

Marketing Evaluation 2016/17

Final Report

November 28, 2017



Prepared by

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Executive Summary

In late 2015 and continuing into 2016, Efficiency Nova Scotia (ENS) carried out a major refresh and restructuring of its marketing and communications function. The new strategy:

- › Consolidated the marketing and communications services into a single team;¹
- › Installed a new marketing and communications manager to lead and evolve the team;
- › Selected a new creative agency to refresh the ENS brand strategy and identity; and
- › Developed a new messaging and creative platform focused on behavior change and lifestyle, launched in late March of 2017.

ENS engaged Research Into Action to work with them to answer three key questions:

- › What are the logic and key metrics for the brand refresh and associated infrastructure and process changes?
- › How have changes in ENS's marketing approach affected its operational effectiveness?
- › How well do the new campaigns adhere to marketing best practices?

To address the questions, Research Into Action:

1. Completed a logic model and key indicator metrics (Chapter 1);
2. Interviewed 10 marketing actors to gather early feedback about the new approach (Chapter 3); and
3. Conducted an early "best practices" assessment of new marketing campaign materials (Chapter 0).

Additionally, Research Into Action prepared a marketing evaluation plan to provide guidance on how ENS can continue assessing its marketing function in future years. The marketing evaluation plan is a separate document and is not part of this report.

Conclusions and Recommendations

Logic Model

No conclusions and recommendations emanate from the logic model; rather this model is intended to support the planning, implementation, and evaluation of ENS's restructured marketing team and refreshed marketing efforts.

¹ Please note that this study focused on the marketing side of the team and thus we did not interview anyone from the communications team.

Early Marketing Actor Feedback

The interviews with 10 key marketing actors provided early feedback about the effectiveness of marketing goals, structure, resources, processes, and the ENS brand refresh. Respondents addressed these research questions:

- › How has the marketing and communications team evolved?
- › How effective are the new structures, communications, goals, and processes for ENS marketing?
- › How effective are marketing sources of intelligence, metrics, and tracking systems?
- › What key marketing issues does ENS face?

Conclusions and Recommendations from Marketing Actor Feedback

Conclusion 1: Marketing actor interviews show that ENS marketing leadership and staff have implemented and embraced significant changes to the marketing structure, communications, goals, and processes, resulting in a new, clearer, and inspired sense of purpose, improved processes, and greater collaboration with the wider organization. In addition, the refreshed brand platform, which moves ENS messaging from a more transactional (“incentives-for-widgets”) approach to a lifestyle appeal (“Enjoy the good things that efficiency brings”), allows efficiency to be embraced, over time, as a cultural norm. Finally, all market actors agree that the relationships between ENS marketing staff and the new agency of record, as well as with its media partner, are mutually beneficial and collaborative. Marketing staff regard their new agency as instrumental in developing the refreshed brand platform and messaging. Several staff added that the media partner brings strong industry experience, proprietary research, and a proven record of performance.

Recommendation 1-1: Given that many marketing processes and behaviours, and the significant brand refresh, are new and still evolving, it will be good to factor in simple steps to reinforce their continued use and refinement. For instance, marketing and communications staff meetings could include a standing item that allows any “change” issues to be discussed, including the effective use of tools such as intake forms and Basecamp.

In addition, staff could be encouraged to share evidence and stories of how efficiency connects positively to the lives of Nova Scotians. Meetings with program staff or with the larger organization could regularly include gathering feedback about the viability of processes and the brand platform. These types of activities, tailored to the work culture at ENS, will foster a learning environment and further embed the processes and brand into organizational operations.

Finally, continue to ensure that other market actors outside the organization, such as trade allies, understand and can support the new brand platform.

Conclusion 2: Aside from the need to “keep reinforcing and growing” the new marketing processes and branding strategy both within the team and across the organization, respondents were asked about the challenges ahead for marketing. Key challenges included:

- › Providing organization-wide, and partner agencies, access to easily digestible campaign and marketing metrics;

- › Developing a better understanding of target markets for specific campaigns, and sharing these insights with agency and media partners;
- › Expanding the reach and offerings of ENS, given that some program measures, such as lighting, may be approaching saturation.
- › Targeting specific industries, such as hospitality and tourism, and aligning campaigns for these industries with specific non-energy benefits.
- › Fostering greater collaboration with the power utility to further mutual efficiency goals, where possible.
- › Consistently involving marketing staff in solving program design and implementation problems.

