaviour of the different players in the long term.

### Communication tools and processes

- \*Offer nomadic tools (mobiles) to the players, modern and handy that will ensure a real-time link:
  - » between decision-makers and professionals, to help taking action.
  - » between professionals for "virtuously" reorganizing the energy retrofit of existing buildings trades.

### Communication context

- Reconsider the methodology to better target the decision-makers of works in terms of communication relationships between:
- » decision-makers,
  - » prescribers,
  - » influencers.

## BIASE 3 - STRUCTURE STRONG COMMUNICATION PLANS IN EACH COUNTRY IN THE PERSPECTIVE OF CREATING A SOUTH EUROPEAN INDUSTRY SECTOR

### Object of communication

- \*Select partners with excellent sympathy capital, close to local civil and professional societies, capable of relaying the word of the institution.
- \*Prefer structures that already have a network of activity at European level.
- \*Combine a cross-cutting communication for all energy retrofit markets, with communications tailored for the different local markets of **MED MARIE** areas.

### Communication tools and processes

- \*Provide the means to inform and educate the concerned targets in a recurrent and sustainable way through a "compulsory point of contact" (e.g. accountant, supplier, banker...) with whom the target will necessarily interact.
- \*Create a platform to monitor major trends regarding energy retrofit in southern Europe but also in other similar countries in terms of climate, geographical or economic environment.

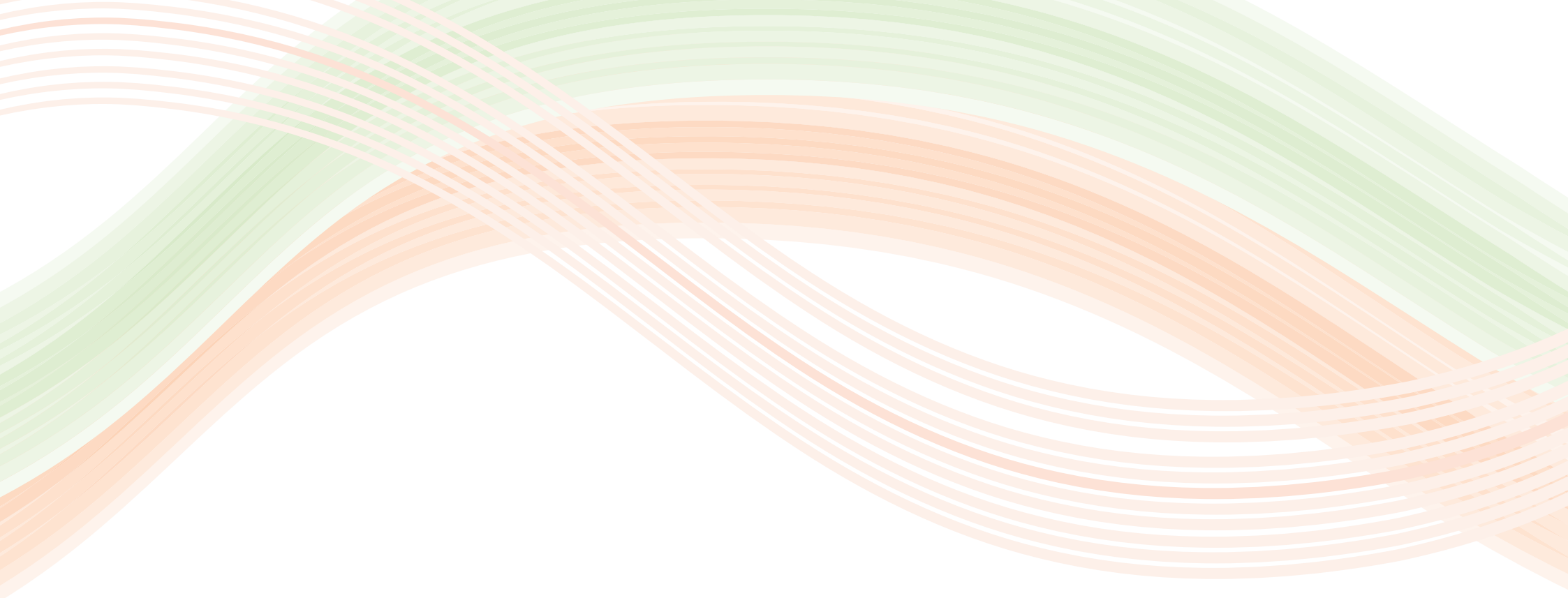
### Communication context

- \*Establish a legal framework to regulate the behaviour of communication in accordance with local legislation and possibly initiate a charter of good communication shared by **MED MARY** consortium countries.
- \*Organize meetings between players of the energy retrofit of existing buildings in Southern Europe in order to encourage, beyond the exchange of best practices, renovation projects involving economic actors from different countries.









## **III. RECOMMENDATIONS**

## RECOMMENDATIONS PRINCIPLES AND STRUCTURE

Currently, the possibility of launching an umpteenth global public awareness campaign across the Southern Europe countries of the consortium would prove to be expensive and far from the local situation realities. It won't therefore efficiently support a communication aiming at reaching the 20-20-20 European goals.

Local diversity of **MED MARIE** consortium in Southern Europe (socioeconomic, cultural, technological, legal), as well as the will to position itself as a facilitator of a successful industry sector, tend to give priority to a country-by-country communication approach.

### In general, the recommendations will have:

- **An impact on means...**
  - *a better selection of the tools with a customized segmentation: timeline of actions, sector focus, taking local differences into account.*
- **An impact on messages...**
  - *a better adaptation and modelling of communication messages close to the decision-making targets and their value system.*
- **An impact on communication objectives...**
  - *a better organization of the energy retrofit industry sector at national level and eventually all over Southern Europe by a market-oriented use of the prived sector marketing tools.*

### Market focus

- We suggest to base recommendations upon the common characteristics of the five markets affected by energy retrofit of existing buildings, namely:
  - *Social housing,*
  - *Individual properties,*
  - *Co-ownership,*
  - *Private tertiary,*
  - *Public authorities.*
- Choosing a market segmentation instead of just focusing on the different players involved will allow to define the main communication lines. We will therefore supply a method to implement the recommendations locally.

### Receiver / Transmitter modelling

- We suggest then to start from the five types of market and to point out who is the decision-maker / main player and who could have an influence or be a provider for taking action in terms of energy retrofit of existing buildings.
- The role of communication, the different types of messages to be communicated and the possible communication partnerships to be activated will emerge from that modelling.
- For each market, several communication tools will be identified and chosen as part of the global communication mix.

