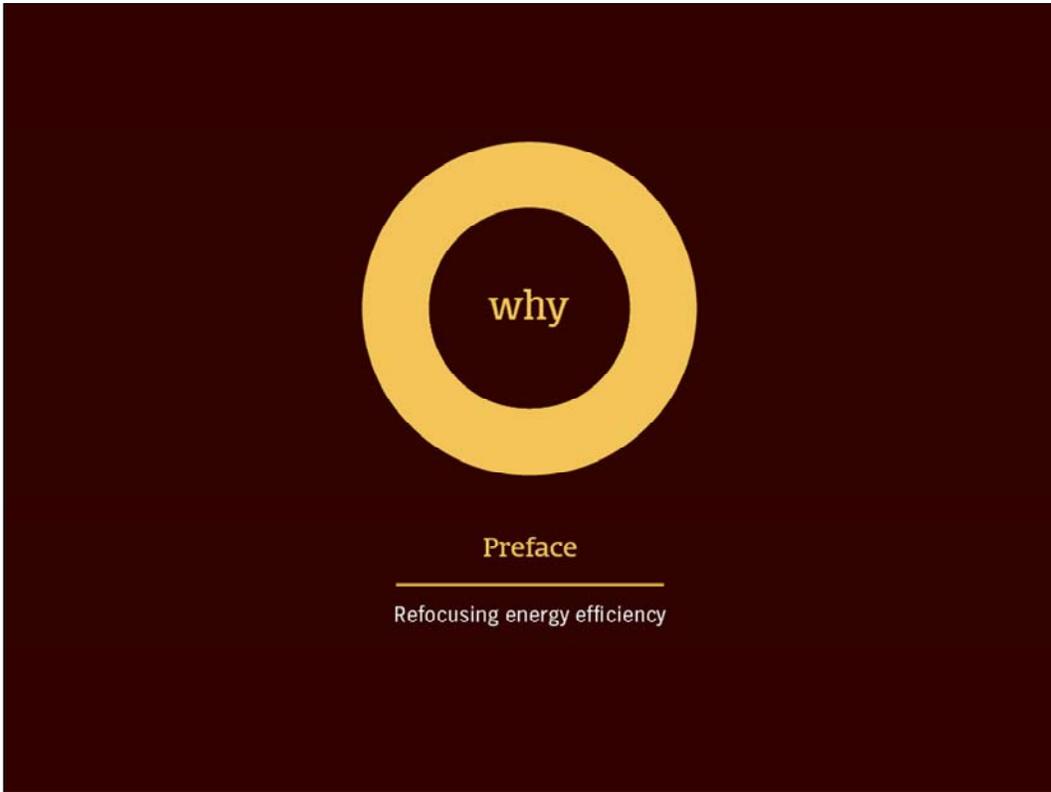


Shift focus  
connect  
energy efficiency  
to people.

U.S. Department of Energy + IDEO / 2008



Why this project?

Why shift focus?

Why now?

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"Energy efficiency has been inevitable for the last 30 years."

**"Energy efficiency has been inevitable for the last 30 years."**

This quote beautifully captures the unique combination of energy efficiency's continuing promise, the advanced state of the art it exemplifies today, and the frustration that we are not further along in its adoption.

So what is missing? Why is there an enormous gap between what people could be doing, and what they are doing?

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What will it take to increase people's adoption of residential energy efficiency?

**What will it take to increase people's adoption of residential energy efficiency?**

The U.S. Department of Energy - Energy Efficiency and Renewable Energy engaged global design consultancy IDEO to use its human-centered design expertise to help answer these questions.

# Focus on people

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It will take solutions that fit and enhance the way we live.

We believe new and useful answers can be found by looking at energy efficiency from people's perspective, rather than from the industry-dominant technical perspective.

Together, DOE + IDEO have sought to understand people's attitudes, perceptions and behaviors towards energy and energy efficiency. By shifting our focus to people, we have developed opportunities, guidelines and tools that help us connect energy efficiency to people's needs and desires.

# Goals for this work

---

Focus development on what matters to people.

- To define a point of view on energy efficiency.
- To focus residential consumer initiatives by targeting funds and support.
- To provide tools to share this human-centered vision.
- To engage and inspire partners to develop energy-efficient products and services.
- To provide guidelines to assess, filter and refine initiatives.

## **Goals for this work**

To define a point of view on energy efficiency based on people's needs.

To use this point of view to focus residential consumer initiatives at the DOE, by targeting the way it funds and supports its partners in the development of these initiatives.

To provide the DOE, its sponsors and key industry stakeholders with the tools to share this human-centered vision.

To engage and inspire partners and intermediaries to develop new energy-efficient products and services that are grounded in an understanding of people's needs.

To provide guidelines for the DOE to assess, filter and refine existing and future initiatives so that they might better connect to people's needs.

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To do all these things in the belief that the development of energy efficiency measures that reflect people's needs, and that better fit into their lives, will lead to the increase in their adoption by the U.S. residential energy customer at a scale that we so urgently need.

To do all these things in the belief that the development of energy efficiency measures that reflect people's needs and that better fit into their lives, will lead to the increase in their adoption by the US residential energy customer at a scale that we so urgently need.

# Structure of this presentation

A fresh point of view for the future of energy efficiency.

1. **why** — Refocusing energy efficiency
1. **who** — Understanding people's needs
2. **what** — Mapping the opportunity for development
3. **how** — Guide development
4. **shift** — Shifting focus: a call to action

The purpose of this work is to support the following activities and outcomes:

## **Why**

### **Shift focus**

This work presents a fresh 'point of view -promoting energy-efficient solutions that connect to people's lives.

## **Who**

### **Understand**

We'll describe the process used to arrive at this new point of view, and paint a fuller picture of the needs, insights and stories that informed this work.

## **What**

### **Generate**

We'll map out the opportunity to reframe the energy efficiency landscape.

### **Inspire**

We'll share concepts that bring these opportunities to life, and provide inspirational starting points for implementation.

## **How**

### **Guide + refine**

It introduces six guidelines that help ensure that existing and future initiatives connect to what matters to people, by acting as a guide for development and a tool for refinement.

## **Shift**

You are key influencers in the field of energy efficiency, as thought leaders, as people responsible for critical resources, or both. We look to you to take this work, make it your own and take action and support this large scale effort to shift focus.



Who is this project inspired by?

Who is the end user?

Who does any effort around energy efficiency need to appeal to and what do they need?

# Project Background

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Framing the Shift focus project process.

# A partnership

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The DOE partnered with IDEO to envision the future of residential energy efficiency.

IDEO is a design and innovation firm based in Palo Alto, California. IDEO used their expertise in human-centered research to gain empathic insights into the attitudes and motivations of end-users, and to design solutions inspired by an understanding of what matters to people.

Only by understanding the needs of residential energy customers can we develop concepts and strategies that connect to people. This connection, this personal relevance, is essential for breaking through from consumer awareness to consumer action.

This project took place over four months, from July to October, 2008.

# Design research

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Design research is distinct from and complimentary to traditional market research.

## Market research

- Improves existing things
- Focuses on explicit needs
- Is based on segments
- Uses controlled settings
- Involves scripted interviews
- Looks for large target group
- Employs more objective analysis
- Seeks to understand consumers

## Design research

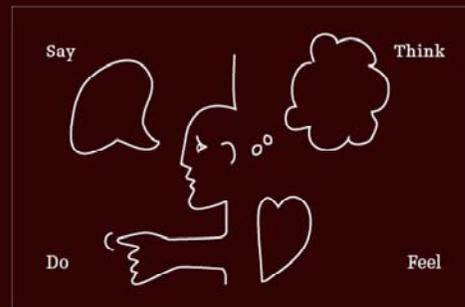
- Inspires new ideas
- Uncovers latent needs
- Focuses on individuals and behaviors
- Visits natural contexts
- Uses dynamic conversations
- Learns from extremes
- Engages empathic experiences
- Seeks to understand consumers and your organization

This process used design research to drive an innovative approach to energy efficiency.

# In context

Design Research focuses on holistic experiences of people.

- People don't always do what they say.
- People don't always say what they think.
- People don't always say how they feel.



- people don't always do what they say.
- people don't always say what they think.
- people don't always say how they feel.

IDEO's approach to human centered design is founded on the principle that conducting observations in context reveals inherent disconnects between what people say, do, think and feel.

These disconnects are key to uncovering human centered insights that lead to new market opportunities, have the power to transform industries and are key to capturing customers' hearts with a brand.

# Depth and breadth: where

We visited a range of climates and cultures to deeply understand the breadth of behaviors, motivations and beliefs around energy efficiency.



## **Where?**

We visited a range of climates and cultures to deeply understand the breadth of behaviors, motivations and beliefs around energy efficiency.

