The unpredictable consumer: A report of the BEHAVE project

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Preface

> How should we think about the consumer? As a god-like figure, before whom markets and politicians bow? A weak and malleable creature – a mere pawn in corporate games played in invisible boardrooms? A political trendsetter with the power to save the planet? In reality, despite huge efforts to constrain, control and manipulate them, consumers themselves can and do act in ways that are unpredictable, inconsistent and contrary… (New Internationalist 2006; cf. Gabriel & Lang 1995)

Consumers have not only the right but also the responsibility to protect themselves instead of leaving this to someone else (Kotler et al. 2005). How should the argument be understood when talking about environmental change and individual person's responsibility? How should an individual consumer do her or his bit in preventing the change? Or is the responsibility rather on shoulders of government and municipals? And how should the consumers then be activated and motivated to take stand to energy saving issues with their own behaviour?

These questions are addressed in this report compiled of different European case-studies of energy efficient campaigns. The cases represent eight different topics related to environmental change from different viewpoints. The central theme of each project was however, energy consumption. In the following chapters the case-studies are monitored and focused as from the overall campaign management's perspective. In special focal point is how the campaigns are run from consumer's point of view.

1. Planning

1.1. Societal marketing concept

According to Kotler and al. (2005) "The societal marketing concept holds that the organisation's task is to determine the needs, wants, and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors, in a way that preserves or enhances the consumer's and the society's well-being." Ethical and social considerations are built in marketing concept in a way that penetrates consumer's attention and motivates them to make the change.

The societal marketing that is practised in the cases monitored here could be characterised as *cause-related marketing*. This means that the general purpose of these programs is to deliver mutual benefit and well-being for both consumers and the society. In cause-related marketing it must be taken into account that consumers look for signs of good corporate citizenship. This applies to such programs in which both societal marketing and product sales are combined. In other words, consumers when making purchase decisions regarding for example, energy saving domestic appliances, may have expectations for companies' public interest to environmental issues and not only for profits.

In societal and cause-related marketing it is a question about companies' reputation as a good corporate citizenship. This sets criteria for planning of the whole project. The different phases and features regarding a successful societal marketing concept are discussed in the following chapters.

1.2.   Market segmentation

Segmentation forms an important basis for the success of the campaign, since finding homogenous subsets helps to implement program goals and to reach the desired target groups. That is, the markets should be segmented at least to some extent. Although markets can be divided according to a number of general criteria, for example by industry or public versus private sector or by consumer or industrial markets, public and private sectors do not overlap totally. More importantly, public and private sectors vary. For example, consumer markets are split into sub-segments that differ from each other in respect to their attitudes, values and socio-demographic features (class, income, age, education etc.).

The cases showed mixed results with this respect. Quite in many programs no segmentation or other formal needs assessment was conducted. Sometimes it was felt that the pressure for the project came from political interest and therefore the segmentation was not carried out (Norway, N 3). On the other hand, some cases reported of a very careful preparatory phase in which pilot studies were conducted in order to find out what the current situation in a given field was and what kind of change would be needed. For example, the Spanish case concerning collection of fried oil from households (E 9) and all the UK cases were started only after a systematic field study. The other end was present in an Austrian case "Fair Energy" (A 3) where the segmentation was left in halfway. It was stated that no deep analysis of the markets were necessary, given that the program was targeted to whole private sector, i.e. all households of Upper Austria. It was claimed that an easy access to the address data of all households would have been sufficient for the success of the campaign which covered 550 000 households altogether. However, only 3000 energy checks were ordered and no information about the customer satisfaction was attained because there was no evaluation of the target group. In other words, the campaign was not planned all the way – despite the 100% coverage – because no information about the differences or similarities of segments and target groups was available. Thus, the goal of the campaign – the household, remained quite obscure and no results were obtained about how they used the energy check.

There were plenty of well planned campaigns of which it is here referred to the Netherlands' project "Energy survival" (Nl 12). In this case energy marketing was communicated to schoolchildren by dividing the market in smaller segments: children between the ages of 8/10-12 years, the tweens. Although the target group still is huge, 2 million youngsters, it is possible to identify homogeneous features that apply to the whole segment. This helps to design the appropriate ways to communicate with this age group, which in Energy survival case was realised by an independent marketing research.

A thorough and systematic segmentation would involve finding out some core characteristics of target markets, in consumer markets, for example, the type of household (single households, family with children…) or geographic differences. This information helps then to choose which segments to address and to position and design an appropriate marketing mix for each segment. The overall intent is to identify groups of similar consumers and potential target groups; to prioritize the groups to address; to understand their behaviour; and to respond with appropriate marketing strategies that satisfy the different preferences of each chosen segment. In the end, this leads to significantly improved campaign effectiveness. With the right segmentation marketing results can be improved because messages are directed to right target groups.

> ➤ Summary of market segmentation: identify market segments – divide them into distinct group of consumers or other end users – find out their needs and characteristics of behaviour.

1.3.   Market targeting – target marketing

The careful selection of the target segment is closely linked to the selection of the target group. A target group is the primary group of people that something, in this case a social energy efficiency campaign, is aimed at appealing to. A target audience can be people of a certain demographic variables such as age group, gender and race, or psychographic variables, such as lifestyle features, attitudes and worldviews. Without knowing the target audience societal advertising and the selling of a particular value and information can become difficult and waste of resources and funding.