## MODOLLING OF COMMUNICATION INTERACTIONS BY TYPE OF MARKET

### Interaction game in between the players

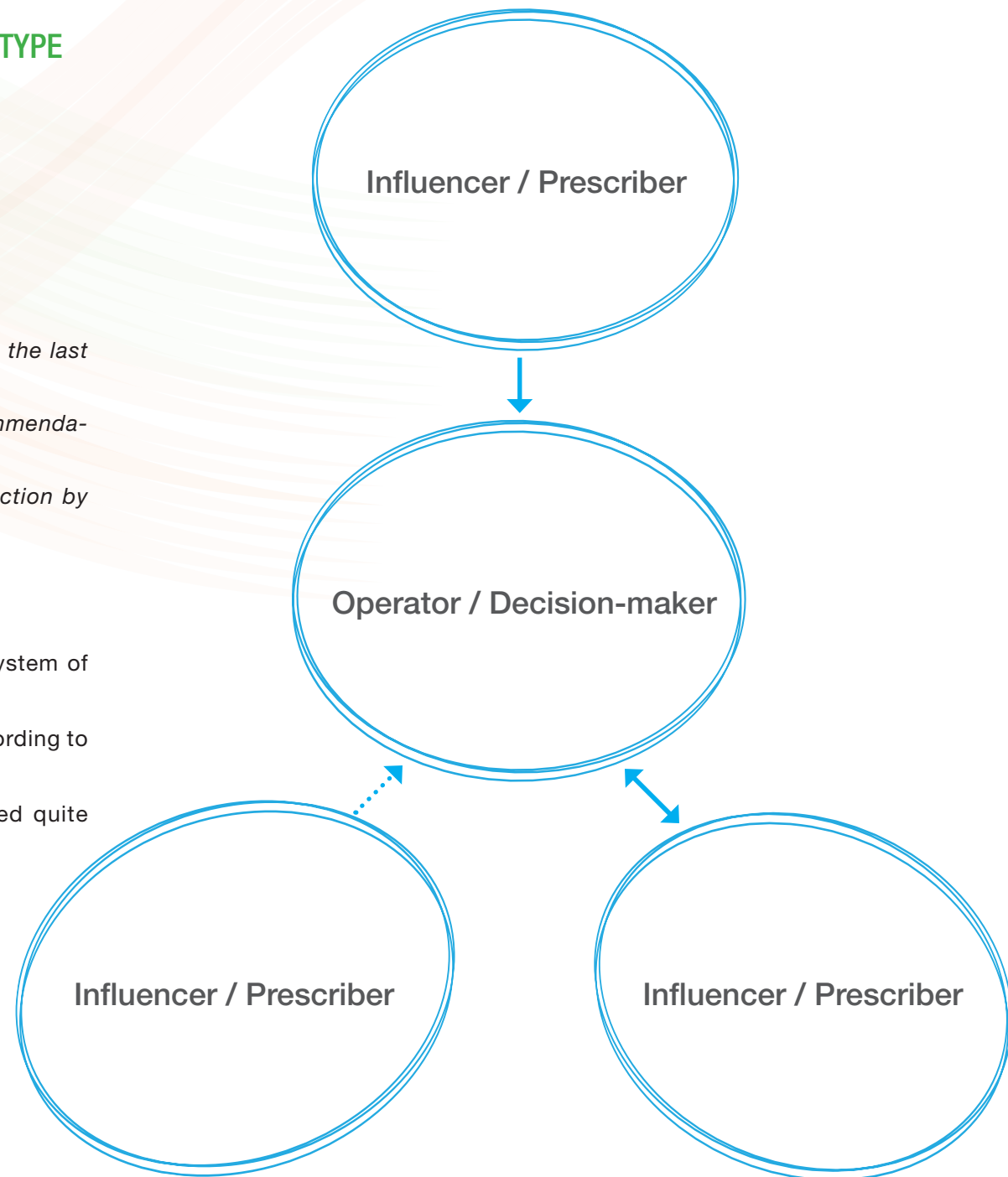
- Who is communicating with whom and how ?
  - > **The operator / decision-maker:** *he is taking action in the last place.*
  - > **The prescriber:** *he helps by providing practical recommendations (compulsory or not).*
  - > **The influencer:** *he influences and / or helps to take action by lifting the barriers or by core conviction.*
  - > **The prescriber / influencer:** *some can be both.*

### Recommendations organized by market

- A market datasheet shows the characteristics and value system of the main target: the operator / decision-maker.
- Model recommendations are then proposed, prioritised according to communication objectives.
- 👍 Recommendations illustrated by the sign can be activated quite easily by **MED MARIE** consortium teams.

### Links of communication for taking action:

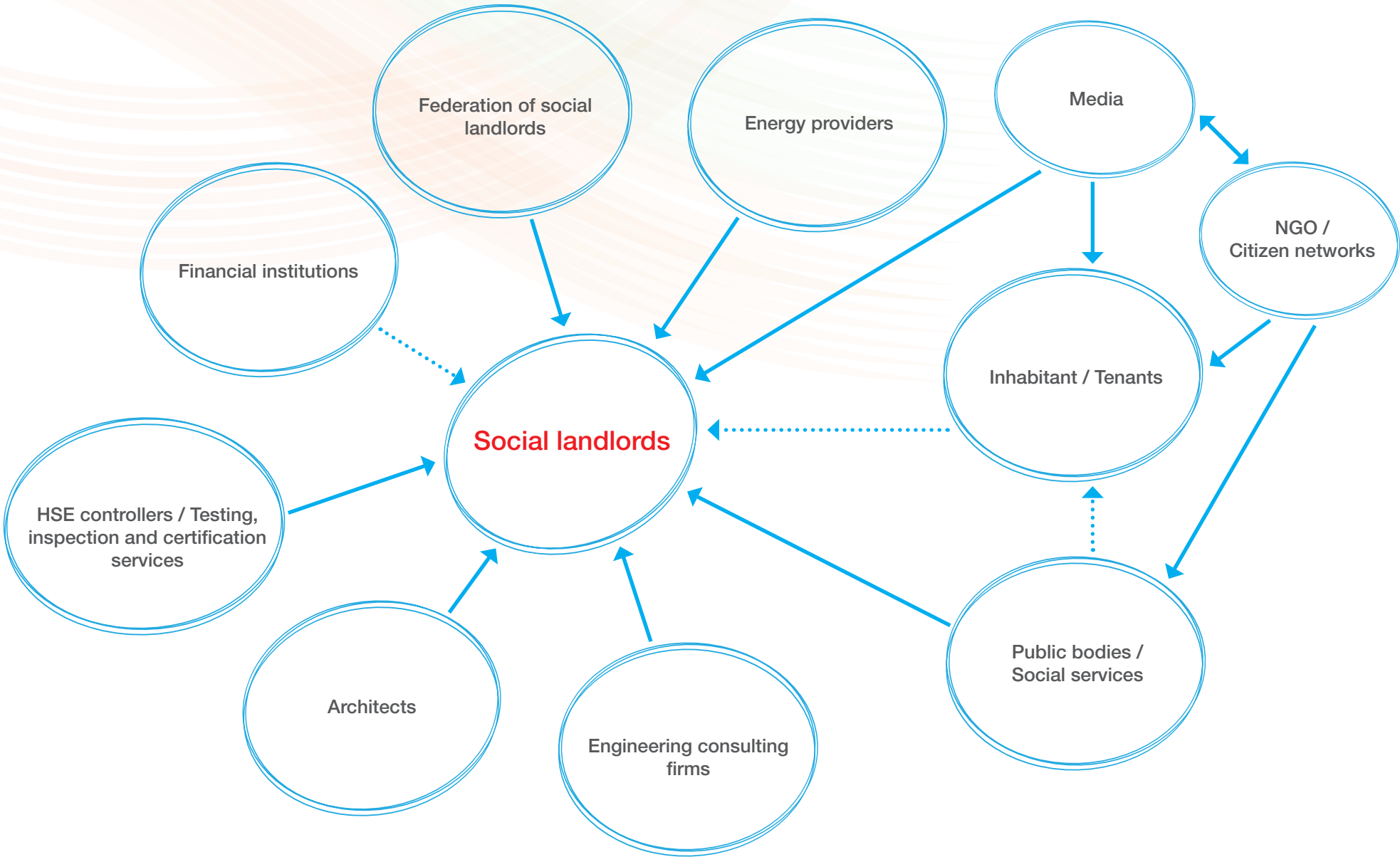
- .....➡ Potential transmitter pushed into action by an indirect influencer
- ➡ Transmitter
- ↔ Receiver - Transmitter



## # Social housing market



# INTERACTIONS AND COMMUNICATION BETWEEN KEY PLAYERS



## CHARACTERISTICS OF DECISION-MAKERS: SOCIAL LANDLORDS

### Characteristics and value system on which social landlords will take action

- These professional are situated at the interface between funders, local communities and socially assisted inhabitants. Their action must remain within the bounds of a precise agreement frame.
- Landlords' mission is close to a public service mission: ensure qualitative housing and strengthen social cohesion along with welfare system.
- Some of the housing operations and relations, conditions and access are ruled by a legal corpus. This corpus defines in particular the type of support during works related to energy insecurity / fuel poverty situations.
- Risk-taking is high and we have to take into account a large number of beneficiaries who will have to be reassured and trained before, during and after the works period, that can last a very long time.
- Social landlords have financial autonomy and own income. Some partnerships and additional financial supports can facilitate their mission of maintenance and refurbishment of their whole real estate portfolio.



## COMMUNICATION OBJECTIVES AND GUIDANCE

### Accelerate the recruitment with a direct marketing way of communicating

- 👍 Prefer a direct One-to-One communication: for that instance, organize meetings with each of the social landlords and come up with solutions in terms of energy retrofit that are adapted to their day-to-day reality.
- 👍 Apply the processes and tools commonly used for sales activities with the help of Powerpoint presentations, marketing instruments, meeting facilitator, promotional brochures to leave at the end of the meeting...

The engagement process has to be immediately formalised by a signed agreement. The engaged social landlords list should be published to their peers and a monitoring schedule will have to be pre-established.

### Enhance the exemplary role and innovation of energy retrofit

- 👍 Organize visits of housing units of reference with social landlords and prescribers or influencers groups (such as funders, communities, engineering consulting firms, inhabitants...). The social landlords federation or union can lead those visits and deal a sponsorship with a specialized media for instance.
- Work with an exemplary social landlord to create a promotional booth about energy retrofit in social housing units. It can be set up directly on site or during a leading trade show. It is highly advised to add a local media campaign and press relations to communicate about the event.