### **Dallas, TX**

Huge growth & huge homes

### **Phoenix, AZ**

Extreme temperatures, air conditioning and population increase

### **Detroit, MI**

Influence of economic decline

### **Mobile, AL**

Growth, shifting culture and community

### **Boston, MA**

High costs, harsh winters and strong opinions

### **Los Angeles, CA**

Rediscovering urbanism

### **Juneau, AK**

Economic crisis and personal choice

# Depth and breadth: who

---

We met 63 people including residential consumers, experts, service providers, and extreme users to inform and inspire our design.



We met 63 people including residential consumers, experts, service providers, and extreme users to inform and inspire our design.

We sought to understand the diverse range of experiences, behaviors, values, barriers, and innovation related to energy use in the American home.

# Discovering needs

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These research efforts are directed at informing and inspiring design solutions.

Insights are best related in the form of “needs”. Needs represent the unspoken wants, desires and motivations observed by spending time in context with people.

# Needs

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Understanding people's needs around home energy efficiency.

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Today, energy efficiency is not meeting people's needs.

---

We have discovered that people have four fundamental needs around energy efficiency.

1  
"I need energy efficiency to connect to what I value."

3  
"I need energy efficiency to play a part in my personal relationships."

2  
"I need energy efficiency to fit into my life."

4  
"I need energy efficiency to reconnect me to my 'power'."

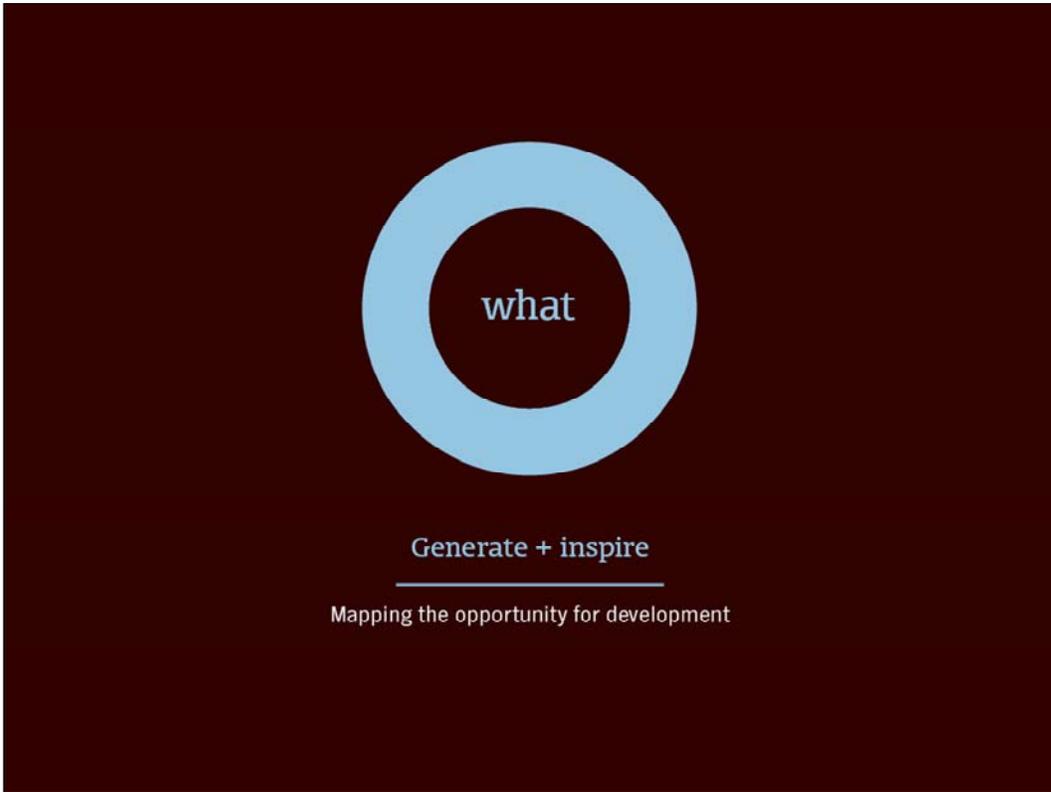
Four needs

# Needs to opportunities

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Needs lead to and inform opportunities.

Needs lead to and inform opportunity areas that help generate meaningful and novel design solutions.



What do we need to do to shift focus?  
What are the opportunities for development?

# Four Opportunities

What we need to develop to connect energy efficiency to people's needs.

<b>1</b> <b>Build on what people care about</b> Initiative: Envisioning style & aesthetics through beautiful windows. "I need energy efficiency to connect to what I value."	<b>3</b> <b>Fuel intimate conversations</b> Initiative: Envisioning conversations between kids & parents through surprising discoveries. "I need energy efficiency to play a part in my personal relationships."
<b>2</b> <b>Capitalize on moments of change</b> Initiative: Envisioning the moment of moving through existing touch points. "I need energy efficiency to fit into my life."	<b>4</b> <b>Facilitate purposeful choices</b> Initiative: Envisioning decisions about energy efficiency through planning ahead. "I need energy efficiency to reconnect me to my 'power'."

People's needs can be simply mapped across four opportunities.

To illustrate the opportunity for development, we share a number of areas in which an opportunity may be expressed.

We've focused on one, and propose initiatives that can be developed from it. We then illustrate one of these initiatives with four concepts.

Developing multiple concepts from each initiative demonstrates a holistic, multi-touch point approach to concept development that we believe will resonate more strongly with people than one-off offerings.

These opportunities and the concepts that illustrate them are starting points. We hope that together, as partners, we will use them as points of inspiration to catalyze and realize tangible change in the space of energy efficiency.

Let's envision the possibility.

1

---

"I need energy efficiency to connect to what I value."

Need

>> Insight 1

People value community membership.  
The desire to belong helps people embrace  
energy efficiency.

**Don't:**  
focus on individuals alone.

**Do:**  
design for communities to connect with individuals.



Jim and Sara, TX

While they were in a stalemate about whether or not to get a solar screen, Jim and Sara, like the majority of their community, simply "opted-in" during the building process.



Mitch, AZ

"Some people stand by their cars and just talk about what they plan on modifying."

### Jim and Sara, TX

In Dallas, Jim and Sara were in a stalemate about the installation of external solar screens on to the windows of their current home. Jim felt that they looked tacky but Sara is interested in saving on cooling costs. Across town almost all of the homes in Christy and Casey's neighborhood had external solar shades. When asked why they, like so many of their neighbors, they chose to install solar shades the answer was simple. Christy and Casey said it was just one of the many options available when their home was being built and saving on cooling costs made sense.

>> Insight 2

Comfort isn't trivial; it's an expression of people's priorities. People reject solutions that compromise comfort and embrace those that enhance it.

**Don't:**  
ask people to change or sacrifice.

**Do:**  
use energy efficiency to enhance comfort.



Leslie, AZ

"Because of the time I spent in Alaska, it has to be cold when I sleep."



Boomers, TX

"We're the last ones you're going to get to change... We're at a point in our lives where we've earned it."

### Leslie, AZ

Following her divorce, Leslie had uprooted her life and moved to Arizona. While she was "surviving" her first summer in the desert without the air-conditioning at full blast she hasn't become fully acclimated. Leslie has a hard time sleeping without the air-conditioning running in her room. When asked why this is so important, she reflected on her past experiences "because of the time I spent in Alaska, it has to be cold when I sleep."

Style is motivating and filters choices around the home.

**Don't:**  
think energy efficiency is enough.

**Do:**  
lead with style and follow with energy efficiency.



Alexis, MI

"I have too much personality for white." Alexis is always painting or redecorating something. Function often takes a back seat to style.



Dan, TX

"It has to look like the dream home... It's a signal that 'I've made it!'"

### Alexis, MI

Alexis loves to redecorate the interior of her home. Her passion is fueled by home decorating television shows and style is important to her. As she pointed out, "I have too much personality for white." While home décor is Alexis's focus, home maintenance is not. In fact the back door of the house is damaged, resulting in a nasty draft. Although Alexis needs to find a repair-person to fix it before the winter, she is more interested in thinking about her next redecorating project.

# Build on what people care about.

# 1

"I need energy efficiency to connect to what I value."

- 1 Design for communities to connect with individuals.
- 2 Enhance comfort.
- 3 Lead with style, follow with energy efficiency.

Opportunity to fill need

# 1

Areas to focus on include:

Perceived comfort

Community action

Nostalgia

Style & aesthetics

The following maps our line of thinking.

# 1

Areas to focus on include:

Perceived comfort

Community action

Nostalgia

Style & aesthetics

Initiatives under style & aesthetics could include:

Lighting

Wall coverings

Beautiful windows

Curb appeal

While we've selected a single area and a single initiative to develop, there are many rich alternative paths we can take to explore and develop this opportunity area.