The segmentation of target groups of different national campaigns varied to some extent. The themes of the campaigns targeted towards nine different sectors of energy efficiency and end-use: energy efficient buildings, household energy use, schools, renewables, climate change, energy efficiency campaigns, eco-driving (non-energy projects). The target audience consisted of consumers, households, industrial consumers (building supervisors), school children and youngsters, media, general public (nation wide campaigns), and other intermediary parties (NGOs, social workers, teachers).

A large energy efficiency campaign was carried out by Germany in its "Energy efficiency in private households" – campaign. The goal was to reduce energy consumption in private households. However, the target groups included all possible types of end users in the private sector, in short all the German households, as well as multipliers. In this respect, it is difficult to perceive how the campaign managed to reach all different types of households, since an important factor affecting the success of the campaign is the type of household. Different households are in different life stages and have different needs. E.g. a retired couple certainly (in average) uses less energy and for different purposes than a family with small children. The interest towards energy campaigns may thus vary between these two households, family with children may be more apt to absorb information about how to decrease energy bills while elderly couple doesn't pay attention at all to the issues, since the energy consumption may be quite modest. Or like in the Dutch case "Energy box" (Nl 11) energy price was not a reason to take part in the campaign.

The different school campaigns could be mentioned here to underline the successful planning and targeting. Many of them showed that by concentrating to a single target group and approaching it with its own language and in its own familiar surroundings helps to combine also other stakeholders as indirect target groups. In school programs this meant, for example, commitment of the teachers and the parents.

> ➤ Summary of market targeting: know your target group – find out the consumer characteristics – divide the consumer markets based on some of the main criteria: geographic, demographic, psychographic, or behavioural.

1.4.   Back up analysis

Back up analysis was rarely referred to as such. The back up was embedded in the preparatory phase and dealt usually with engagement of the participants to the

realizing of the program. Back up is also an important factor for the success of the campaign. If problems occur there should be an existing plan of how to handle the problem without interrupting the undertakings (timetables, goals) of the program. In some cases the need for a back up was felt as quite irrelevant while in the others this was taken into consideration. The report of the French case on energy labels (Labels on electrical households appliances, Fr 6) included some information of the back up: "The rationale behind the energy label is that to change consumer purchasing of the domestic appliances, one should provide them with information on the energy performance of the appliances [and therefore] partnerships were established with retailers and vendors were trained on energy consumption issues and on using the label as a sales pitch."

From consumers point of view the lack of back up may be manifested in disinterest towards a product / a desired behaviour / campaign. As it was stated in the Austrian case "Climate herald" (A 2): "Do not overestimate peoples' interest in energy conservation in order to avoid too ambitious aims." Despite what the resources are there is no sense from consumers' standpoint if there is no support and advice for them that would inform them in difficult situations. This is the case with the use of complicated home equipments for example. The Dutch case "Energy box" (Nl 11) had overcome this by focusing on the rational behind the project: "Facilitating energy saving investments by giving information and making it easy to order, and taking away unfamiliarity with products, energy costs and savings."

The Spanish case of Biodiesel (E 9) had confronted many problems and barriers in motivating consumers to use bio diesel. These were anticipated however, in the preparatory phase and the campaign was despite these barriers a success at least to some extent and consumers were really activated to collect and recycle domestic oil.

> ➢ Summary of back up analysis: make a good analysis in advance of all possible threats; this helps you to react appropriately in case of crisis management.

1.5.   Strategic plan for organization and management

Strategic planning is the first stage of marketing planning and defines the role of marketing in relation to the whole project. Many of the programs operated with quite formal plans, there were explicit goal statements. The formal plan setting was a national feature; in some countries the whole campaign was formally planned from the beginning to the end and this was seen in every case conducted in that country.

Program organisation and management stood generally on two main pillars: local or national partners. Moreover, different level networks such as authorities, communities, NGOs and business companies (the societies for nature conservation, educational associations, environmental managers, business representatives) worked in close co-operation. The wide co-operation has its pros and cons, on the one hand, action can be divided between many parties and information can be disseminated widely but on the other hand, someone has to be responsible for the whole organisation and management of the program.

There are some important questions that must be answered when setting up the strategic plan of the program: what will be done, when will it be done, who is responsible for doing it, how much will it cost, how long time does it take? Answering all these questions involves careful planning. It also requires good co-operation between partners and stakeholders. The French case, "Etiquette energie" (Fr 6) reported of different ways of well-planned selection of target group. Technical and

economic studies were carried out to analyse the national and European appliance stock in order to evaluate the energy and economic stakes of domestic appliance consumption. Also an analysis of the existing labelling and appliance standard scheme in the US was conducted and cooperation with the industrial sector was ensured. The English case (UK 1) reported, for example, the following.

> We employ comprehensive market research through a quarterly tracker and 'Green Barometer' survey to assess the effectiveness of our activity and to improve the understanding of the attitudes and behaviours of the UK population to inform future activities. A key focus of our work is the Energy Saving Week (ESW) campaign that takes place each year in the last week of October, at the start of the UK heating season. The impact of ESW is also evaluated.

In the cases reviewed, several problematic areas can be mentioned: *lack of time, lack of resources, and unclear division of responsibilities*. Room for well-defined organisation was desired by Swedish project "Wooden pellet heating" (S 7). Cooperation and campaign organisation between different partners was experienced sometimes difficult. This signifies that campaign lacks the person(s) / partner(s) that would lead the project according to plans.