- Develop partnerships with energy supply companies, raw materials manufacturers, equipment distributors as well as with universities and schools to promote innovation in energy retrofit. This could be supported by the creation of an architecture contest on social housing co-produced with public bodies, trade leading figures and social landlords unions.
- Highlight successful works management and push creative partnerships between contracting authorities and private companies in order to help end-users accept long-term works inconvenience. Imagine different types of fun events such as a Flashmob (social networks mobilization) offering cleaning and removal services, recycling events with the help of specialized associations (such as recyclivre.com in France) or attic sales, neighbours gathering in one of the apartments or building in works, South European Couchsurfing meeting (invite travellers from southern Europe countries to stay in an energy renovated home with their owners and communicate on their testimonies).
- 👍 Deal advertorials in specialized press (sectorial and corporate) targeting social landlords and engineering consulting firms in order to show them innovative actions in terms of social housing renovation.

## COMMUNICATION OBJECTIVES AND GUIDANCE

### Help public funders to moving into energy retrofit of existing buildings

- Promote meetings between social landlords and public funders (foundations) such as business angels would do during their "road shows".
- Prepare mutualized offers on energy retrofit, especially created for social landlords, in partnership with public or private funders. Create and spread an offer of a direct support service such as a dedicated adviser agent.
- 👍 Gather in events - like conference or summer universities - the various projects of engineering consulting firms and architects in association with both public funders and social landlords. Focus on innovation and economies of scale but also on a business model development deriving from a well-conceived planning of energy retrofit works included among other types of refurbishment.

### Encourage the dialogue between social landlords and end-users

- 👍 Launch in the social housing neighbourhoods, tours of small outdoor events with the help of local NGOs and universities or students groups. It can be street theatre using visual tools such as thermography (mimicking Smart Cities animations). It can be as well happenings with ground-breaking social landlords which will stimulate inhabitants (support their participation with the signing of "positive petitions" for example). Finally, give some

visibility with local press ads / infomercials and editorials, public relations and social networks campaigns. The results should be presented officially to the municipalities and to the concerned social landlords.

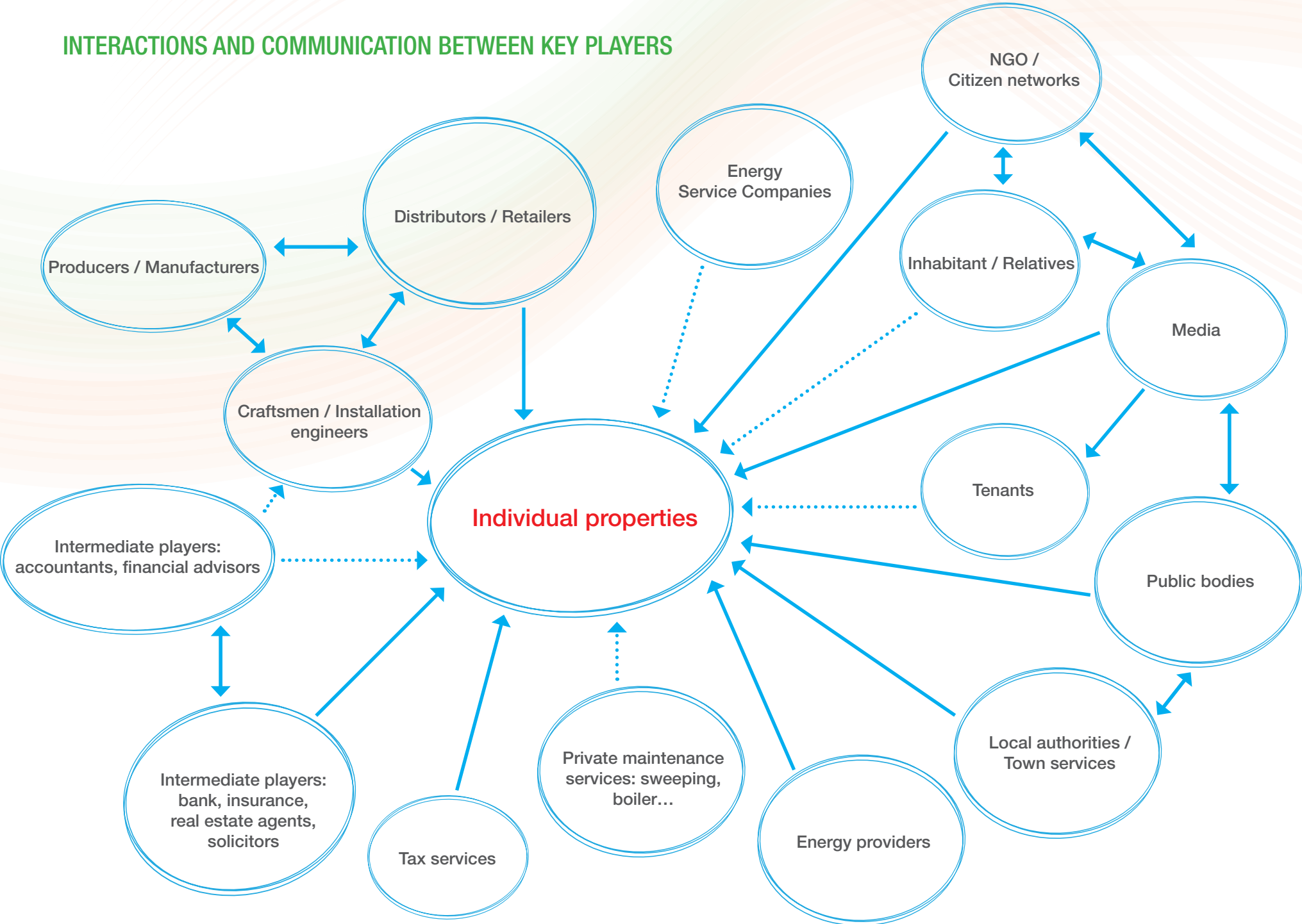
- Organize open forums with the participation of social landlord unions, energy providers, project managers and inhabitants so as they can dialogue together and be included in the decision-making of the works to be done. Those open forums will help to link up works implementation and technical challenges with the daily life of end-users who will then be more motivated and involved.
- Set up a housing case study / flagship building and invite all stakeholders to visit - including inhabitants. It could even be possible to organize there some professional events such as "speed dating café" where architects, engineering consulting firms, retrofit companies and social landlords answer to the people and sum up a compilation of common creative solutions which can be realized in the short-term.
- 👍 Sign up partnership agreements with social organizations which are regularly in contact with social landlords so as it can support and relay energy retrofit programs.



# Individual properties market



# INTERACTIONS AND COMMUNICATION BETWEEN KEY PLAYERS



## CHARACTERISTICS OF DECISION-MAKERS: INDIVIDUAL PROPERTIES

### Characteristics and value system on which individual properties owners will take action

- They will be receptive to advices of professionals (craftsmen / installers), to word-of-mouth in their immediate circle and to offers marketed by retailer networks (general or specialised).
  - Each individual property owner has a different socio type (social-professional groups, households, in urban zone or not, new purchase or not...) but for their house works, they all react to the same levers such as: energy savings, equipment change, comfort improvement (looking for a direct well-being), even increase of their property value (housing refurbishment, property valuation, tax exemption).
  - Individual property owners are usually looking for economic solutions to lower their work bills. A majority positively accept financial incentives and is ready to use part of the money in order to have professional services in energy retrofit or to increase the budget allocated to their works. They can even decide to begin right away those energy efficiency works as part of their other housing improvement. For the DIY enthusiasts, doing part of the works by themselves would be a good solution as well.
  - Individual property owners are very concerned to prioritize the chosen works to be done. If a general improvement of the house is not already planned, weather-proofing and heating works will be their priorities
- Works inconveniences and financial risk are the main reasons for refraining the owner from taking action. They need to be reassured with the help of a specific planning they will control as much as possible.



## COMMUNICATION OBJECTIVES AND GUIDELINES

### Make energy retrofit more attractive and reachable

- 👍 Arouse a local disruptive communication: games and events organized with local stores and small shops in partnership with local media (press, radio, TV, Web TV) and social networks companies. Those events will include energy retrofit information into the centre of interest of the owner targets (be they young executive, couple, family with children and / or teenagers, in charge of domestic animals). You can imagine then to communicate directly on media special pages or programs on stock exchange, weather forecast etc... with customized messages.
- 👍 Play with the image and status of energy retrofit in existing buildings by creating local artistic events and enhance a better connection: organize an open call so as artists can propose a customized artistic event during which owners, their children and teachers could participate. It can be in their streets, buildings, neighbourhoods, schools...
- Establish a sponsorship with economic players sharing the same values (organic shops, ecologic and organic markets, alternative housing associations, specialised media and trade shows...) and set up information and experimentation/demonstration corners.
- Work in association with some fashionable network games which highlight energy resources issue.