# 1

Areas to focus on include:

Perceived comfort

Community action

Nostalgia

Style & aesthetics

Initiatives under style & aesthetics could include:

Lighting

Wall coverings

Beautiful windows

Curb appeal

# 1

**Style & aesthetics:** Beautiful windows

Concepts >>>

**Need:** “I need energy efficiency to connect to what I value.”

**Opportunity:** Build on what people care about.

**Initiative:** Envisioning style & aesthetics through beautiful windows



### **Sealing windows with design**

Window-sealing films that incorporate decorative designs.

#### **How it meets people's needs**

Creating compelling seasonal designs invites a wide range of people to try energy-efficient solutions, and experiment with style without feeling financially or aesthetically committed.

#### **Why it's compelling**

- Low cost allows everyone to participate.
- Seasonal or holiday themed offerings meet people's desire to decorate.
- Color change with changing temperature creates engaging interactions.

#### **How it works**

Snowflake patterns decorate the windows while the film boosts their efficiency for the winter season.



### **Climate appropriate coverings**

Fashionable indoor window coverings that trap or reflect heat based on weather and climate.

#### **How it meets people's needs**

Leveraging style-based products allows people to overcome hesitance and deepens acceptance of energy efficiency without sacrificing their sense of fashion.

#### **Why it's compelling**

- Offers efficiency without compromising style.
- Most window coverings are mobile and would meet renters' needs.
- Many choices of style allow consumers to personalize their selection.

#### **How it works**

Dark and light colors provide options for mood setting while easily controlling temperature in rooms.



### **Modular awnings**

Awning systems that allows people to display their personal style through modular shades with a selection of visual motifs.

### **How it meets people's needs**

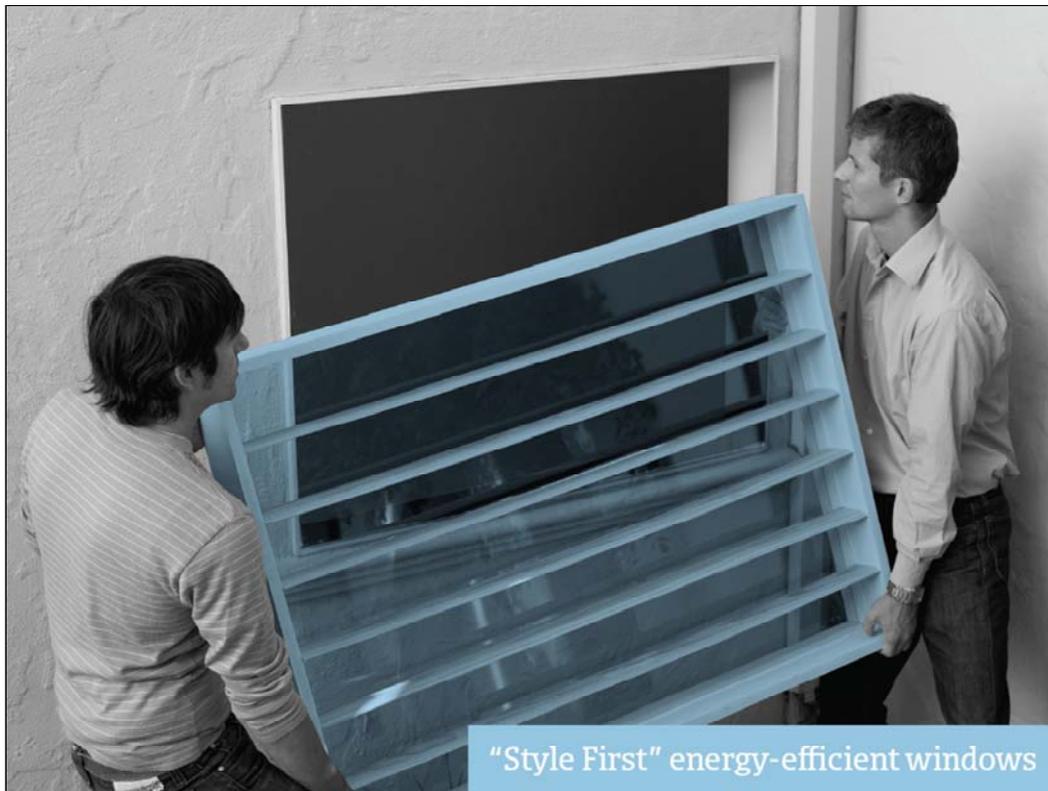
Validating consumers' desire to customize their homes is a powerful way to energize the rebirth of traditional design features that also improve energy efficiency.

### **Why it's compelling**

- Common mounting frames allows for easy and repeatable installation.
- Modular shade structures allow consumers to easily change looks over time.
- Seasonal or holiday themed styles can be easily swapped in.

### **How it works**

Sheets of printed Tyvek easily snap on or off the awning structure based on holidays and seasonal fashions while shading windows from the hot sun.



### **"Style First" energy-efficient windows**

Built-in blinds or shade structures add stylish architectural elements to a home while permanently increasing energy efficiency.

#### **How it meets people's needs**

Functional external shade structures are less common on modern homes. Including them as part of a window simplifies the retrofit process and ensures the possibility of long-term efficiency.

#### **Why it's compelling**

- Faux shutters are common visual features around windows. Consider functional shutters to prevent heat from entering the home.
- External blinds can provide bold and beautiful style elements in a variety of styles.
- Vintage motifs and nostalgic references emphasize personal expression.

#### **How it works**

Horizontal slats maintain visibility, block the sun at its hottest angles, and add an architectural element to the home.

# 2

---

"I need energy efficiency to fit into my life."

Need

>> Insight 1

Many people know what they could do, but actually doing is a rare event.

**Don't:**  
make energy efficiency an any time offer.

**Do:**  
make it for specific times.



Lynn, AK

"Before the baby I didn't notice how drafty it was."



Current Energy, TX

"You've heard of ready-aim-fire? People don't know how to aim."

## Lynn, AK

After the birth of their son Lynn and Ed installed sealing film on their windows and sliding glass patio doors in the living room. Lynn shared that her parents had always sealed their windows in the winter months but this was the first time she had decided to do it in her home. When asked why she chose to use the film now she replied, "Before the baby I didn't notice how drafty it was." Later she mentioned that it was -18 degrees when her son was born.

>> Insight 2

Once it's done it's done, no one likes to redo work.

**Don't:**  
expect an energy efficiency retrofit.

**Do:**  
make energy efficiency part of every start or retrofit moment.



Shellie, CA

"When we renovated this place (her own home), I didn't know about LEED yet."



Joseph and Laura, MI

"Our energy bill was actually less after we built the addition."

### Shellie, LA

"They want energy efficient houses and healthy homes," was how Shellie, a LEEDS-certified home renovation consultant in Los Angeles, described her clients' needs. 3 years before Shellie was LEEDS certified she renovated her own home. Now when Shellie looks at her home she sees many lost opportunities for increased efficiency, "When we renovated this place, I didn't know about LEEDS yet." Shellie is quick to point out that while she knows more about efficiency now, it doesn't make sense to make drastic changes because the home has already been renovated.

>> Insight 3

Life has momentum, people aren't willing to stop their lives for energy efficiency.

**Don't:**  
fight inertia.

**Do:**  
go with the flow.



Ben and Sandra, TX

"I'm worried I won't remember the (reusable) bag when I need it."



Lara and Bill, MI

"When I think about getting the recycle bin, it's the night before trash day."

### Ben and Sandra, TX

Ben and Sandra recently downsized their home to save on expenses. Ben a father of four said he'd rather spend the money on his kids. In addition to saving money, the couple is motivated to leave a healthy environment for their children. Even though he has made big changes Ben is still struggling with some environmentally minded choices "I'm not a tree hugger, tree huggers are perfect 10s, I'm not perfect." Most recently the decision to use reusable shopping bags brings hesitation and debate. Ben is most worried that he "won't remember the (reusable) bag when I need it."

# Capitalize on moments of change.

---

# 2

"I need energy efficiency to fit into my life."

- 1 Tailor energy efficiency to specific times.
- 2 Incorporate energy efficiency into every start.
- 3 Fit energy efficiency into people's life flow.

Opportunity to fill need

# 2

Impactful moments to focus on could include:

---

Going to college

Arrival of new child

Getting married

Moving

The following maps our line of thinking.

# 2

Impactful moments to focus on could include:

Going to college

Arrival of new child

Getting married

Moving

Initiatives under moving could include:

Renting

Buying

Building

Existing touchpoints

While we've selected a single area and a single initiative to develop, there are many rich alternative paths we can take to explore and develop this opportunity area.