These weaknesses described relate to designing and managing of value networks (=the partners and members who really carry out the different stages of the campaign) and marketing channels (=communication to target group). Those who are responsible for designing and managing the campaign must pay attention to the channels members. That is, all the members must be selected, trained, motivated, and evaluated according to goals and a joint strategy defined for the whole campaign. Otherwise project members get confused and the campaign suffers. As the Swedish project report (Campaign on wood heating, S 7) stated: "The joint steering group had some difficulties in organizing its work and coordinating the programme activities, and the communication gave unclear signals about who was doing what, and who was responsible for the campaign." Unclear roles may cause troubles and decision-making should not be split among too many members.

Lack of resources was named often as a hinder to the campaign success or management. This was the case e.g. in Bulgaria (Energy efficiency law, Bg 10), since financial support was not secured. Budget was found insufficient also in Finnish Safe and economic driving (Fi 5).

> ➢ Summary of organisation and planning: Campaign managers are responsible for setting the strategic-planning process in motion.

1.6.   Risk analysis

The risks that different social, in this case energy campaigns contain are mainly related to the campaign's overall effectiveness (success of communication, attitude and behaviour change, co-operation etc.) and funding. No big investments on construction projects are generally made in these projects. The purpose is not to increase sales, per se, but rather active and motivate consumers or other target groups to act responsibly, which naturally may indirectly be seen in increased sales of energy efficient domestic appliances or use of heat pumps and pellet stoves for heating for example. Therefore, the risk may stay quite low.

It must be emphasised, however, that just because of the low economic risk, the planning and preparation of different campaigns may remain insufficient and this

in fact poses a risk in itself. In other words, once funds and other resources are offered, the campaign is executed but no evaluation of its effects is conducted.

Because not all the cases are only societal by nature but involve also investments, actual building of for example, like in Spanish case, new bio diesel plants, the risk is real if the campaign fails and no changes in consumption behaviour happen. The campaign succeeded quite well despite of the numerous barriers: "People collaborate in the recovering of used vegetable oil during the dissemination campaign and they are still leaving the used vegetable oil in the containers placed in the clean points around the cities. People's behaviour changes as they have access to information that they didn't know before. Also investors have noticed that a biodiesel production plant could be a good opportunity of business in the region."

A risk relates to conflicts between partners of the program. When a campaign is put through a marketing channel there is always a potential for conflict and competition resulting for example, from goal incompatibility, poorly defined roles and rights, perceptual differences, and interdependent relationships. Potential conflicts must be anticipated already in the planning phase as discussed in the previous chapter. The project management should view the project members in the same way it views it consumers or end users. The management should therefore, provide training programs, market research programs and other capability-building programs to improve members' performance. In some case studies such things were implemented as part of program implementation, for example, in French energy label project (Fr 6), sales persons were trained on energy issues regarding energy efficiency and energy labels. It is much more likely that when sales persons know the goals of the campaign they can transfer those to their customers.

> ➢ Summary of risk analysis: Anticipate potential risks in planning phase. Devote time for preparation and motivate all the partners and value networks to the joint goal.

1.7.   Program testing and pilot campaigning

In marketing literature the concept "testing" relates to product or experience testing. In this report, concept testing regards especially experiences, since it is a question about developing a societal campaign directed to reduce energy consumption by different means. It is self-evident that testing is needed in order to find out the reactions of consumers to certain stimuli. In this way feed back is got about the functional and psychological performance of the concept. Testing can yield valuable information about the program effectiveness.

This procedure was applied to some case-studies. It seems also that testing was implemented in the planning and preparatory phase, and this seems rational because concept testing is part of marketing planning. For example, program concept testing was conducted in the UK programs as follows:

> We undertake media audits and stakeholder satisfaction work to further test the effectiveness of our activity and undertake/fund wider research on how best to communicate our messages and the policies needed to deliver this. For example our report on the role of education and schools in shaping energy-related consumer behaviour, the Linguistic Landscapes report on the evolving discourse of climate change in the UK (both due to be launched in September 2007) and our work on the public acceptance of microgeneration technologies. (UK 1)

In the Dutch case of Energy box (Nl 11) three marketing concepts were developed in order to test which concept would capture best end users motivation. The testing was found important, since it was found difficult to find a range of suitable products that could make up the variety of the choice list.

The review of the case-studies highlighted several points. First, testing the effectiveness of communication is important in order to be able to communicate in right manner to the target group. The campaign must use a language familiar to the target group. Second, consumers' decision to adapt new products is never self-evident. Their needs are not always those anticipated, for example, as Energy box case showed, contrary what was thought people are not necessarily motivated in the energy saving issues when they receive the energy bill. It showed also that although offered for free, people may not become regular users of energy saving light bulbs. They may also reject a new product. Rejection becomes even more probable when it is question about changes of usual consumption habits and routines. People are used to behave in certain manner and thus, changing that requires "selling" a new lifestyle, which should be motivating both in the economic and behavioural terms. This brings us to the third point, to consumer-adoption process. It is easier to adopt a new, less consuming appliance if a consumer gets relative advantage of it compared to the old one. This become evident in Energy box case: "Apparently it was difficult to find a range of suitable products that could make up the variety of the choice list. As the Energy Box therefore mainly aims at energy saving light bulbs, and this was the most ordered product as well, it probably is not the best way to stimulate small investment behaviour."