- Promote a free application for iPhone/smartphone or pad, in coordination with a mobile phone provider. This application should allow owners to do their own house thermography or the energy leak detector etc...by themselves. You could also create an online page showing the different results in order to compare them in a kind of competition or creating a local game (nudges).
- 👍 Propose an exclusive offer in the frame of a partnership with an important house furniture retailer and take advantage of their stores network to promote it (NB: to implement this offer you will have to develop a marketing strategy inside the distributor network).

### Facilitate the accessibility with a customized support

- Develop a platform of "coach greeters" with convinced owners who will want to involve themselves in the promotion of energy retrofit of existing buildings in their city or village (patronized by the city hall/mayor). We can imagine an on-site presence in the town hall buildings, or to provide them a toll-free number, a Web interface, a smartphone application with geo-localization.
- 👍 Propose amusing/fun benefits to encourage owners to do their energy retrofit works: "my works, a thrilling experience ! They offered me a *He-man team* to remove my belongings, I'm invited in a very nice hotel, I bargain my old stuff and they get rid of them in attic sales...". A partnership can be set up with local associations or tourism offices.

## COMMUNICATION OBJECTIVES AND GUIDELINES

### Favour word-of-mouth and local experience testimonies

- 👍 Launch "the energy retrofit dinners" mimicking the type of TV show "come and have dinner at my home". Do so in association with a local TV, so as owners can test and enjoy the life in a energy efficient house/flat of the neighbourhood and testimony on-air live.
- Take advantage of the scaffolding protective canvas during buildings restoration to communicate with images and messages showing energy retrofit from the angle of well-being and life comfort. Like "it is so good to live here any season of the year... we thought in and out energy efficiency !..." ... Find scaffolding or advertising companies to work with so as the protective canvas can be recycled for free at the end of the exhibition period and create a media storytelling.
- Plan guided visits provided by students or urban planning experts along with local people passionate by their city "greeters" in order to open up the historical and contemporary city heritage, and town planning of their city or region from an energy retrofit point of view

### Bring together decision-makers and craftsmen

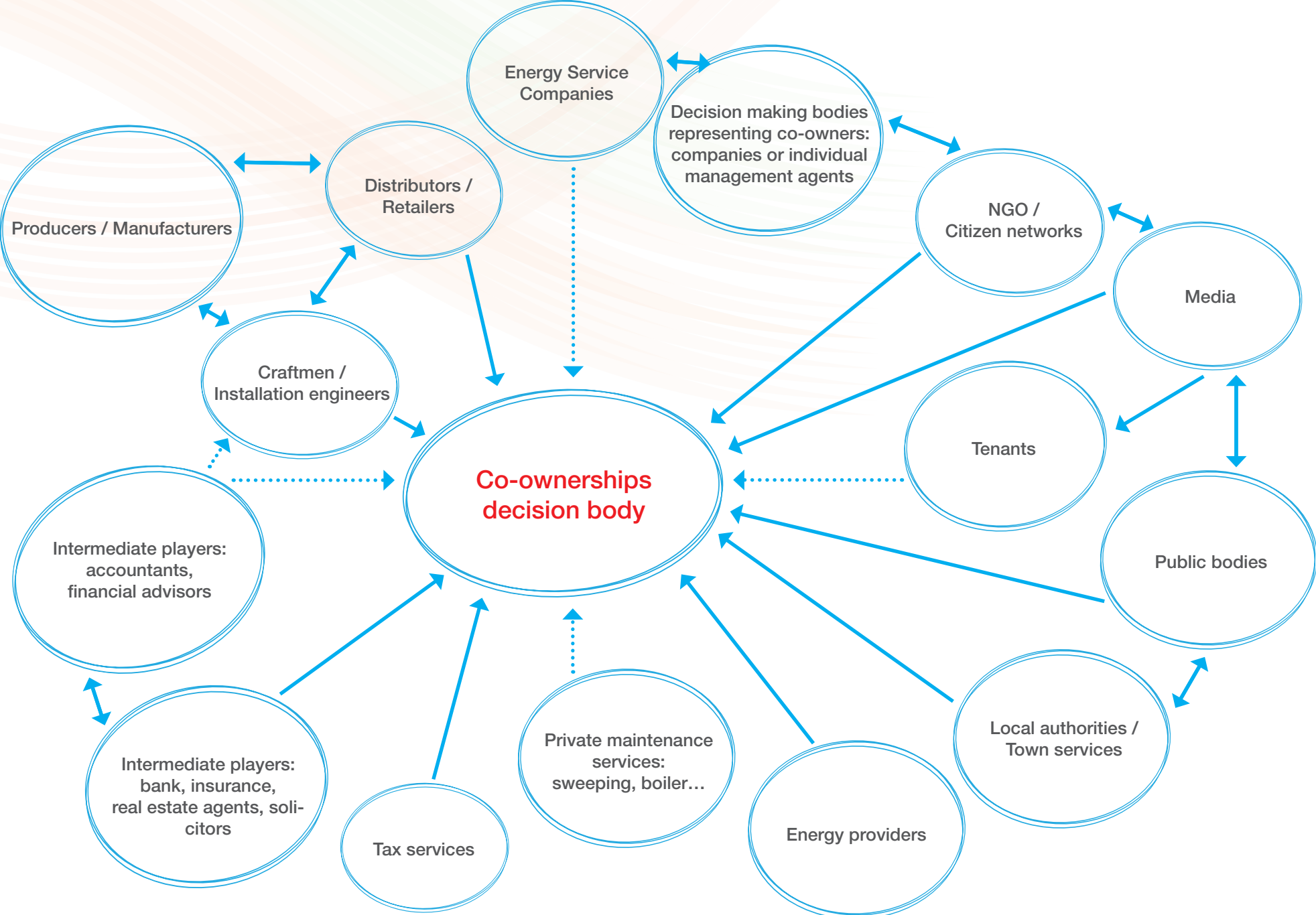
- 👍 Co-create in association with a NGO, a network of "Craftsmen Ambassadors", militating in favour of energy retrofit or even just concerned by the subject. Move into a bloggers community and promote a viral communication campaign including the manufacturers.

- Draw up a patronage program in collaboration with local craftsmen unions with whom you can exchange won advantages into energy retrofit works.
- Propose to housing distribution companies, manufacturers or large and average retailers to co-offer individual trainings to DIY by craftsmen apprentices.
- 👍 Structure the relationships between craftsmen and individual properties owners to facilitate auto-rehabilitation so as the owner can reduce the works bill and also help the craftsman concentrating himself on added value works for other building sites.
- 👍 Use the services of solicitors and real estate networks to relay audits and professional offers on energy retrofit in times of properties' transition: purchase / sale / renting / succession.
- 👍 Support craftsmen interested in investing themselves on energy retrofit development offering them some dedicated communication services: create their own website and push their Web index, co-advertise pages in private editions, co-write editorials along with manufacturers and local authorities, eco-label their work and spread the word and disseminate in the classical media...

# Co-ownership market



# INTERACTIONS AND COMMUNICATION BETWEEN KEY PLAYERS



## CHARACTERISTICS OF DECISION-MAKERS: CO-OWNERSHIPS

### Characteristics and value system on which co-ownerships will take action

- There are two steps in the co-ownership decision-making process: the individual one (each of the co-owners) and the collective one (through the organizations representing the co-owners). Thus, this market has to deal with a double challenge related to an individual properties owner behaviour (we will propose the same kind of communication guidance as for the individual properties market) but also with the slow-response of public authorities processes.
- Co-ownership can have trouble in finalizing a common program of actions (because of power struggles, relations of neighbourhood...) that is not compulsory for the buildings safety (compliance certifications, property works, emergency intervention). Specificities of each individual situation among the co-ownership need to be studied and resolved with educational and material assistance (in terms of techniques, finance...).
- On the other hand, the co-ownership, leaded by an active majority of convinced people (energy retrofit leaders) can foster the engagement of a group of owners who take part in the decision-making, to an energy retrofit works' planning in the short/medium-term. They will use levers related to valuation of the holdings, tax exemptions, discount on building expenses (property taxes, local taxes...), and HSE / well-being arguments.
- It has to be taken account that part of the co-ownerships are facing financial difficulties and their buildings are often energy insecure. There are also expenses debts in healthy co-ownerships. A first step will be to intervene with co-ownerships representatives and

guide them in the process of financial support request addressed to specialized funds.



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Co-ownership "Fontaine d'Aligre" in Paris: a successful example of energy retrofit.