# 2

Impactful moments to focus on could include:

Going to college

Arrival of new child

Getting married

Moving

Initiatives under moving could include:

Renting

Buying

Building

Existing touchpoints

# 2

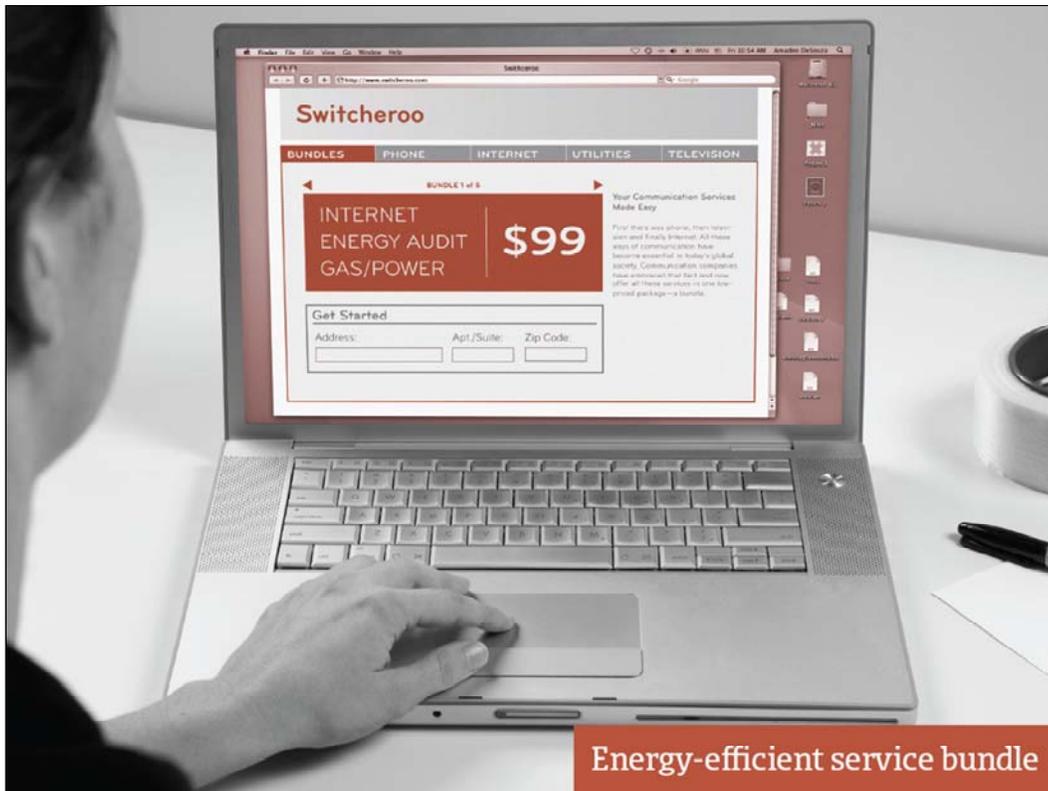
**Moving:** Existing touchpoints

Concepts >>>

**Need:** “I need energy efficiency to fit into my life.”

**Opportunity:** Capitalize on moments of change

**Initiative:** Envisioning the moment of moving through existing touch points



### **Energy-efficient service bundle**

Energy audits that are included as part of the core offer by service switching companies.

#### **How it meets people's needs**

Service switching providers already cater to consumers looking to simplify their moving experience; programs to assess and increase energy efficiency could seamlessly become part of this service bundling business.

#### **Why it's compelling**

- Offering energy audit with service changes typically needed when moving allows for well-timed discovery and consideration of energy efficiency measures.
- This concept can start to make energy efficiency improvements part of the moving ritual.
- A referral business model supports local energy auditors and other energy efficiency businesses.

#### **How it works**

A home energy audit is bundled at reduced cost with other essential moving services such as power and internet.



### **Moving kit**

A kit of tools and materials offered by retailers that simplifies the moving experience and facilitates simple energy efficiency measures.

#### **How it meets people's needs**

Moving includes many tasks that require supplies and tools. Offering these items along with products that improve efficiency in one purchase provides maximum and timely convenience.

#### **Why it's compelling**

- Kits might include creature comforts (energy bars, pizza coupons...).
- Concept can be expanded by integrating basic energy efficiency tools and solutions at 'Moving Aisle' themed points of sale.

#### **How it works**

A moving kit with a variety of standard moving tools (box knife, gloves, paintbrush) that includes tools for efficiency (weatherstripping, caulk, CFLs).



### **Efficiency on-board**

Rental trucks include a thermal imaging device along with existing rent-on-demand moving equipment.

### **How it meets people's needs**

Self drive moving trucks are often outfitted with moving equipment to rent. Adding energy audit tools to this rent-on-demand offer allows people to conduct a simple and fun thermal audit of their new home.

### **Why it's compelling**

- Thermal imaging helps people find problem areas, such as leaky window seals and poorly insulated areas.
- Thermal imaging can help test the functionality of heating and cooling units.
- Rent-on-demand package includes a DIY audit guide and advertising for local remedial services.

### **How it works**

Rental of a thermal imaging device provided with moving trucks makes it easy for anyone to learn about his or her home's energy use. During the heavy summer moving season a DOE-sponsored free week is offered.



### Efficiency in the retail display

Furniture retailers market energy-efficient décor with their popular offerings.

### **How it meets people's needs**

Outfitting a new space with new furniture is a huge part of moving for many people. Energy efficient products need to become a seamless part of this experience.

### **Why it's compelling**

- Include energy-efficient products in staged photos.
- Discrete Energy-Efficiency logos or call-outs can reveal enhanced functionality, while still allowing choices to be predominantly style-based.
- Retailers can emphasize energy-efficiency to a greater or lesser extent.

### **How it works**

A home furnishings catalog gives advice about decorating and lighting rooms that also adds to their efficiency.

3

---

"I need energy efficiency to play a part in my personal relationships."

Need

>> Insight 1

Talking with others helps people know where they stand, but conversations about energy efficiency aren't common.

**Don't:**  
go through the same channels.

**Do:**  
broaden and deepen channels to increase the frequency of conversation.



Helios Green Gas, LA

"Everyone needs gas." The experiential nature of the station gets people in the community talking about issues that wouldn't otherwise be so sticky.



Jane, MA

"She asked me 'How do you close your AC ducts in the winter?' I thought why would I shut them?"

### Helios Green Gas, LA

The attendants at the Helios Green Gas station know "everyone needs gas." Sometimes they are confronted by interested passersby's wanting to debate the motivations of an oil company promoting sustainability. Regardless of how people feel when they first come to Helios the attendants point out they often return. The experiential nature of the station gets people in the community talking about issues that wouldn't otherwise happen in a engaging public forum.

>> Insight 2

People don't have many ways to talk about energy efficiency, and the current ways don't resonate.

**Don't:**  
frame energy efficiency in the same way.

**Do:**  
reframe energy efficiency in surprising new ways.



ED, Paul, Dan

All use metaphors: "Just like me... I need to put something on my head & feet to stay warm." "button it up." "put a bigger hat on it."



Jerry, AZ

A sport psychologist tell us: "I encourage them to reframe what failure is."  
(HBDYWI = How Badly Do You Want It.)

### Ed, Paul & Dan

A number of people we spoke to used metaphors to describe how they understand efficiency. Ed in Alaska spoke about the inspiration to insulate his water heater on the top and bottom, "Just like me... I need to put something on my head and feet to stay warm." In Boston Paul tells his clients that they need to "button up" their homes. Dan builds all of his sustainable houses with "a bigger hat on them." Each of these metaphors used human experiences to speak about efficiency in a meaningful way.

>> Insight 3

People act when they are emotionally compelled, today, energy efficiency is practical not emotional.

**Don't:**  
demonstrate practical benefits alone.

**Do:**  
connect to what's emotional.



Jane, MA  
"Will it get so hot that we won't survive?"



KB Homes, LA  
"I cried when they handed us the keys."

### Jane, MA

When Jane's son started asking her about Global warming she had no idea that the conversation would become so emotional. Jane was describing Global warming as something that might increase the temperature of the planet. When Jane's son asked her "Will it get so hot that we won't survive?" Jane realized that for her son Global warming was a very emotional issue.

# Fuel intimate Conversations.

# 3

"I need energy efficiency to play a part in my personal relationships."

- 1 Use experiential new channels to get people talking more.
- 2 Provide surprising new ways to talk about energy efficiency.
- 3 Connect energy efficiency to people's emotions.

Opportunity to fill need

# 3

Conversations to encourage could include those between:

---

Neighbors

Couples

Co-workers

Kids & parents

The following maps our line of thinking.

# 3

Conversations to encourage could include those between:

Neighbors

Couples

Co-workers

Kids & parents

Initiatives under Kids & parents could include:

Education

Media campaign

Events

Surprising discoveries

While we've selected a single area and a single initiative to develop, there are many rich alternative paths we can take to explore and develop this opportunity area.