Recommendation 2-1: In response to these issues, respondents suggested these “next steps” to continue the important progress that has already been achieved.

- › Develop a centralized, accessible dashboard to convey marketing metrics and other information (already underway) that is available to ENS staff and agency partners;
- › Add more depth to insights about residential audiences, and especially business audience segments, through improved analytics and ongoing audience research. In addition, encourage greater cross-fertilization of ideas across residential and business program and marketing experiences.
- › Further investigate, perhaps through quarterly meetings, if and how ENS and the power company share common goals and have opportunities to collaborate on energy efficiency efforts or to leverage each other’s efforts; and
- › Continue to encourage the involvement of marketing staff in ENS program planning and implementation efforts, so that marketing and audience insights and concerns are factored early on and throughout the design process for new programs and services.

Best Practices Assessment of New Marketing Materials

ENS’s refreshed brand platform includes new creative and messaging. Research Into Action assessed the inaugural wave of campaign materials to emerge from this refresh to provide early input regarding strengths and opportunities for enhancement. The exercise consisted of a qualitative, systematic examination of recent ENS marketing efforts within the framework of marketing best practices and behavior change theory. It primarily sought to demonstrate a systematic method for assessing marketing efforts, which ENS may apply to future campaign development and design.

The material review represented the culmination of a near year-long process during which Research Into Action reviewed documentation on prior brand guidelines and marketing strategies and tracked subsequent refresh efforts, from the onboarding of ENS’s new agency of record to preliminary ideation and planning, to the official launch of new creative strategies, messaging, and processes. This collaborative approach ensured that the evaluators fully understood ENS’s marketing goals and strategies prior to examining campaign materials.

Overall, the assessment of ENS marketing materials revealed the care and consideration ENS and its creative partners took throughout ideation, development, and execution of new creative and messaging. It offered evidence of stakeholder commitment to the new guidelines and processes—which particularly stands out given these processes have only been in place for a short while. It also demonstrated that the refreshed ENS brand platform adheres to marketing best practices and behavior change theory.

Key observations and insights from this exercise included:

- › ENS marketing is very strong across campaigns. Overall, marketing efforts fulfilled all review criteria “with certainty,” which was the highest designation possible for each criterion.
- › Marketing efforts stand out in five areas: adherence to brand guidelines, identifying target audiences, presenting a clear call to action, avoiding industry jargon, and effective quality assurance and control. In addition, materials fell into the “mostly” range for all remaining criteria.
- › All residential marketing campaigns fell under the “with certainty” designation on average, demonstrating their strength overall. The Efficiency Trade Network (ETN), Appliance Retirement (ARET), and Instant Savings campaigns particularly stood out.
- › Business sector campaigns were strong overall. The success stories, however, could have gone even further when highlighting and emphasizing non-energy benefits. In addition, the trade show materials could more clearly identify target audiences through more specific imagery.
- › Overall, quality control and assurance were very strong, though some of the longer-form materials with more content demonstrated an opportunity for a more rigorous line editing process to closely examine structure and syntax in addition to details such as grammar and typos.

In addition to these specific observations, our review of the agency and creative briefs pointed to the efficiency and effectiveness of ENS’s new project kick-off and development processes. Reviewers immediately noted that anything that might be missing or inaccurate in the agency briefs was added, clarified, or expanded in the creative briefs.

Conclusions and Recommendations from Best Practices Assessment

The review exercise culminated in the following conclusions and recommendations (numbering continues from the conclusion/recommendation numbering in the previous section):

Conclusion 3: While ENS marketing is very strong across campaigns and criteria, additional review exercises, embedded within campaign development, will address remaining opportunities for improvement.

Recommendation 3-1: Use the criteria presented here as a checklist during campaign ideation, design, and execution to ensure all efforts align with marketing best practices and leverage proven behavior change mechanisms.

Recommendation 3-2: Fine-tune the editing process at the end stages of development—especially for longer-form creative (e.g., success stories, e-blasts, some native content)—which closely examines syntactical nuances and layout.

Recommendation 3-3: ENS already features individuals in most pieces, though for more general pieces, such as the trade show materials, consider taking imagery even further to target and appeal to specific audiences.

Conclusion 4: ENS campaigns and component creative support the new focus on the “non-energy benefits” of energy efficiency; however, there is an opportunity to take this idea further in success stories.

Recommendation 4-1: Call out non-energy benefits more explicitly in success stories (both graphically and in body copy) to put them on equal footing with energy and financial benefits.