Pilot campaigns are part of concept testing. The project "Open doors" (Greece, Gr 1) aimed at creating an innovative pilot mechanism for informing school children and their teachers on renewable energy sources and energy efficiency. The French energy label case utilised pilot studies in testing the campaign first in local level and then in the national level. Finnish case of Energy awareness week (Fi 1) had also utilised pilot cases in developing the campaign in the forthcoming years: "…in the first year of the energy awareness week (1997) eight pilot cases were analyzed. That study gave a good basis for the implementation of the week for the following years."

➢ Summary of program testing and pilot campaign: recognise differences in individual readiness to try new products, the effect of personal influence, and differing rates of adoption.

1.8. Planning of monitoring & evaluation

It is very important to have a good monitoring and evaluation scheme in order to find out whether all project partners do their job sufficiently and the project meets the needs of the target group. (Austria A 2)

The needs of the target group, i.e. the consumers or other end users can be monitored by asking them questions about how they perceive a campaign. This is typically done by conducting a feedback survey where campaign-related questions are posed. The surveys are based on telephone calls, postal questionnaires or web-based elements.

An important part of monitoring is also to collect data on how the behaviour has been changed after the campaign. Any comparative study is impossible to realize if there is no data available of the situation in the beginning of the campaign. Thus, it is impossible to find out the direction of the change. Therefore, a campaign should always start with an analysis of that moment. The change may deal with attitudes and

awareness. When it is question about behavioural change, there should be a measuring instrument that would inform about the real change.

Monitoring was sometimes left only on a hypothetical level. No evolution of the success of campaign was done and therefore, no real developments for forthcoming projects were possible to do. This was clearly a week point of such cases and the impression got was that there was no need to report about the overall implementation and realisation of the campaign especially in such cases that were labelled as pilot cases.

➢ Summary of planning of monitoring and evaluation: It is a great opportunity to get feedback of the overall success of the campaign and for this reason every program should end with a carefully conducted monitoring and evaluation.

2.   Implementation

2.1.   Realistic planning and implementation

Even a brilliant strategic marketing plan counts for little if it is not implemented properly (Kotler 2003). A question can be posed: how can a marketing plan be implemented effectively? Marketing implementation is the process that turns marketing plans into action assignment and ensures that those are executed in a manner that accomplishes the plan's stated objectives (op. cit.). Implementation phase should address the questions as who, where, when, and how.

Successful implementation depends on several key elements. First, it requires an action programme that pulls all the partners and activities together. The plan should show what must be done, who will do it, and how decisions and actions will be co-ordinated. Second, the organisation group's decision-and-reward systems –formal and informal procedures affect the implementation. This is important the co-operation between different parties and in motivating them to work together for the shared goal. Equally important is rewarding the target group; such an action was carried out in the Spanish fried oil case: "Dissemination of gifts and promotional objects such as stickers, kitchen magnets, kitchen cloths or textile bags to all those people who bring waste of oil."

In the case-studies, different instruments were utilized in the implementation phase.

A. Communicative instruments, such as:

- Training and motivation of professionals, for example, training courses for heat pump installers, motivation of chimney sweepers by showing an educative film and this way verifying that partners are involved with the program goal.

- Different marketing mixes ranging from leaflets to TV ads and open events at local level. For example, heat pump campaign in Austria used both direct mail to inform possible customers and organised performance measurement of installed heat pump.

B. Regulatory instruments, were used, for example, in Spanish case of energy efficient building.

C. Economic instruments were also sometimes used as in Norwegian case of Energy saving in household (N 3); a monetary subsidy was paid to the customers who invested to electricity-saving heating technologies.

The implementation faced sometimes problems. Those are categorised based on the type of problem adopted from Bonoma. According to him (1985), there are four sets of skills needed for implementing marketing programs: 1. diagnostic skills, 2. identification of company level, 3. implementation skills, and 4. evaluation skills. The problems of the cases of this report related typically to the points 1 and 3.

Diagnostic skills: It occurred with some cases that marketing programs did not fulfil expectations and it can be asked whether it was the result of poor strategy or poor implementation. If it was about poor implementation, what went wrong? Weaknesses relate to the overall commitment to the project goals and insufficient knowledge about how much labour force implementing a project requires. The main criticism of the operation regarding French case "Défi pour la Terre" (Fr 5) was directed partly towards the implementation, the lack of ambition and the associated human means to carry the program through. Also the amount people working full time was not sufficient.

Implementation skills: To implement programs successfully, marketers need also following skills: allocating skills for budgeting resources, organising skills to develop an effective organisation, and interaction skills to motivate others to get things done. Case Sunrise building (E 10) highlighted the importance of interacting program goals and end users awareness. The weak point is the lack of training and awareness of the owners who live in the homes and the neighbours in the immediate surroundings, in everything to do with systems of energy efficiency as well as social relations since being the recipients of social housing constitutes a less privileged sector of society with reduced access to training in general.