# 3

Conversations to encourage could include those between:

Neighbors

Couples

Co-workers

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Initiatives under Kids & parents could include:

Education

Media campaign

Events

Surprising discoveries

# 3

**Kids & Parents:** Surprising discoveries

Concepts >>>

**Need:** “I need energy efficiency to play a part in my personal relationships.”

**Opportunity:** Fuel intimate conversations

**Initiative:** Envisioning conversations between kids & parents through surprising discoveries



### **My super access code**

An access code included in a parent's utility bill gives a child the ability to control energy use in an online game.

### **How it meets people's needs**

Creating events in popular virtual worlds allows children to learn about energy-efficient behaviors and rewards them (via in-game currency) for energy-efficient actions. Building on existing immersive environments is a great way to create conversation points between parents and children.

### **Why it's compelling**

- Connection with a real bill invites parents to be involved right from the start.
- The access code unlocks in-game energy use features and points.
- Points can be used to purchase unique, virtual items for the child's avatar.
- Unique avatar items act as rewards and invite inquiry from other players.

### **How it works**

The access code allows the child's online character to add a Super Shutdown Cape to its outfit, adding the ability to control energy use in return for points.



### **Lil'bill**

Parent's utility bill will include a little bill representing children's in-game energy-efficient behavior.

#### **How it meets people's needs**

Designing linked experiences (parent/child, real/virtual world) helps to generate moments for comparison and conversation.

#### **Why it's compelling**

- Energy consumption graph allows for virtual and real-world comparison.
- Earning points in the virtual world can make children's energy efficiency choices visible to parents, inviting discussion.

#### **How it works**

Children are able to compare their bills with their parents' and can also use the bill as a coupon to redeem points for things like virtual solar panels and real-world energy sleuthing toys.



### **Ray zapper**

A point-and-shoot toy that detects the level of magnetic field emitted by electrical appliances, and allows children to mark the item with an energy audit sticker .

### **How it meets people's needs**

Creating an object that facilitates personally motivated exploration of energy use allows children to learn while being entertained. Leaving a marker of learning behind creates an instant conversation starter.

### **Why it's compelling**

- A simple gaussmeter converts the magnetic signal into an audio/visual effect.
- The aforementioned lil'bill can provide a coupon redeemable for this energy-sleuthing toy.
- This toy can be part of a DOE-branded experience; partnerships with retailers and toy manufacturers can bring it to life.
- Inexpensive vinyl stickers leave no residue and can be reused.

### **How it works**

Devices such as large televisions that consume a lot of power make the loudest sounds come from the Ray Zapper, prompting the child to use the large energy stickers.



**Super shutdown hero**

After entering their Ray Zapper energy audit in the virtual world, children receive a real-life super shutdown cape and wall chart from the DOE. The super shutdown hero items encourage children to conduct shutdown campaigns at home.

**How it meets people's needs**

Allowing children to highlight their own behaviors and track their experiences publicly over time is a great way to encourage conversation about energy-efficient behaviors.

**Why it's compelling**

- Super shutdown cape can be purchased for the child's virtual world avatar with game points.
- Shutdown wall chart can invite other family members to participate.

**How it works**

The shutdown cape and wall chart allows children to physically act out their virtual experiences and record them.

4

---

"I need energy efficiency to reconnect me to my 'power'."

Need

>> Insight 1

People don't realize they have control;  
discovering choices can be energizing.

**Don't:**  
tell people what to do.

**Do:**  
curate a set of choices.



Sharon, SF

"I felt trapped... I feel like I have more control now  
(After energy audit)."



Scott, AK

"As an engineer I was shocked at a 30% decline in  
consumption over a few days!" (Juneau suffered  
an over 400% increase in energy costs recently.)

**Sharon, SF**

When Sharon's electricity bill began to creep higher she called her Utility provider to complain. She was sure that her meter was broken because there was no way she had used that much electricity. Her Utility conducted an energy audit of her home and added insulation to her attic amongst other efficiency improvements with great results. In her own words Sharon described how she felt before and after the energy audit, "I felt trapped... I feel like I have more control now."

>> Insight 2

Energy efficiency isn't top of mind but constraints generate creative work-arounds

**Don't:**  
make energy efficiency just what you do.

**Do:**  
make energy how you see.



**Prestonwood Church, TX**  
The facilities staff had the idea to lower the lights in the gymnasium to create a brighter effect.



**Randy, AL**  
Spraying the entire field vs. paying the cotton Scout.

**Prestonwood Church, TX**

Prestonwood, a mega-church with a congregation of more than 11,000 in Plano, Texas, saved over 2 million dollars in energy costs last year. The primary trigger for these savings was a shift in perspective of the church leadership and staff. Partnering with an energy consultant the facilities staff began to actively identify and solve problems with efficiency in mind. When church members complained about the gymnasium being under lit, the facility staff decided to lower the existing lighting fixtures rather than adding to them. This choice solved the lighting issue without increasing consumption.

>> Insight 3

Feedback can inform action, but over time its impact fades.

**Don't:**  
just reflect past behavior.

**Do:**  
help people anticipate future energy use.



Jenny and Sheila, AZ  
They only look at MPower when it beeps.



Alexis, MI  
"You can't predict the weather, you can't predict your bill."

### Jenny and Sheila, AZ

Roommates Jenny and Shelia signed up for SRP's MPower pay as you go smart meter program in hopes that they might save some money. At first the MPower reader was really engaging and its simple interface allowed the roommates to have clear sense of their energy use in dollar amounts. Although MPower has helped the roommates reduce their energy consumption they don't really engage with it anymore. Currently they only look at it when it beeps letting them know they need to fresh their card and put more money on the meter.

# Facilitate purposeful choices.

# 4

---

"I need energy efficiency to reconnect me to my 'power'."

- 1 Curate a set of choices.
- 2 Make energy efficiency a lens for seeing.
- 3 Help people anticipate energy use.

Opportunity to fill need

# 4

Facilitating purposeful choices through:

---

Fostering comparisons

Enhanced controls

Visualize energy efficiency

The following maps our line of thinking.

# 4

Facilitating purposeful choices through:

Fostering comparisons

Enhanced controls

Visualize energy efficiency

Visualizing energy efficiency initiatives could include:

Interfaces & interactions

Visual feedback

Planning ahead

While we've selected a single area and a single initiative to develop, there are many rich alternative paths we can take to explore and develop this opportunity area.

# 4

Facilitating purposeful choices through:

Fostering comparisons

Enhanced controls

Visualize energy efficiency

Visualizing energy efficiency initiatives could include:

Interfaces & interactions

Visual feedback

Planning ahead

# 4

## Visualize energy efficiency: Planning ahead

Concepts >>>

**Need:** “I need energy efficiency to reconnect me to my power.”

**Opportunity:** Facilitate purposeful choices

**Initiative:** Envisioning decisions about energy efficiency through planning ahead



**Predictive bill**

Utility bills include predictions of consumers' energy usage in future billing periods based on past and average energy usage.

**How it meets people's needs**

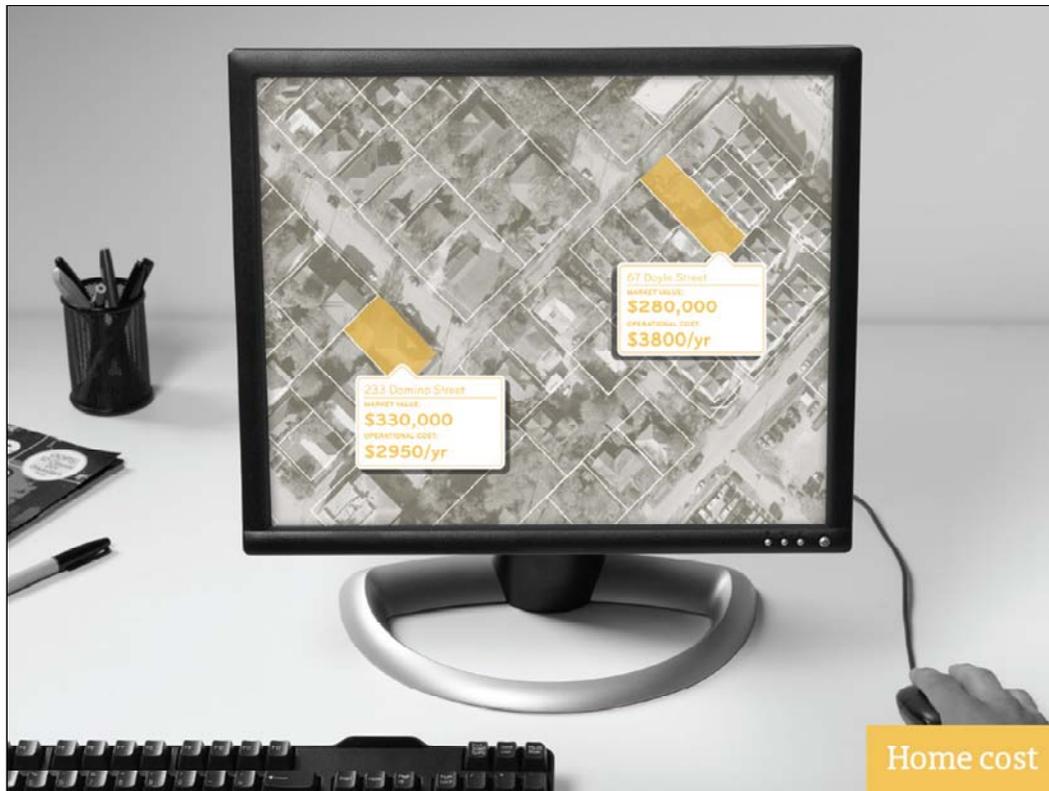
Creating moments for individuals to compare their usage at different points in time helps to motivate purposeful decisions around future energy use.