Recommendation 4-2: Use imagery that reflects the non-energy benefits mentioned in the success story copy by showing individuals in the physical environment/space, rather than only close-ups of individuals or owners.² It is, however, important to note that this recommendation applies primarily to the print success stories; ENS is already working on video success stories, which will delve more deeply into the stories behind the non-energy benefits. Videos also offer an opportunity to capture high-resolution stills that can be used for print pieces.

² For example, the Marigold success story lists benefits such as a more comfortable and inviting atmosphere in the bar, which would lend itself well to an image that shows people enjoying the space.

1. Introduction

In late 2015 and continuing into 2016, Efficiency Nova Scotia (ENS)³ executed a major refresh and revamping of its marketing and communications structure, communications, goals, and processes, including:

- › Consolidating the marketing and communications services into a single team;⁴
- › Hiring a new marketing and communications manager to lead the effort, clarify processes and roles, and leverage skills, for the new team;
- › Selecting and working with a new creative agency to refresh the ENS brand strategy and identity; and
- › Developing a new messaging and creative platform focused on behavior change and lifestyle, which was gradually introduced to the market, beginning in late March 2017.

ENS engaged Research Into Action to work with them in a continuous improvement role to address the following research questions:

- › What are the logic and key metrics for the new marketing approach?
- › How have changes in ENS's marketing approach affected its operational effectiveness?
- › How well do the new campaigns adhere to marketing best practices?

We undertook these tasks to address the research questions:

1. Completing a logic model and key indicator metrics;
2. Interviewing 10 marketing stakeholders to assess the effectiveness of the new marketing processes, procedures, and approaches;
3. Conducting an early "best practices" assessment of new marketing campaign materials; and

Additionally, Research Into Action prepared a marketing evaluation plan to provide guidance on how ENS can continue assessing its marketing function in future years. The marketing evaluation plan is a separate document and is not part of this report.

In this report, we analyze the results of the three tasks listed above. The subsequent chapters begin with an explanation of logic models and a discussion of the logic model we developed for ENS's marketing efforts. An overview of findings and observations from the marketing actor interviews follows, as well as a summary of insights from our best practices assessment of new marketing materials. The marketing evaluation plan was provided to ENS outside of this evaluation report.

³ Efficiency Nova Scotia (ENS) is Canada's first energy efficiency utility. ENS is operated by *EfficiencyOne* (E1), an independent nonprofit organization. The *Nova Scotia Utility and Review Board* provides regulatory oversight to E1.

⁴ Please note that this study focused on the marketing side of the team and thus we did not interview anyone from the communications team.

2. Logic Model

Research Into Action worked collaboratively with ENS in early 2017 to develop a logic model to support the planning, implementation, and evaluation of ENS's restructured marketing team and refreshed marketing efforts. Traditionally, a logic model illustrates the resources available to a "program" and the linkages between what the program does and what it strives to accomplish.

To adapt the logic model framework to this study, we interpreted the word "program" to mean ENS's marketing-related efforts. This includes both internally-focused infrastructure development and externally-focused marketing campaigns. Because this evaluation focuses on the marketing functions of ENS's marketing communications team, the logic model acknowledges, but does not fully explore, communications.

2.1. How the Logic Model Supports ENS's Marketing Team

ENS can use the logic model now—as it ramps up its refreshed marketing efforts, and over the next several years, to help ensure its marketing activities will logically lead to the desired results. The process of developing a logic model helps marketers identify their goals, strategies, and underlying assumptions, and encourages a shared understanding of how the team works. As ENS's marketing team performs its day-to-day functions, it can use the logic model to identify and collect data and information needed to assess its achievements. ENS and its evaluators then can use the logic model to help assess the effectiveness of its marketing efforts over time. Finally, the logic model may also help marketing staff communicate with others at ENS, external parties, and regulators about marketing activities and goals.

It is important to note that a logic model provides a snapshot of the program at one moment in time. The model, along with its indicator tables, are living documents; they are works in progress that will necessarily change as ENS's marketing team—and the team's goals and objectives—evolve.

2.2. Logic Model Terminology and Structure

Logic models have four key components, which we have defined as follows for this effort:

- › **Inputs** are the resources dedicated to or used by the marketing team, as well as the barriers or challenges imposed on the team. Examples of inputs include staff expertise, funding, and findings from historical market research. A challenge could be ensuring brand consistency across program-specific campaigns.
- › **Activities** are the actions the marketing team takes to achieve its goals. Examples include developing internal infrastructure to support marketing staff, and delivering marketing campaigns.
- › **Outputs** are the direct results of the team's activities. An example of an infrastructure-related output is a final marketing plan; examples of outputs related to campaign delivery are specific tactics that direct a target audience to ENS programs.