Motivation of the partners was clearly experienced hard. For example, Austrian case "Climate heralds" (A 2) stated that motivation of chimney sweepers was essential for the successful management of the campaign. However, there were big regional differences in the motivation of professionals which hindered the campaign implementation. This case shows that motivating the core partners is of enormous importance. If those are not ready to spread the campaign goal there is hardly good chances to get the target group (consumers) motivated. In this case it is worth considering the organising skills of the campaign management, since A 2 reported of the lack of support and of too high expectations regarding the technical advices. This is in close relationship with diagnostic skills (part 1).

2.2.   Communication channels utilised in the implementation

"I know that half of my advertising is wasted: The problem is that I don't know which half."
John Wanamaker

The selection of communication channels must start with a clear vision of target audience: individuals, groups, particular publics, or the general public. This effects to communicator's decision on what to say, how to say it, when to say it, and to whom to

say it. It was referred already earlier to the Dutch case "Energy box" (Nl 11) which goes for an example of timing: the message should be sent in the right moment in order to penetrate target audience's consciousness on energy saving issues. Otherwise the message may fail to reach the target persons.

Individual attitudes, values and actions also influence in the degree and the extent to which a message penetrates consumer's awareness. Therefore, communication should be developed so that it cuts a dash. In other words, marketers might want to put something into consumer's mind, change an attitude, or get the consumer to act. That is, the message sent should be seeking a cognitive, affective, or behavioural response. There are different models developed to depict consumer-response stages, of which maybe the best-known is the AIDA (attention-interest-desire-action) –model. This will be dealt more closely in the last chapter.

However, when implementation is affected by problems in communication it is surely worth considering more carefully. The Swedish case concerning the Nordic Swan label explicitly brings this forth: "The information value in the Swan label is perceived by consumers to be rather low. Consumers do not really know what the Swan or Swan label stands for. Within many product groups almost all products have a Swan label. This is interpreted by consumers that the requirements have been reduced – while the truth is quite the opposite. This is a fact that the consumers many times are quite unaware of."

One explanation to this is that consumers may have got tired of many different labelling systems that are also close to each others. This brings to the second point, consumers may also get lost with many labels: what does each of them mean, how trustworthy they are etc. It requires lots of effort and involvement to bury oneself into product labels and other features.

3.   Marketing control

In order to be prepared for possible surprises that may take place during the implementation of marketing campaign those responsible for the management of campaign should engage in constant marketing control. According to Kotler et al. (2005) marketing control means "The process of measuring and evaluating the results of marketing strategies and plans, and taking corrective action to ensure that marketing objectives are attained." It involves four steps, which help to control the overall process:

1) Setting the goals: "What do we want to achieve?
2) Measure performance: "What is happening?"
3) Evaluate performance: "Why is it happening?"
4) Take corrective action: "What should we do about it?"

Point one, setting the goals, relates naturally to the overall campaign design. In control and monitoring phase one should return to the starting points and check whether these goals have been achieved. Points two and three, measurement of performance and evaluation, monitor the causes of any differences between expected and actual performance. Last point, taking corrective actions, is needed when there are gaps between goals and performance of the campaign. These four phases are discussed below in context of the EU case-studies.

3.1. Setting the goals

Marketing plays an important role in the planning of a societal campaign. This was discussed already earlier, in sub-chapter 1.5. Some additional notes are made here. Formal planning can yield many benefits for a societal campaign, and vice versa, a superficially prepared plan cannot achieve the desired goals and may remain ineffective.

One controversial feature regarding the case-studies concerned the subjective evaluation of the campaign success (lessons learned). The official opinion was very often that the project was considered as a success although not any comprehensive feed back was collected. One explanation to the lack of monitoring was often that the project was experimental by nature, a pilot project and was therefore planned narrowly. The campaign designers may think that "doing the right things" (planning) is more important than "doing things right" (implementation). Both of them are of equal importance.

The success of some campaigns was identified with the coverage of the target group by using different communication instruments. The assumption was that a good coverage signifies good implementation of the campaign goals. For example, although a campaign reaches 500,000 children by TV broadcasting that does not tell necessarily about the success of the campaign, if success is measured by the impact. It only reports the media coverage that may be given by media agent. Without feed back systems, that are monitoring and control, the evaluation of real effects of the project remains at a hypothetical level.

In its best, monitoring and evaluation gives working tools to market and argue the goal of the program.

3.2. Measurement of performance

Type of monitoring and control
Monitoring was as stated earlier in chapter one, conducted in varying ways and sometimes it had been left inadequate. The essential thing in monitoring and control is that with it important information is gained from the project, both what have been its success and weakness factors. It is an effective feedback mechanism.

The case-studies utilised monitoring and gathered feedback by various means. A closer scrutinising of the monitoring methods used turned up the following findings:
Indicators for monitoring the progress of the campaign:
- The surveys and interviews before and after the campaign, sometimes also during the campaign
- The number of print and electronic materials which were produced and distributed
- Number of people who attended the events
- Number of advertisements and radio spots for publicizing the campaigns
- The number of re-orders of the campaign material
- The visitors at the web-site
- Market data versus claimed number of installations or investments
- Audits: the criteria documents are reviewed. Also investigates the relevance and potential of different product groups and how given certificates can be controlled.