**Why it's compelling**

- Usage graph could include third measure of average community usage.
- When energy use exceeds predicted consumption, the utility bill could prompt with direct tips and hints to increase energy efficiency.

**How it works**

The usage graph allows people to compare actual usage and predicted use over time.



### **Home cost**

An interactive website displays home values with home operating costs. The tool allows prospective homebuyers and residents to compare their operating costs to their neighbors’.

### **How it meets people's needs**

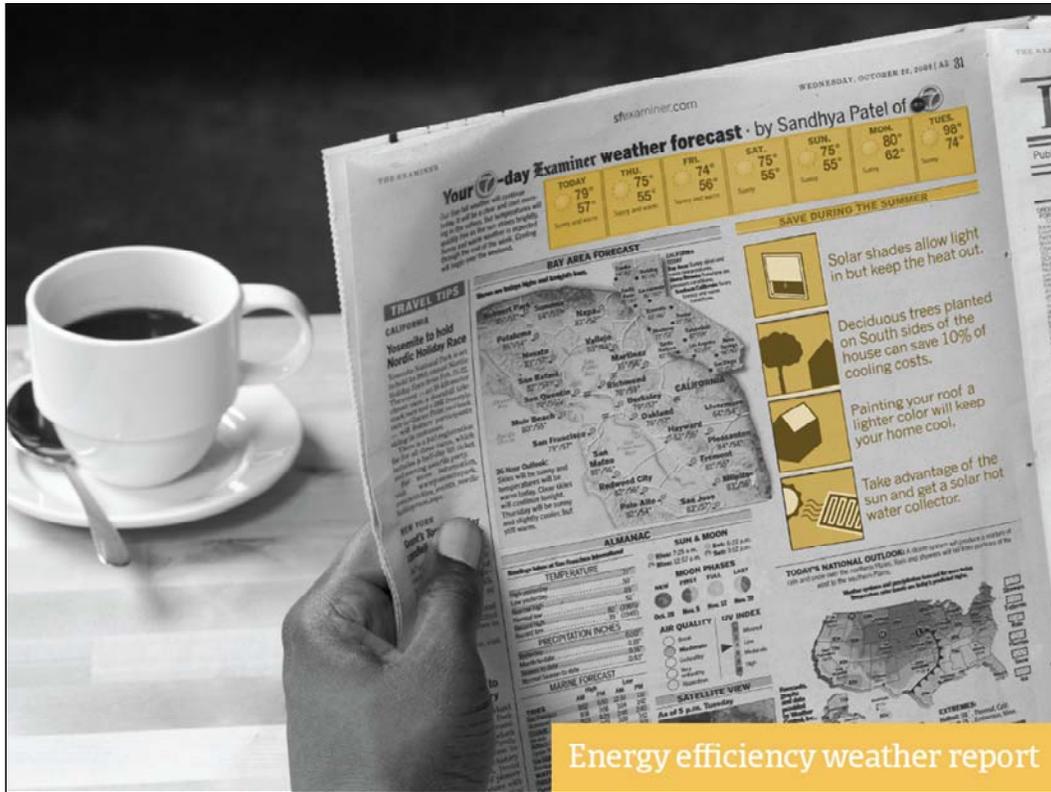
Providing information that allows for simple comparison of home operating costs alerts people to below-average performance and fosters competition.

### **Why it's compelling**

- Creates simple energy efficiency reference points for consumers to consider when purchasing a home.
- Allows people to consider home energy cost along with home value.
- Allows for transparent comparison of energy usage between homes.
- Leverages the DOE Energy Smart home scale.

### **How it works**

The website allows people to consider energy cost along with home value, as well as providing transparent comparison of energy usage between homes.



**Energy efficiency weather report**

Local and timely information and tips about energy efficiency that are incorporated into local weather forecasts.

**How it meets people's needs**

Enabling individuals and groups of people to plan energy-efficient changes in behavior based on events predicted to affect their energy use creates natural moments for anticipation.

**Why it's compelling**

- Helps prompt simple response to probable weather events.
- Suitable for multiple forms of media.
- Can include daily as well as seasonal tips and hints.

**How it works**

In this example the predicted hot weather spell comes paired with tips on staying comfortable and cool. A range of ideas presented based on price and ease of implementation.



### **Department of Energy Almanac**

A DOE-branded tool that allows people to look up regional weather predictions and complimentary energy efficiency advice for their homes.

#### **How it meets people's needs**

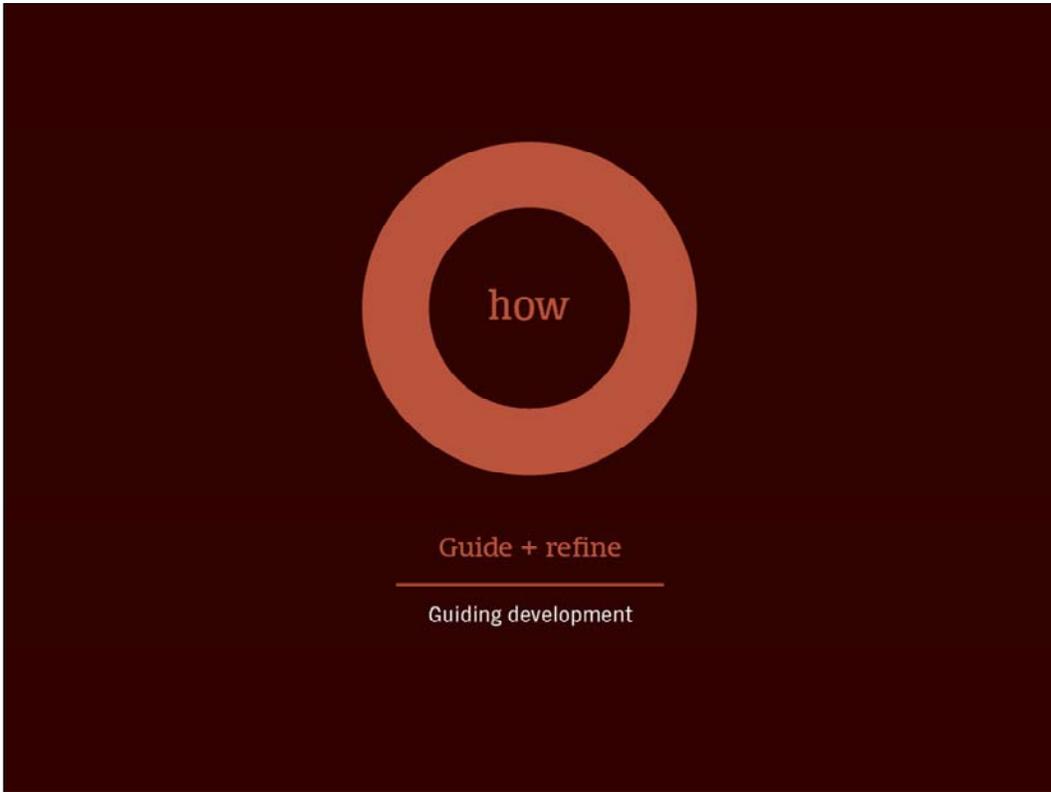
Providing information about yearly and seasonal trends specific to geographic regions allows people to understand their environment and how it relates to energy efficiency.

#### **Why it's compelling**

- An interactive tool helps the spread of energy efficiency solutions that are best suited for particular regions at particular times.
- A yearly publication prompts consumers to consider efficiency as a seasonal ritual.
- Borrowing from the heritage of the 'Farmer's Almanac, the DOE Almanac can feature Americana, folk knowledge and American values that can be linked to energy-efficient behaviors.

#### **How it works**

The Southwest version of the almanac predicts weather patterns, gives region-specific tips, and offers deals at local home improvement stores. A web-version of the almanac expands on the information provided.



How do we guide and refine development?  
How do we ensure energy efficient products and services resonate with people?

# Guidelines

---

How to ensure we bring ideas to life in a way that resonates with people.