- › **Outcomes** are the changes the marketing team seeks to elicit. Logic model outcomes are typically identified as short-, medium-, or long-term. Short-term outcomes are the first desired changes that result from the team's activities. A short-term, infrastructure-related outcome could be having a fully staffed marketing team, and a short-term campaign-related outcome could be that all new marketing materials adhere to refreshed brand guidelines for ENS.

Medium-term outcomes take longer to realize. For example, after staff have been implementing the marketing plan for several months, an outcome could be that they offer experience-based suggestions for improving the plan. Medium-term outcomes of campaign delivery could be increased customer awareness about ENS programs and an uptake in program participation.

Long-term outcomes are the ultimate changes the marketing team seeks to achieve. From an infrastructure development perspective, a long-term outcome could be that ENS marketing activities successfully pivot in tandem when organizational goals related to ENS change. From a marketing campaign perspective, a long-term outcome could be that participants from one ENS program sign up to participate in additional programs.

In addition to the logic model itself, we developed an **indicator** table for each ENS marketing activity. These tables show the information (**indicators**) ENS (or its evaluator) can collect to gauge the effectiveness of the team's marketing activities and its progress toward achieving its intended results. Indicators must be both observable and measurable. An example of an infrastructure-related indicator is that staff demonstrate a clear understanding of their roles and responsibilities. Another example is that staff are aware of available resources and feel supported. Examples of campaign-related indicators are the number of impressions for a campaign, unique pageviews, and online conversions for a particular target behavior (e.g., digital media impressions in relation to website traffic and/or specific target behaviors, such as application downloads).

The indicator tables identify potential **data sources**, such as information contained in the marketing plan or Google Analytics metrics, and **data collection approaches**, such as interviews and surveys, for each indicator.

2.3. ENS's Marketing Logic Model and Indicator Tables

ENS's marketing logic model, presented in Appendix A, begins with the three goals stated in ENS's *2017 Marketing + Communications Strategic Plan*:

- › Increase program participation
- › Enhance customer experience through ENS digital assets
- › Improve marketing effectiveness through internal processes, tools, and information systems

These goals pertain to ENS marketing efforts in all sectors: residential, business, non-profit, and institutional sector.

The logic model also depicts the resources the team draws on in pursuit of its goals. These resources, or "inputs," include the expertise of ENS's internal staff, expertise of its agency staff, funding for its work, and findings from past marketing-related research. As previously stated, inputs also include specific challenges that affect progress toward ENS's goals. One of the primary challenges associated with the

ENS brand refresh, for example, was to ensure continuity and consistency in messaging and creative across overarching marketing efforts and program-specific campaigns.

The next portion of the logic model presents the activities ENS's marketing team performs. Based on our discussions with ENS staff, we divided these activities into two major categories: internally-focused infrastructure development and enhancement activities, and externally-focused marketing campaign activities. We then broke ENS's internal infrastructure activities into two sub-categories:

- › Development/enhancement of tools and processes (i.e., the documents and protocols ENS uses to define, clarify, and support the marketing team's operations).
- › Development/enhancement of marketing communications tracking systems (i.e., the databases the team utilizes to record, monitor, and report on its marketing campaigns).

The remainder of the logic model lists the outputs and short-, medium-, and long-term outcomes for each of the ENS marketing team's three activities. Table 1 provides a high-level overview of the logic model.

Table 1 Marketing Communications (MC) Logic Model Overview

	Activities		
	Enhance/Develop Integrated MC Tools and Processes	Enhance/Develop MC Tracking Systems and Processes	Deliver Marketing Campaigns
Outputs	• Brand guidelines & mgmt plan • Integrated marketing plan; specific campaign plans • Staff, funding, and training allocated • Cross-department communication, review, approval processes	• Regular marketing-program staff communication about campaign performance • Basecamp • Metrics associated with website traffic, social media engagement, media analytics, and conversion rates	• Final creative concepts, content, media buys, and traffic calendars for owned and paid channels • Regular reports on customer response to campaigns