- User opinions
- Measurement of used technology via database
- Measurement of energy savings

3.3.   Evaluation of performance

The list presented above categorises the major types of monitoring and control that were used to get feedback of the campaign progress. Those included both qualitative and quantitative methods and instruments. There were cases where this was executed with careful planning and where also the attained information was made use of. Target group attitudes were plotted in the UK case of "Scottish eco-driving" (UK 5) through three different surveys: "An on-street questionnaire of commuter drivers prior to the campaign, to achieve a baseline understanding of eco-driving awareness and behaviour in Edinburgh and Glasgow. An on-street questionnaire of commuter drivers a short time after the campaign ended to assess increase in awareness and behaviour. A telephone survey of individuals responding to the campaign to assess increase in awareness and behaviour change, with impact on carbon emissions."

Measurement of the investments made and of used technology was one effective way of control. This came into question in campaigns involving electronic equipments and similar. The number of applications and their distribution on supported technologies could be monitored continuously via the application database. Also the number of payments and total payments could be monitored the same way, together with the number of units of the different technologies actually installed. Such was for example, Spanish campaign for the Energy Index (E 1) in which an annual index study program was created based on which the monitoring and evaluation system was built upon.

All the UK cases followed logically same methodological pattern from the very goals of the programme to the end analysis of the campaign. Each campaign, however, modified the theoretical framework for its own purpose.

3.4. Taking corrective action

Monitoring both the ongoing action and the results are needed in order to secure the achievement of the goals. If any problems or conflicts may occur, corrective actions need to take place.

The case studies reacted in different ways to the feed back gained. When the evaluation and monitoring produced information about opinion and attitude changes this was put in use for the replication of the project. For example, the Finnish case "School energy awareness week" (Fi 2) discussed widely the roles of different participants for the success of the campaign. Once the weak parts can be identified it is easier to concentrate enforcing them, in this case the parents and teacher supporting roles in motivating and educating school children for energy consumption issues. This applied to the general energy awareness week –case (Fi 1) as well. The lessons learned from monitoring and evaluation were transformed into an overall discussion of the success elements of the campaign. In its best corrections are thoughts and discussions about how to make things better without ignoring the real action!

Other suggestions to take corrective actions related to improving the visibility among the target group, enforcing both national and local support and interaction between project members, development of better product version according to the feed back, increasing the number of personnel, informing target group through

interactive activities, repetition of information, better preparation for the campaign and a need assessment of target group.

4.   Overall qualitative analysis

Social, cultural and economic factors of society are assumed to set the framework for green consumerism. Each country has its own traditions, norms and taboos. This sets limits to designing and planning of a societal marketing campaign especially when a same concept is replicated in different countries.

The management should examine consumers' attitudes and values towards environmental issues in general (environmental concern e.g.) and the way they in each country think about and use the products towards which the campaign is directed before planning a marketing programme. The cultural barriers in target country must be identified. Understood widely cultural dimensions can mean the social organisation of society, the heavy reliance on welfare system in Finland or the class hierarchy in United Kingdom; religion, the secular approaches of Western countries, customs and rituals; values and attitudes for example, towards environmental protection; education provision, political system and infrastructure; and language.

If we think about green consumption and purchase situations, individuals are put in trade-off situations where they have to make choices between the environment and their own needs, wants and desires. The battle between individual needs and the environment easily leads, however, to a moral and puritanical standpoint that consumption "is a bad thing we should do without." (Slater, 2001) In environmental debate, such standpoints come up in the context of modern consumer culture, which, on one hand, deregulates desire and, on the other hand, operates as an engine for generating an endless amount of new desires.

Making consumers feel guilty for the buying decisions they make should be avoided. Awareness may create a guilty feeling in some users, as was reported by French case "Climate" (F 1). Today's consumers are not very willing to bargain about their own standards of living. People with low environmental concern tend to prefer free-market solutions rather than government policy, and shift the responsibility for solving environmental problems on others. Free riding is, by definition, a problem typical to green consumerism. This came up in a Finnish Climate change communication campaign (Fi3), which reported the attitude change of Finnish people: people's readiness to make changes in their lifestyles to a more green direction has increased while in the same time there have not been any real changes in their consumption habits.

Moreover, green consumers are more likely to control their consumption in comparison to more traditional consumers and therefore, the environmental impact of green behaviours is direct. For example, the decision on whether or not to purchase a car tends to have much greater environmental impact than changes in the use of the same vehicle. This aspect involves the consumer's responsibility to control her/his consumption choices. There are people who are altruistic by nature, and therefore regard environmental issues, such as energy saving an important matter. This came up in some of the case studies as well; those already motivated take best part in the campaigns.

One way to overcome the typical problems is to emphasise in marketing the positive sides of green purchase decisions. That is, consumers want to know what they benefit when putting their money on greener – and often more expensive – product

alternatives. The cost-benefit thinking should be more clearly adopted in green marketing. From one case-study came also an interesting marketing concept "intelligent purchasing" (Germany) that sounds like fun and also "flatters" consumer for her/his good choice. In short, show the advantages without moralising.

With regard of green consumption there are some core elements that influence it. These are presented in figure below. The list is not meant to be an exhaustive one by any means.

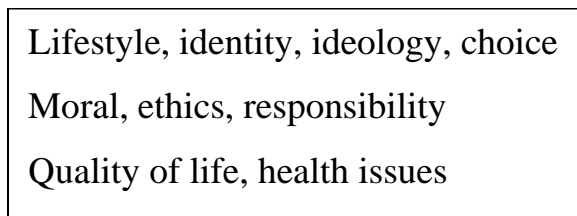| Lifestyle, identity, ideology, choice |
| Moral, ethics, responsibility |
| Quality of life, health issues |

Figure 1. The elements that affect environmentally responsible consumerism

The designers of marketing should take these influencing factors into account. However, in questions about human beings it is impossible to give any universal list that could be applied to every individual. The following chapter discusses the unmanageable consumer.