Source: [www.lemoniteur.fr](http://www.lemoniteur.fr)



## COMMUNICATION OBJECTIVES AND GUIDELINES

### Pave the way thanks to a pedagogy that highlights medium-term benefits of energy retrofit and that reduces the constraints

- 👍 Find a way to communicate in the common parts of the co-ownership, on energy consumption evolution and comparing it to the potential savings the co-owners would benefit in case of energy retrofit works. It can be a visual set up, graphic posters implementation or a Land Art such as a large-scale barometer of the different buildings of the co-ownership. The barometer can show illuminated lines going up and down according to the real energy consumption. Contact technological or telecom solutions manufacturers and propose them to be partner in the process.
- 👍 Reassure the decision-makers regarding the planning and progress of works thanks to an educational support or even a technical training by a "coach". Anticipate and plan customized information on nomadic tools at each step of the process.
- 👍 Collect questionnaires and data during open forums gathering co-owners with representative organizations and energy retrofit professionals (engineering consulting firms, public bodies, associations, entrepreneurs).
- Invite the co-owners to get more involved in energy retrofit projects: include them in important decisions to be taken for the co-ownership like visiting the windows producer in order to choose them, or organize reports competitions (video, photo, small articles) that will be published.
- Offer compensations to the co-owners who will suffer more impacts due to energy retrofit works. For example, attic weather-proofing will affect especially owners living on the top floor. A compensation program taking into account those additional inconveniences can help the collective decision-making process. This program can include a special "prot" offer so as the concerned co-owners can get personal works advantages from the craftsmen assigned for the works of the co-ownership.
- Use the tools of services marketing: move from a product-oriented to a service-oriented approach including the quality service policy towards the client, with a customized relationship marketing development.

## COMMUNICATION OBJECTIVES AND GUIDELINES

### Mobilize and create spaces to exchange experiences

- 👍 Make the local premises available and offer the means to organize co-ownership meetings/receptions in a nice place (such as a cosy café in the neighbourhood). Clarify with arguments that will respond to the co-owners main interests, that will influence the decision-making and engagement process they will go through during the energy retrofit works and that will as well underline the medium/long-terms benefits.
- 👍 Develop regular moments of animations in front of the co-ownership buildings (take advantage of local, national or international events such as The neighbours gatherings, Sustainable Development Day, Music Day, attic sales...). Coordinate the program with local or more important associations and relay on social networks and bloggers Web pages.
- 👍 Organize round-tables with the participation of private and public stakeholders who are interested in co-ownership energy retrofit project ; it can be during trade shows or other existing professional gatherings (local and regional authorities, energy agencies, associations...).

### Choose to communicate on successful best practices and relay the example

- Launch an open call for a co-ownership energy retrofit project with the help of architects, financial companies, students... Provide an internet platform to support the recognition of "energy leaders" in co-ownerships and create the buzz. Point out a complete program of supports for the most motivated co-ownerships and orchestrate public relations and Web 2.0 networking.
- 👍 Give visibility to successful experiences in the neighbourhood (direct marketing, public information meetings, co-ownership visits in the neighbourhood, photo posters campaign of the "energy leader of the month" displayed in local shops) and other communication tools reaching co-owners.
- Propose sponsorship solutions so as "green co-ownerships" can support others which have not yet engaged in energy retrofit works... including customized financial assistance, bonus and discount vouchers in the frame of partnerships with eco/organic retailers.

## COMMUNICATION OBJECTIVES AND GUIDELINES

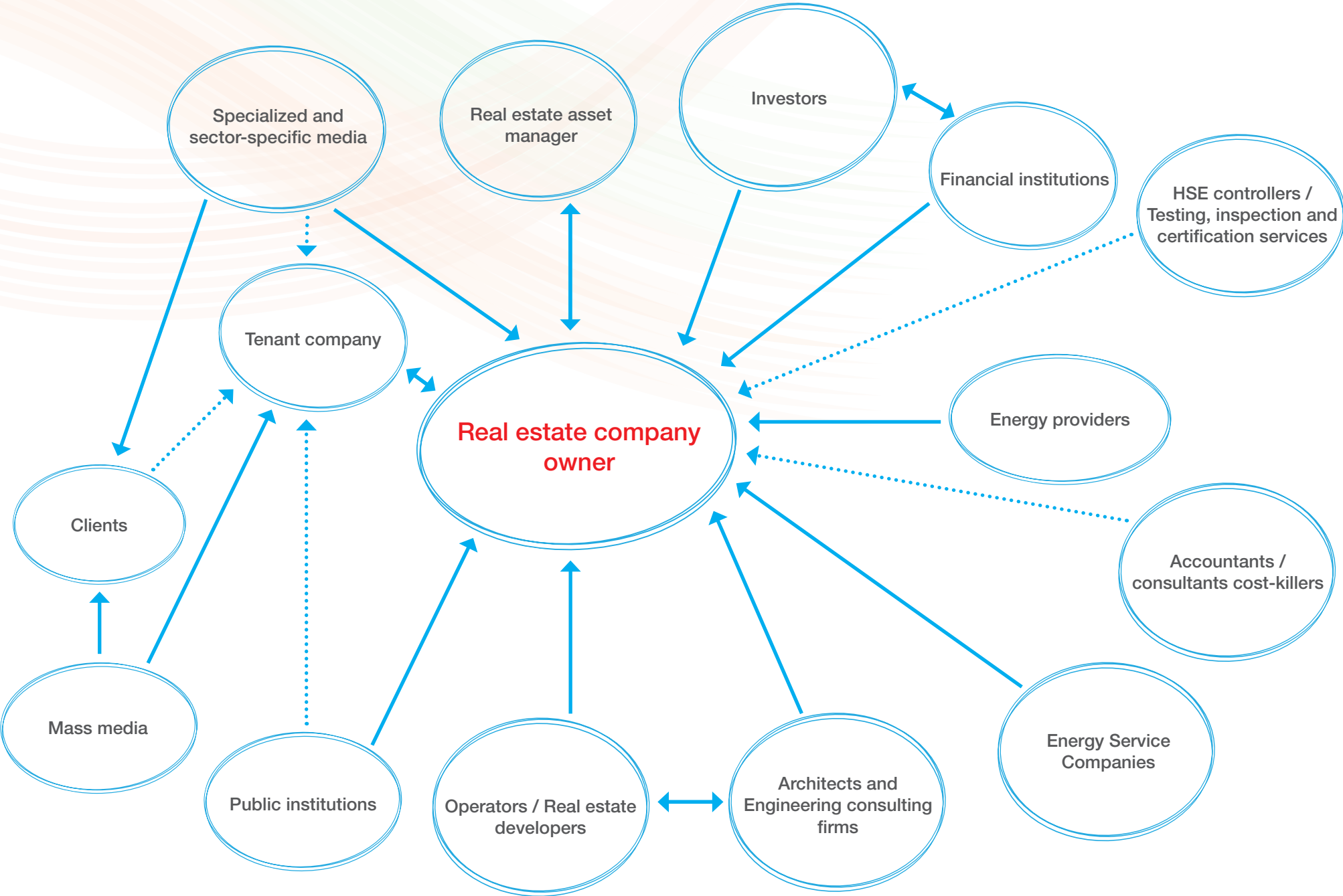
### Guide each of the strategic stakeholders as if it were an election campaign

- 👍 Support the co-owners representatives with the help of a "group leader" and a "coordinator" during the meetings inspired by "sociocracy" methods (those persons can be seconded by a citizen association or can be sociocracy consultants offering services in the frame of a sponsorship). This could foster a better timing and organization of the co-ownership meetings as well as give more motivation to the participants.
- 👍 Communicate toward the co-owners on energy efficiency audit by creating a "Co-ownerships energy retrofit" pack. The speech must be simple, illustrated by a diagram showing the decision-making and implementation process.
- 👍 Identify and promote associations which are specialised in supporting co-ownerships: providing consulting and services regarding energy efficiency and connecting engineering consulting firms with the co-ownerships decision-makers (from the diagnosis to the works planning and from the funding plan to the action plan of the project).
- Give the technical tools (legal, tax, financial assistance) to the co-ownership thanks to a "hotline" that could be either a toll-free phone number number, Q/A website platform or smartphone application for example. It will be dedicated to energy retrofit issues and the information will need to be passed on to the next stakeholders in case of property transaction during this energy retrofit process.
- Some of the compulsory maintenance or compliance works in the co-ownerships buildings can be a good argument to add energy retrofit works. It could be useful to connect those co-ownerships with professional clusters (including engineering consulting firms, energy providers, project managers, craftsmen, co-owners representatives...) in order to develop promotional offers and benefit from an interesting economy of scale.
- 👍 Negotiate partnerships with funders (banks, public bodies) in order to communicate these loan offers that would allow energy efficiency auditing or even financing, that are directly supported by the co-ownership.