	Activities		
	Enhance/Develop Integrated MC Tools and Processes	Enhance/Develop MC Tracking Systems and Processes	Deliver Marketing Campaigns
Short-term outcomes	- All MC positions staffed and have adequate resources - Brand messaging widely used - Staff familiar with marketing plan and tools, provide feedback - Staff communicate effectively, including with programs	- Tracking systems and processes meet needs and are used regularly by all relevant staff - Feedback effectively identifies needed updates	- Messaging/creative adhere to guidelines - Value proposition and call to action always clear - Marketing engages and motivates customers; customers participate - Stakeholders understand programs - KPIs consistently met across campaigns⁵
Medium-term outcomes	- Staff successfully implementing marketing plan; plan is updated as needed based on feedback - All target populations are adequately addressed, or gaps are identified - Marketing staff effectively communicate within the group and with other departments	- Tracking systems/processes regularly updated - Broad access to tracking systems/processes facilitates cross-departmental collaboration	- Customers participate in one or more ENS program, refer others - Customers more aware of and knowledgeable about energy use, conservation, and ENS programs - Customers value ENS - Increasing stakeholder engagement
Long-Term Outcomes	- Streamlined delivery across channels and platforms - New opportunities quickly identified - All campaigns align with organizational goals - Brand continuity across all platforms and programs	- Streamlined measurement and reporting of marketing activities - Knowledge transfer across ENS departments	- Increased customer trust in ENS - Customers participate in additional programs - Customer referrals increase - Stakeholders increasingly engaged in programs - Exceptional customer service

We describe the outputs and outcomes for each marketing activity in the subsections below.

Research Into Action developed one indicator table for each of ENS's three marketing activities. Because the indicator tables are detailed and lengthy, the following sections provide high-level summaries of the indicators and the associated data sources and data collection methods ENS can use to monitor them. The full tables are included in Appendices B-D.

⁵ KPIs are key performance indicators.

2.3.1. Develop and Enhance Tools and Processes

The outputs of developing and enhancing tools and processes include the documents the team has created or updated and the processes it has put into place to support its operations. These include: brand guidelines and a brand management plan; the *2017 Marketing + Communications Strategic Plan* and specific campaign plans; the allocation of staffing, funding, and training resources; and plans and processes for communicating and working with staff from other ENS departments, such as program managers.

Indicators: Finalized plans (e.g., brand guidelines and marketing plans) and campaign documents have complete information; organizational chart and job descriptions; staff training session schedule, agendas, and attendee lists; communication plan; marketing staff and program managers report documents and processes are complete and finalized.

Data sources and data collection methods: Document reviews; in-depth interviews (IDIs) with ENS marketing staff and program managers.

In the short-term, ENS intends for the development/enhancement of tools and processes to result in: staff understanding and buy-in to the brand guidelines and marketing plan; the fulfillment of all marketing positions; a shared understanding of roles and responsibilities; adequate resources and support for marketing staff; and effective communication among marketing team members and between the marketing team and other ENS staff.

Indicators: Marketing staff and program managers show understanding of brand guidelines and are motivated by them; staff have appropriate workloads; there is an organizational chart indicating open/filled positions; staff demonstrate understanding of their roles and responsibilities, are aware of available resources, feel supported, and report good internal communications; reference documents are complete (e.g., brand guidelines, campaign plans).

Data sources and data collection methods: IDIs with ENS marketing staff and program managers; organizational chart; documents staff use for reference.

In the medium-term, ENS expects the development/enhancement of the tools and processes will lead to staff contributing feedback about the plans and the management team integrating that feedback into updated versions of the plans, team members' successful implementation of the plans—including ensuring that all markets targeted by the programs are adequately addressed—and continued effective communication within the marketing team and with other groups at ENS.

Indicators: Updated marketing plan; campaign plans with target markets identified; targets met or exceeded; marketing staff and program managers observe smooth marketing plan implementation, communicate and meet regularly, are comfortable providing feedback, and observe actions taken as a result of their feedback.

Data sources and data collection methods: Marketing plan and campaign materials reviews; IDIs with ENS marketing staff and program managers; review of Google Analytics metrics; marketing tracking system and program databases.

ENS's long-term expectations for this activity are the streamlined, integrated delivery of its marketing across all channels and platforms, the team's ability to identify and address new opportunities in a

timely manner, the ability to pivot all campaigns in tandem with evolving goals and objectives, and brand continuity across all marketing materials, campaigns, and programs.

Indicators: Marketing materials show evidence they are coordinated, streamlined, and use branding consistently; marketing staff and program managers report marketing materials are used effectively for all customer groups; staff report the team's ability to nimbly and promptly respond to market changes and opportunities.