4.1.   Different roles of consumers

When thinking about the motives for consumption it is worth being aware that the individual who stands in the background of the purchase and other consumption decisions has many alternative and overlapping roles. Gabriel and Lang (1995) have presented many of them, of which the most prominent ones regarding green consumption are presented here by utilising also the article "21st century consumers" (New Internationalist 2006).

1.1.1. Citizen – consumer

There is a powerful tension between the concepts of citizen and consumer, people acting in double roles: as consumers and as citizens. People's acts as consumers cannot be detached from their actions as citizens especially when it comes to sustainability. In brief, people, as consumers, act with a short-term orientation looking for the direct fulfilment of needs and wants without considering sustainability. As citizens their actions are guided by a long-term orientation, where the individual takes into consideration environmental matters and also shows responsibility towards others. The concept of a citizen implies both control and balance over rights and duties and active participation as members of society. Moreover, in the role of citizen, individuals are supposed to take a moral standpoint when making their choices.

In recent years the re-emergence of the idea of citizen has been applied, not surprisingly, in the context of environmentalism. Environmental citizenship entails the emergence of exactly the kind of individual described above, an active individual that feels no fear to defend the rights of the majority and who carefully evaluates different alternatives and moral questions when making decisions. He/she also knows, cares and acts with responsibility towards the environment. Environmental citizenship calls for individuals, for example, to take part in government-directed top-down informative campaigns that strive for a better environment via the activation of

consumers, such as the campaigns to reduce climate change that where topic in many case studies.

Currently, political culture is poised between giving primacy to voting or shopping. Since the late 20th century, consumerist values have spread and mutated throughout society. They have turned politics into a spectator sport and politicians into competing brands. They have eroded welfare systems and promoted the achievement of freedom, happiness, good health and education through individual choice exercised through the market.

The concept of citizen-consumer was pondered over in some case studies. In Greece's case (Gr 1) the campaign leant quite heavily on the citizen; the campaign goal was to create informed and aware citizens of 6-12 years old children who, when adults, will seek the best means to use energy.

Likewise, in one UK case (code?) the activities had "the dual objectives to engage and inform citizens about how they can live lower carbon lifestyles as well as providing them with practical help and solutions on a range of measures which can be taken in the home."

1.1.2. The chooser

Choice is a core value at the heart of consumerist culture. The underlying rationale is 'the more choice the better' for consumers, the economy and society. But it has its limitations. Choice without information is not real choice, yet how can consumers get all the facts they need? Choice is also not absolute. 'I choose to drive to the supermarket in my car' can close off other options such as: 'I choose to buy all my food from locally owned shops I can walk to'. Much so-called 'consumer choice' boils down to relative trivialities, compared to matters of life and death, political and civil rights, or the future of the planet. Surely choice should not just be a matter of which product to select, but also of whether and how to consume.

These issues were maybe not so visibly seen in the case studies, although some of them discussed for example, the importance of freedom of choice. The case "Training plan for white goods" (E 8) paid attention to delivering information to consumers in order to help them to make environmentally better choices.

1.1.3. The activist

A long tradition of individual and collective consumer activism across the world has taken many forms: campaigns, legal cases, education, whistle-blowing, direct action. The Irish gave the 'boycott' its name, but Americans practised it much earlier against the British in the struggle for independence, as did the people of the Indian sub-continent following Gandhi's lead. The 20th century co-operative movement enabled some consumers to take control of production. In the US, consumer advocate Ralph Nader rallied activists to fight against corporate greed. Today a new wave is bringing together different existing strands of activism and trying to restructure consumption completely, on more ethical and ecological grounds, exposing and rejecting exploitative conditions, unfair trading relationships, pollution and waste.

Altogether, consumers' different roles set challenge to the management and design of a societal campaign in which focus the consumer is. It is difficult to foretell what appeals consumers and motivates them to take action. Nonetheless, each of these three roles depicts naturally one kind of generalised image of consumer. In reality, an individual consumer is a mix of different aspects and different roles are activated in

different situations. But still when thinking about green consumption, these may give some food for thought for marketing managers.

One group that was missing totally from the target groups is elderly people. The last sub-chapter discusses them.

4.2.   Elderly

Elderly consumers form an important target group that was missing totally as campaigns' target group. However, it is known that today's senior citizen's form a remarkable part of consumers. They have money and they also are willing to spend it. This consumer group in fact complains that they are not enough taken into account by companies and service producers. Companies are slowly awaking to their existence and more and more products and service packages are created also to this consumer group. In other words, once the baby boomers' generation retires it might be expected quite a strong growth of leisure activities like travelling. For this reason, energy campaigns should not ignore elderly people but anticipate the increasing future consumption of this consumer group.