## # Private tertiary market



# INTERACTIONS AND COMMUNICATION BETWEEN KEY PLAYERS



## CHARACTERISTICS OF DECISION-MAKERS: REAL ESTATE COMPANY OWNER

### Characteristics and value system on which real estate companies will take action

- Two key targets are:
  - > *Real estate companies managing a real estate portfolio and leases. As investors they promote their real estate assets and they are receptive to image and economic arguments (limit risks, anticipate obligations of the energy retrofit by provisioning and smoothing investment, save energy expenditures thanks to infrastructure and good practices training).*
  - > *The companies, owners of their premises, but also tenants where several parties are interested in the energy retrofit issues: trade union representatives (for the working conditions), quality managers (for compliance with standards of business premises), the top management / communication and marketing / sales departments (for branding).*

- These professional owners tend to engage spontaneously in the retrofit of their real estate portfolio as a result of three incentives: reducing their energy bills, promoting value of their real estate property (the level of energy efficiency impacts the purchase/sale price), internal behavioural obligations on energy efficiency.
- Legislation impacts two levels: on the obligations related to working conditions (short-term obligations), but also on the timing of mandatory compliance. Decisions are often postponed at the last moment, however, if they are motivated they can go much faster than for other collective decisions.



## COMMUNICATION OBJECTIVES AND GUIDELINES

### Strengthen the positioning of the energy retrofit argument as an asset of economic and image development (internal and external, national and European)

- Organize an intranet for cross-industries communication in partnership with the most active clusters, professional networks (e.g. BDM France), architects and engineering consulting firms, of competitiveness centres and groups of producers/manufacturers (e.g. PVC, wood and aluminium in northern Italy).
- Create a European innovation prize associated with a label of quality for corporate energy retrofit and communicate in specialized media or build a partnership with the organizers of prizes related to energy efficiency. Or build a network gathering the existing innovation prize in different European countries, and then disseminate for a European-wide visibility.
- 👍 Promote and give visibility to the offers of energy retrofit services to employees: propose companies a program involving a group of spokesmen collaborators with dedicated work time supported by coaches' or partner organizations' platforms.
- 👍 Motivate awareness and training of employees to the new energy usages of their workplace and to the comfort benefits and economic value internally and through professional social networks like LinkedIn, Viadeo etc..
- Speak the "private" language, product/service around offers focusing on innovation, design and urban development of energy-efficient retrofit of tertiary buildings. In partnership with energy supplier, propose in this offer some tours of model/reference sites (including buildings of historical heritage) in association with architects and engineering consulting firms networks.
- 👍 Structure a "lobby" communication through the specialized press (sector), the public authorities communication media, the tools of financial partners and real estate investment funds, the trade shows related to the company life...

## COMMUNICATION OBJECTIVES AND GUIDELINES

### Transform the perception of regulatory, environmental and operational constraints into an opportunity to increase the value of real estate assets

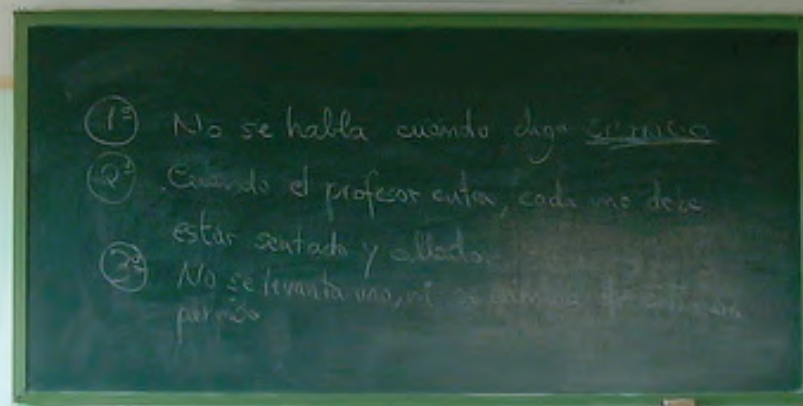
- Identify and offer a grouped visibility to companies, associations and unions proposing support services in terms of multi criteria audits to tertiary entities (technical, energy, urban/environmental, legal and trade). The objective is to prioritize the works and to set up a detailed scenario of retrofit that will correspond to the property valuation as well as meet the requirements of the tertiary market.
- Mobilize and connect with intermediate players that are involved in offices valuation – real estate agents, notaries, accountants, tax experts, banks, real-estate investment fund – by a grouped representation in trade shows and professional conferences and free news sent on decision-makers' smartphones (economic news format).
- 👍 Distribute a promotional pack of energy retrofit works assistance: mutualize a services package facilitating home-working, temporary offices close to the company location, interesting loans for short/medium-term renting (e.g. negotiate a sponsorship with a company providing virtual or shared offices such as Regus.com).

### Provide an anticipation service and a support for complying with standards

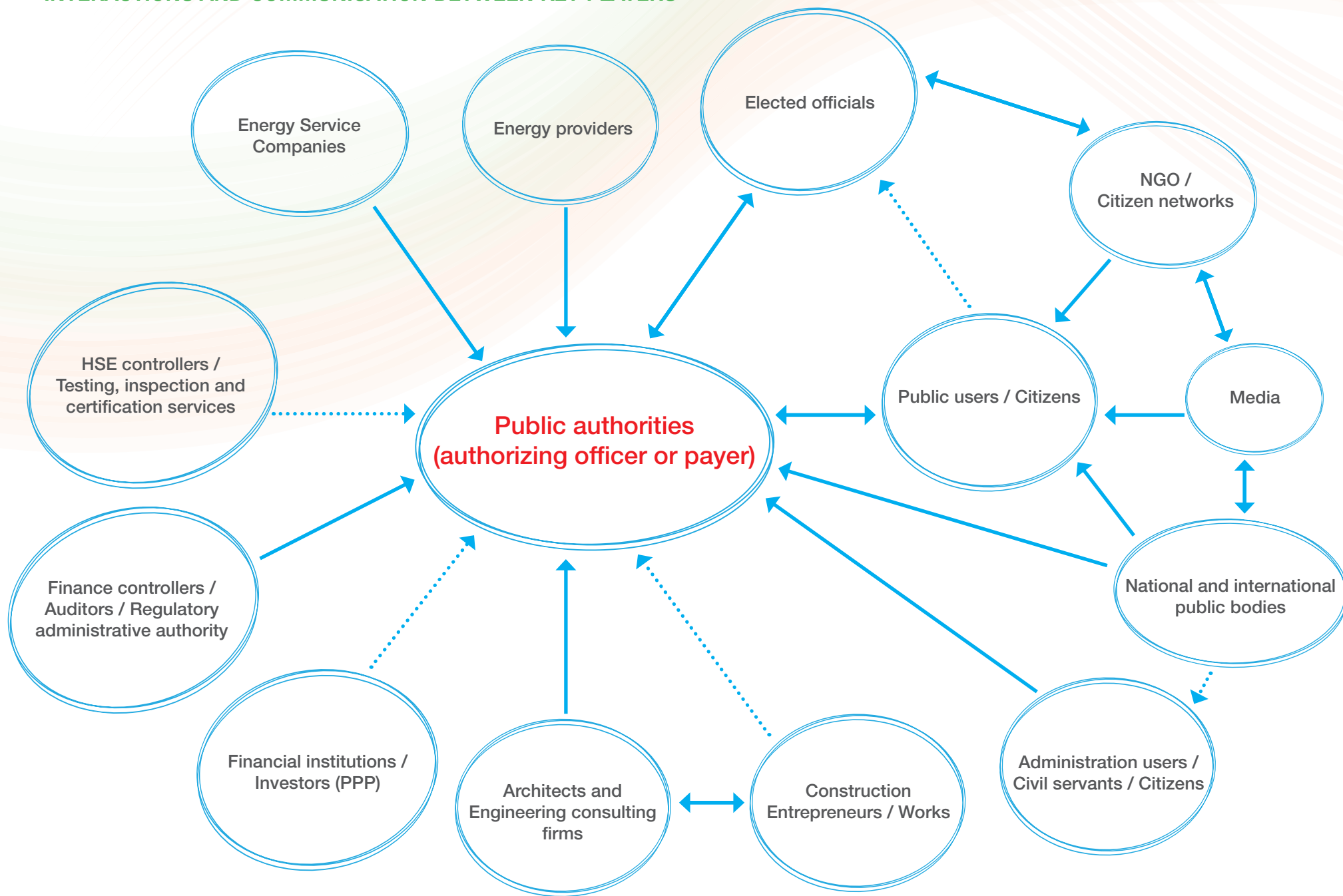
- 👍 Publish small booklets, simple and quick to read, regarding the regulatory compliance issues, addressed to financial, quality and legal services. In the frame of a partnership with banks, insurance companies and HSE (Hygiene Safety Environment) certification organizations, they should be addressed namely and for free to a short list of private tertiary owners. Strengthen the approach with an invitation to a private meeting with the different market players in Europe.
- Create an "Energy retrofit & Enterprises" business club. The club membership should be for free but the member will have to sign a commitment charter and will benefit from different services such as energy audit, works planning, financial assistance with some privileged relationships with merchant banking.
- Propose to the company's service providers (e.g. external auditor), common communications so as they can offer a one-to-one training to their clients on the standards and compulsory current obligations, as well as propose them an anticipation action with short/medium term tailor-made support.
- 👍 Provide an energy self-assessment tool that will enable to show the energy savings potential: free Web site giving access to a more detailed audits showing an energy & environment mapping allowing to build an energy efficiency strategy (point out false solutions and savings).