Today, people's experience is:

General  
National  
Instructive  
Negative  
Perfect  
Serious

Tomorrow, we need to create experiences that are:

Personal  
Local  
Interactive  
Positive  
Real  
Fun

## **Today:**

We are focused on technology.  
We prioritize optimizing solutions over enhancing people's experience.

## **Tomorrow:**

We need to shift our focus to people. We must prioritize enhancing people's experience over optimizing technology.

>> Less:

# General

---

Today, people see a lot of solutions with little personal relevance.

## **General**

Today, people see a lot of solutions with little personal relevance

There is no shortage of technologically innovative solutions, but the industry is so caught up in solving for efficiency we've forgotten to ask how our inventions fit into people's lives.

## **Example**

The 'Kill-a-watt' device is an icon of energy efficiency the industry holds up as a symbol of the power technology has to change people's behavior.

But it doesn't deliver on this promise. The device isn't designed with a context in mind.

When would someone use the device? Why? What does the measure kilowatt even mean to people? What would they do with the information? How would they act differently, because of it? When it comes to energy efficiency, what matters to people?

We can imagine a very differently designed solution when we consider context and a person's experience.

>> More:

# Personal



Tomorrow, tailor energy efficiency to personally relevant contexts

## Less general:

- Obsessing over what the industry cares about
- Force-fitting solutions into people's lives
- Creating isolated solutions

## More personal:

- Understand what people care about
- Design solutions for people's needs
- Create holistic experiences

## **Personal**

Tomorrow, tailor energy efficiency to personally relevant contexts

People are aware of changes they could make, but they don't act because nothing resonates personally. Put people's needs first—consider how energy efficiency might enhance their lives.

### **Look to other industries for inspiration**

Like energy efficiency, cycling today is geared toward a specialized elite - high-tech components, infinite customization, tight shorts and an array of special gear creates a chasm between the average person and the modern-day bicycle.

Born from a desire to reach new customers, 'Shimano Coasting' is designed to inspire non-riders to get back in the saddle and experience bicycles as they did when they were kids.

By paring the bike down to its simplest parts, Coasting creates an experience that is personally relevant. Automated gear-shifting, back pedal brakes, a low profile, and a comfy seat allows the rider to jump on and go- wind in their hair- "It's just like riding a bike."

***How might we make energy efficiency "just like living"?***

>> Less:

# National

---

Today, in an attempt to reach everyone, we've diluted our impact.

## **National**

Today, in an attempt to reach everyone, we've diluted our impact

When it comes to energy use, local climates and cultures are key influencers of behavior. The country is a big place with a lot of regional nuance. Large initiatives can slow progress.

## **Example**

Across the country, inefficiencies can be found where local climate meets behavior. Keeping a spare fridge in the garage is a common cultural meme. In Alaska, where the temperature is predominately cooler, a garage fridge is fine, but in Florida, a spare refrigerator in a hot garage creates grave inefficiencies.

Climate considerations also extend to home cooling options. Swamp coolers in Arizona and fans in California can replace traditional air conditioning in effectiveness and efficiency. Local context is everything.

Locality is also important when it comes to motivating behavior. It's easy to forget the slogan "Don't mess with Texas" began as a campaign to discourage littering on Texas roadways. It's been widely co-opted to capture the Texan spirit and Lone Star state pride. Since the campaign began, hundreds of tons of trash have been removed from Texas roads, but more interesting perhaps, is the way people have adopted the message as a way of life.

Local pride is a powerful motivator. Initiatives that leverage locality are able to gain traction faster and more effectively than initiatives that are large and ubiquitous.

>> More:

# Local



Tomorrow, leverage regional differences to create grassroots movements

Less national:	More local:
-Creating one-size-fits-all solutions	-Customize regional strategies
-Leading from the top-down	-Lead from the bottom up
-Focusing on everyone and anyone	-Focus on local networks

## Local

Tomorrow, leverage regional differences to create grassroots movements

People are aware of changes they could make, but they don't act because nothing resonates personally. Put people's needs first—consider how energy efficiency might enhance their lives.

### **Look to other industries for inspiration**

Whole Foods Market was created in reaction to the national standardization of grocery stores and the food in them. A Safeway is a Safeway is a Safeway. In contrast, Whole Foods has created a grocery shopping experience that is as full of character as the towns they inhabit.

Buyers are empowered regionally, so no two Whole Foods Markets are the same. The store's 'Local Producer Loan Program' annually provides over \$10 million in low-interest loans to small local producers. That connection to local is reinforced to customers through hand-written signage and trained experts narrating the origins of fresh foods throughout the store.

As a result, customers don't shop at Whole Foods the way they do at Safeway—get in and get out—they look forward to the experience of lingering in the store, and exploring what's new. In many cases, Whole Foods become community hubs for their customers.

***How might we use local communities to promote energy efficiency?***

>> Less:

# Instructive

---

Today, energy efficiency feels like a one-note monologue.

## **Instructive**

Today, energy efficiency feels like a one-note monologue

No one likes to be told what to do. One-way communication doesn't leave room for people to exercise their own values in decision-making to engage with an idea in different ways. Instruction is often glossed over, or dismissed all together.

## **Example**

There is no shortage of tips for becoming more energy-efficient. Customers find them when they open their utility bills, in commercials, and at every click online.

But if customers aren't actively seeking them, these tips become background noise, or-worse-unwanted criticism.

Knowledge does not automatically result in action. Just as in a professional contexts, for feedback to be most effective, it should be shared as close to in-the moment as possible and should connect to specific, personal examples. The receiver should be ready to receive the feedback and equally engaged in a successful outcome.

>> More:

# Interactive

Tomorrow, create experiences that engage people in multiple ways.

## Less instructive:

- Teaching people how to do it
- Tacking efficiency onto typical home interactions
- Messaging through single channels

## More interactive:

- Create intuitive experiences
- Incorporate efficiency into typical home interactions
- Be where people are, engage them through multiple channels

## Interactive

Tomorrow, create experiences that engage people in multiple ways

People learn through experience. The process of interaction creates personal investment. Invite people to engage with energy efficiency in intuitive ways. Multifaceted experiences that engage people across multiple touch points have better chances of sticking.

### **Look to other industries for inspiration:**

When Nintendo wanted to break the industry paradigm, and involve gamers in new ways, they moved beyond skills-based games to an interaction based on intuition.

In contrast to traditional video game systems where 20+ button controllers and complex plot lines create heavy instruction manuals and long learning curves, Wii pairs simplistic games, and an intuitive gesture-based interaction to create an experience that anyone can enjoy.

In a male-dominated, expert-centric industry, Wii is the first gaming system to effectively appeal to women and non-gamers.

***How might we engage people in energy efficiency interactively?***

>> Less:

# Negative

---

Today, we make people feel bad for not participating.

## **Negative**

Today, we make people feel bad for not participating

Current efforts to promote energy efficiency underestimate people's awareness and willingness

to act. Focusing on sacrifice and overcoming barriers just reminds people why it's hard.

## **Example**

People know the basics.

Most households have simple mantras: turn the lights off, rinse only full loads of dishes, wash laundry in cold water, unplug electronics when they aren't in use.

But many campaigns take a paternalistic tone, suggesting people aren't doing anything at all, and others emphasize waste and environmental harm caused by careless people.

This isn't us vs. them. People aren't adopting energy efficiency because the solutions aren't designed to fit into people's lives.

To truly inspire involvement, we need to get on people's side and work together to motivate and support personal change.

>> More:

# Positive

---

Tomorrow, use an optimistic tone to inspire involvement.

Less negative:	More positive:
-Finger-pointing	-Provide positive reinforcement
-Focusing on the negatives of inaction	-Focus on enhancing what's good
-Blaming people for not adopting energy efficiency	-Empathize with people's needs around energy efficiency

## **Positive**

Tomorrow, use an optimistic tone to inspire involvement

Motivate by focusing on the positive. Highlight what people are already doing right to instill

a feeling of success. Optimism is contagious and can help progress to snowball.

### **Look to other industries for inspiration:**

“Dove's global Campaign for Real Beauty aims to change the status quo and offers in its place a broader, healthier, more democratic view of beauty.”

By using imagery of real women of all shapes, sizes, ages and races, Dove has shifted the conversation from the traditional ‘fighting ugly’ to ‘enhancing your natural beauty.’

In contrast to the rest of the beauty industry, which puts forth a single ideal of beauty, Dove celebrates inherent individual beauty. Dove’s products reinforce this shift, moving away from negative language like ‘hide wrinkles, fight aging, cover imperfections,’ and instead use positives like ‘care for, nurture and enhance’.

The campaign has resulted in a halo around the Dove brand—more people trust the brand, viewing it and

everything it does in a positive light, even if they haven’t used the products.

***How might we give energy efficiency a positive brand halo?***

>> Less:

# Perfect

---

Today, the industry's desire for perfection stalls people's progress.