5.   Lessons learned

5.1.   Consumer rights

Traditionally: The right not to buy a product that is offered for sale
                        The right to expect the product to be safe
                        The right to expect the product to perform as claimed

Today also: The right to be well informed about important aspects of the product
                        The right to be protected against questionable products and marketing practices
                        The right to influence products and marketing practices in ways that will improve the 'quality of life'

Environmental protection policies still vary widely from country to country, and uniform worldwide standards are not expected for another ten years or more. Although the countries of the BEHAVE project have developed environmental policies and high public expectations, many countries such as China, India, Brazil and Russia are in only the early stages of developing such policies. This is the current situation also in Bulgaria where first steps are now taken towards better energy behaviour. State support for its development is crucial.

Also from consumers' point of view, governmental support is one basic element to promote successful and efficient social campaigns. This support is often manifested in economic terms either by direct subsidies in prices of energy efficient products (cf. Spain, Plan Renove…) or by other economic instruments (taxation).

Moreover, environmental factors that motivate consumers in one country may have no impact on consumers in another. For example, collecting fried oil from households may work in Mediterranean countries but couldn't work and be recycled in Nordic countries because the use of vegetable oil differs a lot between North and

South. Even inside the boarders of one country national structures may pose a hinder to apply one strategy (cf. Austria). Thus, it is important to create general politics and then translate these policies into tailored programmes that meet local regulations, expectations and ways of actions.

5.2.   Methodological lessons

The overall campaign planning: who spreads the message, how and to whom? Determine the communication objectives. The societal campaign's messages should seek a cognitive, affective, or behavioural response. The picture below shows one model, AIDA (attention-interest-desire-action), one of the best-known response-hierarchy models. This model assumes that the individual consumer passes through the response stages in "learn-feel-do" sequences. This model supposes that the target persons have high involvement and therefore, clench to the message. This may be the right way to approach consumers in situation when some external factor suddenly changes and requires changes in personal behaviour as well. Such situations come up every now and then in every country, for example, related to energy prices which live according to the global market situation. When energy price increases people are likely to be more motivated to get information of alternative energy production and ways affecting own energy consumption.
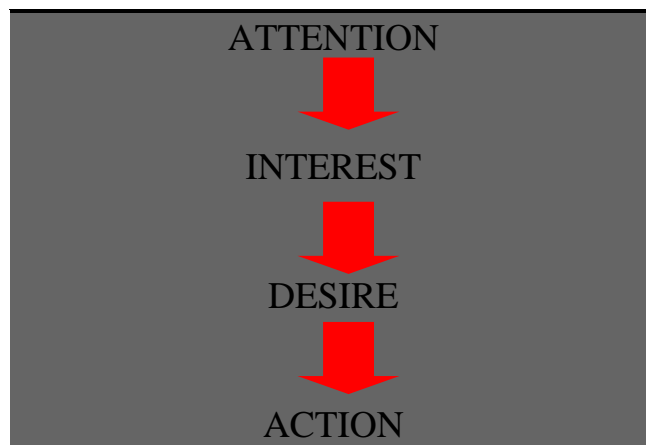

Figure 2. Response Hierarchy Model based on the AIDA-model

There are also alternative sequences, "do-feel-learn", is relevant when the audience has high involvement but perceives little or no differentiation within product category or behavioural change. This kind of situation comes into question in building constructing. Most of the single-family house builders are extremely involved with construction prices and also materials but do not see much difference between materials of siding or heat insulator. The last, third sequence is of type "learn-do-feel" and that is relevant when the target group has low involvement and perceives little differentiation within the product category or change in behaviour. This is often the case for example, with the light bulbs. Many people don't still pay attention to the energy consumption differences within different light bulbs, and therefore make the choice according to the price or the model of the bulb.

In practice, few messages take the consumer all the way from awareness to action as showed in the picture. Paying attention to the campaign's communication objectives and message design is therefore of crucial importance.

5.3.   The critical success factors for consumer campaigns are:

The following elements are gathered from the case studies. These were either explicitly mentioned in the report or ideas that the evaluator came up with after reading the cases.

- Co-operation
- Resources
- Usability
- Simplicity: keep it simple
- Involvement, training and education of partners
- Careful preparation and preparatory phase
- Attractiveness and positive atmosphere
- Stimulation and encouragement
- Rewards
- After sales marketing and follow up
- Backup
- Referrals to previous users
- Feedback
- Uniform and informative marketing campaign
- Motivation
- Proponents of change: friends, family, and the local community
- → a campaign challenging the friends (family)
- Locality and familiarity
- Infotainment and fun → learning by having fun
- The visible support from society's part
- Clear objectives
- Repetition
- Good visibility among the target group

As stated in UK's campaign "EST Advertising campaign" (UK 1) partners should be ones that have environmental credential and not PR "greenwash". Therefore, it is worth carefully considering the use of celebrities or other famous people from the media as campaign ambassadors since they do not often fulfill this requirement of environmental credibility.

5.4.   The unmaking of consumer culture

If one has to make specific proposals of how to unmake individuals, households, consumers and customers of their habitual consumption patterns the campaigns should take as their starting point 1) understanding individual choice as one affected by utilitarian, differentialists and culturalists elements and 2) unlocking of structural restraints on people's choice. It has been said that the unmaking of consumer culture happens by consumers' own initiatives, by deregulating advertising, by offering collective services and re-arranging working time.

"The new environmental imperative of climate change provides a new opportunity to engage individuals and communities. A great deal is now understood about how (and how not) public policy can change citizen behaviour. Public policy and Government leadership play a key role in developing the institutional framework, but social networks are also critical." (UK)

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