## # Public authorities market



## INTERACTIONS AND COMMUNICATION BETWEEN KEY PLAYERS



## CHARACTERISTICS OF DECISION - MAKERS: PUBLIC AUTHORITIES

### Characteristics and value system on which the public authorities will take action

Public authorities are crucial in the local implementation of policies for sustainable development. They play the roles of real estate manager and facilitator of local life. These are both dimensions of the communication actions orchestration on energy retrofit.



- A public culture characterized by:
  - Long decision-making and achievement process (collegiality of the decision or split decision-making process, including the distinction between authorising officer and payer which is paramount in the decision-making process).
  - Depending on the area this type of economy and decision-making levers can be opaque, blurry.
  - Inertia of implementation within the framework of public procurement (compliance with procedures and regulations imposed by the procurement contract thresholds applying to budget for this kind of works).
  - A political dimension and of general interest that comes into account as well as the technical and financial issues.
  - A reluctance with the private sector: the client will be vigilant about the marketing speech of manufacturers and will prefer to go through an internal control or via a neutral external provider guaranteeing the protection of his interests.
- Engaging in a process of development will depend on a number of general players:
  - priorities of the community in terms of its real estate strategy
  - the future needs of its citizens
  - the political will of its elected officials
  - the level of comfort required for building users.

## CHARACTERISTICS OF DECISION-MAKERS: PUBLIC AUTHORITIES

### Characteristics and value system on which the public authorities will take action

- Being exemplary together with the finance aspects are the driving forces in the decision process:
  - *Budgets dedicated to these works are voted and/or decided in the medium/long term and may be subject to public consultation or multipartite agreements between public authorities.*
  - *Other public authorities and supervision bodies come into play in the decision-making process at different levels (national, regional, local) while some others do not have the means for their overall policy of sustainable development.*
  - *Being exemplary must be communicated differently depending on the type of public buildings: for exclusive administrative use or frequented by the public. These citizens being also voters, it may be an incentive provided that this communication is substantially visible.*
- An analysis methodology of the public authorities' real estate portfolio is necessary:
  - *Public authorities will be urged to engage in energy retrofit if their technical equipment are degraded and impaired or due to regulatory obligations.*
  - *Therefore they would better prioritize in advance the identified buildings and the actions to be taken in the context of dedicated and voted budgets.*
  - *This commitment will lead to a multi-year investment plan established by the public authority.*

- *Educational buildings and schools represent a large potential of energy efficiency.*



## COMMUNICATION OBJECTIVES AND GUIDELINES

### Use the obligation to be exemplary toward populations

- 👍 Set up communication actions (print, mediator, real-time energy efficiency indicator etc..) within public spaces (charters, programs for energy retrofit projects, local energy efficiency reviews etc.)
- Create a city quality label associated with energy retrofits of public buildings and spaces (i.e. similar to the labels "Entente florale Europe", "Ville fleurie", "Communities in bloom", "European heritage", etc.) and develop a media partnership to publish rankings of public authorities involved in energy retrofit of buildings. Facilitate the dissemination of these rankings by social networks (Twitter, Facebook etc.) and small Youtube videos for the three best cities ranked at regional, national or European level.
- Organize "road shows" with a local flagship media (press, radio and/or TV) in the presence of elected officials, public officials, personalities and professionals in open discussion around the economic, political and social benefits of the energy retrofit works.
- 👍 Include energy retrofit works in a wider framework of eco-neighbourhoods and responsible urban planning and support public authorities mobilizing users of public buildings during the waiting times (screens with dedicated programs in the public spaces, young neighbourhood associations providing information...).
- 👍 Offer educational kits and school activities around energy efficiency works undertaken in school buildings and other extra-school public activities (sports, music, arts, recreation centres...). Launch the first children's petition supported by parent-teacher associations for the energy retrofit of their buildings.

- Use experience and tools of mayors' networks (eco-mayors, national conference of mayors, or other networks) and co-organize events and information meetings covering the various levels of local constituencies / government areas in order to harmonize and share the work done by the public authorities.

### Facilitate access to financial offers and legal support

- Develop a partnership with the funding bodies (supervision bodies, payers...) and private providers in order to structure a dedicated offer for public authorities and that would be monitored over time: choice of contrplayers and suppliers, research of financial aid, mortgage brokers , operational and instructional support...
- 👍 Propose roundtables in collaboration with a media specialized in sustainable investment and technologies (such as Novethic.fr in France) and one-to-one meetings with public authorities to guide them on the efficient energy technologies, the implementation of projects and financial solutions (long-term financing plans) tailored to their needs.
- Use existing public systems and tools to create a one-stop-shop "Public energy retrofit" targeted on public authorities and disseminated through media and events gathering local politicians, elected officials and administrators.
- 👍 Disseminate an information and training offer addressed to "energy leaders" spread across the various administrations. Build this offer in partnership with an energy supplier, a group of skilled craftsmen and other private operators.

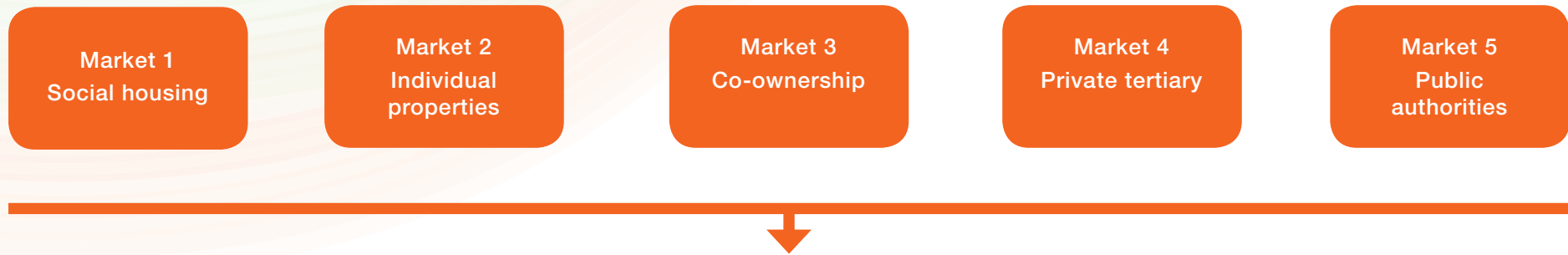




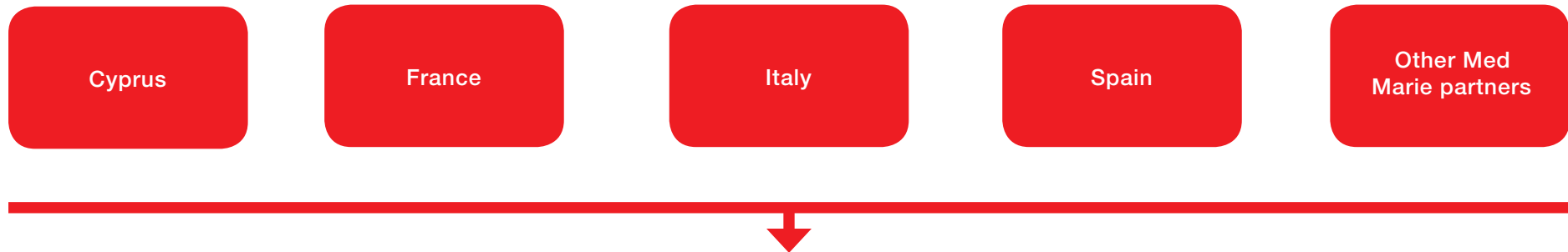
## **IV. METHOD FOR A LOCAL IMPLEMENTATION**

# A BIG PICTURE IN 3 STAGES FOR THE LOCAL IMPLEMENTATION: MARKET FOCUS – LOCAL IMPLEMENTATION – GLOBAL COORDINATION

## A. General recommendations specific to modelled markets :



## B. Adaptation of recommendations to the characteristics of each area:



## C. Overall coordination of the strategy implemented by local entities



## METHOD TO ADAPT RECOMMENDATIONS TO EACH AREA'S CHARACTERISTICS

### PHASE 1: ) Define objectives according to the various energy retrofit markets

- Target market segments according to the local strategy of energy saving, energy efficiency...
- ...regarding operational aspects, each country/region shall be able to define own communication objectives, namely: recruit, develop loyalty, gain visibility, provide information, which action taking ?