## **Perfect**

Today, the industry's desire for perfection stalls people's progress

The industry is focused on creating the next great solution. While technologists promise perfection, people are waiting for the next improvement before they take action.

## **Example**

Arcosanti, a sustainable housing experiment, began in 1970 out of a desire to live a lifestyle that creates minimal impact on the environment. The development sits on 25 acres in the middle of the desert, 70 miles outside Phoenix, Arizona. The structure, intended to house more than 5000 people, promised a closed ecosystem through community living.

Today, nearly 40 years later, the development is still under construction—this year the gate to the entrance was poured. Paolo Soleri, the original architect, still oversees the design, and maintains plans to finish it. The 50 people who live at Arcosanti today share his vision and work to perfect it.

>> More:

# Easy



Tomorrow, make it easy for people to take any positive steps.

Less perfect:	More easy:
-Leading with technology	-Lead with experiences
-Using technology to drive the solution	-Use people to inspire easy solutions
-Refining for tomorrow	-Help people act today

## Easy

Tomorrow, make it easy for people to take any positive steps.

Great is the enemy of good. Rather than promising tomorrow's next great technology, we need to focus on making solutions easier for people to just do something, anything, to increase efficiency in their homes today.

### **Look to other industries for inspiration:**

Netflix turned the movie rental industry on its head by offering subscription based movie rentals through the mail. While bricks-and-mortar competitors try to find the perfect, most convenient location for their store, Netflix skips the store and the need for a drive all together and delivers movies straight to your mailbox.

Rather than trying to perfect the movie rental offering, Netflix simply asked how it could make the experience easier.

The offer itself—a wide selection of movie titles on DVD hasn't changed, but the way people experience it has. Netflix users can sign-up online in minutes: "there are no due dates and no late fees—ever." Netflix

currently has more than eight million subscribers.

***How might we make experiencing energy efficiency easier?***

>> Less:

# Serious

---

Today, we focus on rational benefits that can stump decision-making.

## **Serious**

Today, we focus on rational benefits that can stump decision-making

Today efficiency is serious at best, grave at worst. Global warming? ROI? A barrage of rational arguments causes people to get caught up in the details and give way to analysis paralysis. Money plays a complex enough role in people's lives without throwing efficiency into the mix.

## **Example**

While global warming is a real threat to our environment, its connection to people in their homes is too abstract to motivate action.

People are typically motivated by what's closest to them—what's personally and emotionally meaningful. While many energy-efficient technologies make financial sense, explaining them in terms of ROI makes them feel complicated.

Like saving for the abstract and distant future, because those kinds of benefits are far-off, decision-making is easy to put off.

People want to enjoy life. ROI is great rationalization for emotional decisions. Use ROI to support, not drive, the benefits of energy efficiency.

>> More:

# Fun



Tomorrow, appeal to people's emotions to create desire and energize action

#### Less serious:

- Focusing on return on investment
- Forefronting rational benefits
- Creating purely pragmatic solutions

#### More fun:

- Focus on 'return on experience'
- Forefront emotional benefits
- Design Inherently desirable solutions

## **Fun**

Tomorrow, appeal to people's emotions to create desire and energize action

While rational reasons can support a decision, they rarely drive them. People are motivated by the emotional, and nothing is more emotional than fun! Making efficiency fun will create a desirable experience that no one will want to miss out on. Style, competition and conversation are all fun ways to engage people in their homes. What if ROE—return on experience—became the new ROI?

### **Look to other industries for inspiration:**

Virgin America brings fun to an otherwise rational industry- economy airlines. Flying Virgin is a less expensive alternative to flying mainstream airlines. Characterized by short trips, fewer destinations and limited schedules, this category has always been defined by value, until Virgin. "Flying in Economy is all about fun and value, from our free amenity kit to our seat-back TVs."

Virgin reinforces a fun flying experience at every touch point it has with customers.

Buying tickets online is surprisingly transparent. Checking in is like entering a boutique hotel: stylized tables set the tone and every detail is designed, down to the pocket-sized tickets. On-board, everything about the inside of the plane is unexpected and delightful, from the pink and purple lighting to the crisp white seats. You can instant message the person three rows ahead of you from your seat-back TV, and eat and drink when you want with the push of a button.

People don't fly Virgin because it's cheap; they fly it because it's an incredible experience. Value is a secondary benefit.

***How might energy efficiency appeal to people through fun and emotion?***

# Using the guidelines

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These guidelines represent the fundamental shifts we need to make to resonate with people.

Energy efficiency needs less:

General  
National  
Instructive  
Negative  
Perfect  
Serious

Energy efficiency needs more:

Personal  
Local  
Interactive  
Positive  
Real  
Fun

Only by shifting our focus to people can we encourage the move toward energy efficiency.

These guidelines can be used to steer future development and refine new and existing initiatives.

Any experience around energy efficiency, like the initiatives we've illustrated, should contain the essence of most of these guidelines.

Be inspired by innovations in other industries to breathe new life into the field.

By refocusing our efforts on solutions that enhance the way people live, we can make strides in increasing adoption of residential energy efficiency.



Next steps

# A set of tools

---

Design for people's lives to increase adoption of energy efficiency.

Use the opportunities map and shift focus guidelines to create energy-efficient solutions that connect to people.

Use the key pieces of content shared today to guide your endeavors.

# Opportunity map

Opportunities to connect energy efficiency to people.

<b>1</b> <b>Build on what people care about</b> Initiative: Envisioning style & aesthetics through beautiful windows. "I need energy efficiency to connect to what I value."	<b>3</b> <b>Fuel intimate conversations</b> Initiative: Envisioning conversations between kids & parents through surprising discoveries. "I need energy efficiency to play a part in my personal relationships."
<b>2</b> <b>Capitalize on moments of change</b> Initiative: Envisioning the moment of moving through existing touch points. "I need energy efficiency to fit into my life."	<b>4</b> <b>Facilitate purposeful choices</b> Envisioning decisions about energy efficiency through planning ahead. "I need energy efficiency to reconnect me to my 'power'."

Use these to generate ideas and inspire co-development.

## 1. Capitalize on moments of change.

- Tailor energy efficiency to specific times
- Incorporate energy efficiency into every start
- Fit energy efficiency into people's life flow

## 2. Build on what people care about.

- Design for communities to connect with individuals
- Enhance comfort
- Lead with style, follow with efficiency

## 3. Fuel intimate conversations.

- Use experiential new channels to get people talking more
- Provide surprising new ways to talk about energy efficiency
- Connect energy efficiency to people's emotions

## 4. Facilitate purposeful choices.

- Curate a set of choices
- Make energy efficiency a lens for seeing
- Help people anticipate energy use

# Guidelines

---

## Guidelines for connecting energy efficiency to people.

Energy efficiency needs less:

General  
National  
Instructive  
Negative  
Perfect  
Serious

Energy efficiency needs more:

Personal  
Local  
Interactive  
Positive  
Real  
Fun

Use these to guide and refine development.

Less **General**

Today, people see a lot of solutions with little personal relevance

More **Personal**

Tomorrow, tailor energy efficiency to personally relevant contexts

Less **National**

Today, in an attempt to reach everyone, we've diluted our impact

More **Local**

Tomorrow, leverage regional differences to create grassroots movements

Less **Instructive**

Today, energy efficiency feels like a one-note monologue

More **Interactive**

Tomorrow, create experiences that engage people in multiple ways

Less **Negative**

Today, we make people feel bad for not participating

More **Positive**

Tomorrow, use an optimistic tone to inspire involvement

Less **Perfect**

Today, the industry's desire for perfection stalls people's progress

More **Easy**

Tomorrow, make it easy for people to take positive steps

Less **Serious**

Today, we focus on rational benefits that can stump decision-making

More **Fun**

Tomorrow, appeal to people's emotions to create desire and energize action

# Shift focus connect energy efficiency to people.

U.S. Department of Energy + IDEO / 2008

## **Call to action: Shift Focus**

It is only through understanding the needs of residential energy customers that we can develop concepts and strategies that connect to people.

It is this connection, this personal relevance, that is essential for breaking through from consumer awareness to consumer action.

We urgently need to shift our focus from technical optimization to solutions that fit and enhance the way we live.

The Shift Focus Guidelines and Shift Focus Opportunity Map we have shared here are rooted in insights into consumer needs. This book, along with the broader set of tools provided, are designed to inspire partners to co-generate energy efficiency solutions tailored to people's needs.

We urge you to use this understanding, and these engagement tools to initiate conversations with partners, intermediaries, sponsors, and thought leaders that will spark the change and build the momentum that we so urgently need to ensure a healthy and secure future.

Shift Focus: Connect energy efficiency to people.

**"It's not what you look at that matters, it's what you see."**

*-Henry David Thoreau*

Thank you



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