### PHASE 2: ) Identify the stakeholders in order to target decision-makers and influencers for each market

- Establish the number of transmitters-players and their scope,
- Assess the maturity and market concentration,
- Draw the structure of industry networks and locate the position of manufacturers / craftsmen.

### PHASE 3: ) Measure the maturity of communication

- Estimate the level of consciousness (the "awareness") on energy retrofit,
- Inventory the available information
- Identify specific media/tools locally.

### PHASE 4: ) Know your context using a local quantitative / qualitative study

- Study the socio-economic environment (state of housing, proportions of emissions etc.).
- Integrate cultural and behavioural aspects (relation to collaboration, rule, availability, habits, practices, etc.).
- Identify sectorial specificities: regulatory, technical / state-of-the-art, materials and renovation methods, works hierarchy.

### PHASE 5: ) Use the general recommendations of communication to build a local communication plan

- Select and prioritize the most appropriate lines of recommendations.
- Establish a budget focused on a few lines of communication so as to avoid scattering of actions.
- Develop communication actions the closest possible to targets, ideally with them.
- Structure a coherent communication action plan including objective/tools, targets and markets.

## IMPLEMENTING OF THE LOCAL ADAPTATION OF RECOMMENDATIONS

### NOTA BENE: ➤ For context studies

- It would be preferable to use sources from private research institutes...
- ...insofar as the budget allows it, they could be missioned to make an ad-hoc study

### NOTA BENE: ➤ For the Med Marie communication policy

- During its implementation, it is important to act in line with the other consortium members,
- The assessment phase should start at the beginning of operations by choosing the most appropriate indicators of local realities...
- ...this continuous assessment will help, especially upstream, to avoid pitfalls in the implementation of the communication plan

### NOTA BENE: ➤ For the global coordination strategy

- An overall coordination of the strategy carried out by local entities is required,
- This approach involves a local level made of as many communication entities as selected areas, in order to implement locally these recommendations of general communication...
- ...a second level consists of a coordinating agency ensuring the overall coherence of the implementation of local communications and their assessment.

### NOTA BENE: ➤ For the creation of a south European energy retrofit industry sector

- Despite the chosen country-by-country approach, more suited to the operational reality of such different areas, a cross-country structure will prove necessary in order to create a south European industry sector.
- Later on, **MED MARIE** will probably need to create cross-cutting tools to support the creation of a south European industry sector such as for example:
  - *a signature directing to a best practice website like a multilingual citizen platform ([www.younameit.eu](http://www.younameit.eu))*
  - *an observatory of best practices at South European level,*
  - *a network of existing national clusters to coordinate the emergence of a South Europeane "Meta Cluster"*

### NOTA BENE: ➤ For the choice of communication tools (as follows)

- Typology of communication actions,
- Correlation table between key players and media

## TYOLOGY OF COMMUNICATION ACTIONS

### FOCUS: Public / private partnerships (commercial, industrial or distribution group)

- Ensure intra-group transmission via sales network to implement the "offer".
- Possibly appoint an account manager with a commercial profile.

### FOCUS: Digital territory

- Web 1.0 is not a media but a media relay. Other media must redirect to the website.
- For interactive relationships of Web 2.0, ensure to liven up, update and moderate your profiles. Consider the services of a "community manager" or else a network of bloggers.
- The Web is experiencing high speed phases of concentration and mutations: the digital is used on more and more screens (desktops/laptops, tablets, PDAs, smartphones...) and the audiences split accordingly.

### FOCUS: WebTV

- Use your partners' Web TV to orchestrate the broadcast of short formats.
- The short formats can convey experiences, initiate training and give substance to the concept of energy retrofit uneasy to represent and view (using thermography).

### FOCUS: Press

- Regional daily newspapers ensure to be close to local targets.
- Issues of greater magnitude will be addressed in parallel in the national press.

### FOCUS: Personalized support

- The services to individuals, like personal "service coach" 24/24, is highly recommended in the adoption of new practices.
- An energy leaders' and ambassadors' community can quickly be set up and reachable via smartphone applications, best practices websites and dedicated toll-free phone numbers.

## TPOLOGY OF COMMUNICATION ACTIONS

### FOCUS: One-to-One

- Unlike public mass market tools that are inoperative regarding institutional BtoB, plan to organize a series of face-to-face, implementing the "theory of commitment" in three phases:
  - *organize meetings (information/learning)*
  - *engage the process (act of commitment formalized by the signing of a charter)*
  - *disseminate among peers (publication of the commitment).*
- Supports: Powerpoint presentation + pitch/arguments + meeting moderator + brochure left after the meeting.

### FOCUS: CRM (Customer Relationship Management)

- Based on technologies such as data mining, the increasing number of channels of communication and the e-commerce, the CRM applications allow a better understanding of each client in the long-term and better contact them in order to sell better, serve and gain loyalty.
- Innovation through customer relationship management is a good key of differentiation.

## CORRELATION TABLE BETWEEN KEY PLAYERS AND MEDIA TOOLS

Targets	Main issues	Motivations	WEB, emailing, blogs etc.	TV/Radio, hoarding network	Nudges, Gaming...	PR, Partnership	Press, Magazines	Events, focus group, contests
Professional networks, Federations/unions	Visibility, mission of union, gathering	Provoque commitment, spokesperson/relay	Web, Email, Newsletters			Partnership	Professional or internal magazine	Fairs, Tradeshows, Conferences, Meetings (like « Café Energy »)
Politics (elected and voters)	Exemplary, Eco-convenience	Local development, good public opinion	Web, Web 2.0, Blogs, Forum, Newsletters	Radio, TV		One-to-One, PR, Partnership	Professional magazine, Local and national daily newspapers	Professional and public conferences , Congress, tradeshows
NGO / Citizen networks	Eco-citizen interests	Visibility, Inform, lobby	Web 2.0, Blogs, Newsletters, Forum	Radio	Nudges, Empowerment Gaming	PR, Partnership	Local and national daily newspapers, Non-specialized magazine	Focus group, Experiential
Financial institutions (Banks, landholding trusts, investors, developers)	Profitability, Valuation	Promote works smoothing	Newsletters, Email, Web			One-to-One, PR	Professional magazine, National daily newspapers	Tradeshows
Regulatory (States, finance controllers, HSE standards, auditors)	Respect norms, regulations and laws	Prevention, Regulation	Mailing, Newsletters			One-to-One	Professional or internal magazine	
Providers of professional services (accountants, notaries, real estate agents, Energy retrofit/efficiency specialists)	Sell professional services	Gain loyalty, Recruit	Newsletters		Empowerment	Network partnership	Professional magazine	Tradeshows, Conferences, Forums
Local authorities, administrations	Public service	Public service mission	Newsletters, Email	Little hoarding		One-to-One	Professional or internal magazine	Contests, Tradeshows
Providers of building-related services (electricity, gas, maintenance)	Sell, recurrence	Equip, Gain loyalty	Mailing, Newsletters			Group partnership	Professional magazine	Tradeshows
Co-ownership representative, property agent, neighbours	Decision power	Monitor works	Mailing, Newsletters	Radio, Little hoarding	Nudges, Empowerment			Focus group, Experiential
Construction industry sector (producers, distributors)	Sell, margin, volume	Recruit, Gain loyalty, Accompany	Email, Newsletters			Group partnership, PR	Professional magazine Local daily newspapers	Tradeshows
Users (Company, tenant, individual, citizen, civil servant)	Inconvenience, move, duration	Works facilitation	Mailing, Email, Newsletters, Web 2.0	Radio, TV, Web TV	Nudges, Gaming		Local and national daily newspapers, Specialized magazine	Public fairs, Focus group, Experiential
Craftsmen (individuals, SME)	Opportunity, works, construction projects	Mutualize, Standing up to groups	Mailing, Web Newsletters	Radio	Nudges	Network partnership, One-to-One	Professional magazine, Local and national daily newspapers	Tradeshows, Public fairs, Contests
Architects, engineering consulting firms	Sell, innovate, avant-garde	Recruit, Gain loyalty, Gain visibility/awareness	Email, Web Newsletters, Blogs, Web 2.0	Web TV		Network partnership, PR	Professional magazine, Local and national daily newspapers	Tradeshows, contests

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