Data sources and data collection methods: Periodic snapshot reviews of a variety of marketing materials; IDIs with marketing staff and program managers.

2.3.2. Develop and Enhance Tracking Systems

ENS's marketing team uses and/or draws insights from a variety of tracking systems and processes that fall into three categories:

- › **Internal Communication/Coordination:** Established coordination and communication processes or activities that facilitate communication and performance tracking among program and marketing staff.
- › **Campaign development:** ENS uses Basecamp to manage and track the design, development, and execution of campaigns and tactics.
- › **Campaign performance:** This includes systems such as Google Analytics and Hootsuite, which track metrics and key performance indicators (KPIs) associated with digital campaigns, and media analytics, which track metrics and KPIs associated with advertising and/or earned media. ENS also tracks outputs such as event attendance, numbers of materials distributed, etc. While the ENS marketing team is not directly responsible for tracking program data, it also communicates regularly with program staff to inform conversion rates for program-related KPIs (e.g., completed applications, program enrollments, etc.).

The most prominent infrastructure-related outputs from ENS's tracking systems include regular communications among marketing and program staff to keep staff abreast of campaign performance, as well as an established process through which users can provide feedback about the tracking systems and processes and their reporting capabilities. This latter output will help ensure systems and processes meet the ongoing data needs of internal and external users alike.

The primary output associated with campaign development is Basecamp, a system that enables communication and facilitates project management over the course of campaign design and execution. Outputs associated with tracking campaign performance include metrics associated with website traffic or social media engagement (e.g., likes, shares, etc.); media analytics (e.g., impressions, cost-per-click, etc.); and conversion rates, which look at online traffic and engagement associated with specific target behaviors (e.g., clicks, downloads, application submissions, etc.).

Indicators: Written guidelines for providing feedback; ENS staff regularly communicate and collaborate with program staff; relevant ENS staff use Basecamp to manage campaign development and execution; ENS internal users, external users (e.g., participant trade allies) report they understand feedback mechanisms; digital metrics and media analytics by campaign/program.

Data sources and data collection methods: Review of digital analytics toolkit and tracking system documentation; IDIs with marketing staff, program managers, external users, and system support staff.

In the short-term, the marketing team hopes all relevant staff—including the marketing team itself, program managers, and others—will find the tracking systems and established processes are approachable and user-friendly, will use them regularly, and find that the systems and processes meet their needs. The marketing team also hopes staff will provide feedback to report needed tracking system updates and enhancements as they arise.

Indicators: Marketing staff and program managers report regular tracking system/process use and that they are highly satisfied with these: the systems/processes are easy to use, reliable, complete, and users do not regularly bypass them; users provide feedback and receive prompt replies to their system/process update requests.

Data sources and data collection methods: IDIs with marketing staff, and program managers.

As marketing staff and others gain more experience with the tracking systems and processes, ENS expects a medium-term output will be that relevant staff keep abreast of changing program and organizational needs because staff regularly update the systems and processes in response to user feedback. ENS also anticipates these systems and processes will facilitate cross-program and cross-department collaboration.

Indicators: Marketing staff and program managers report tracking systems and processes are complete, up-to-date, easy to use, and effective; program documentation shows other programs with similar/overlapping target markets and trade allies.

Data sources and data collection methods: IDIs with marketing staff, program managers, and system support/maintenance staff; periodic review of summary and campaign-specific reports; program databases.

In the long-term ENS wants to streamline measurement and reporting of marketing activities to all relevant staff. Because marketing and other staff will be regularly using these systems and following processes, ENS also hopes that the system will quickly alert users to changing market conditions that may warrant a shift in their marketing approaches.

Indicators: Marketing staff, program managers, and Business Development Managers are highly satisfied with the system and report it provides accurate, clear, concise and up-to-date outputs; communication processes ensure staff stay abreast of market opportunities.

Data sources and data collection methods: IDIs with marketing staff, program managers, and system support/maintenance staff; periodic review of summary and campaign-specific reports.

2.3.3. Deliver Marketing Campaigns

Outputs from ENS's delivery of marketing campaigns include final creative concepts and content across owned and paid channels, as well as the final media buys. Outputs also include regular reports on customer response to campaigns by target audience and geography (where applicable).

Indicators: Creative brief template, concepts, and calendars developed; established reporting schedules for campaigns; marketing staff and program managers state reports provide information needed to assess and adjust campaigns.

Data sources and data collection methods: Reviews of creative briefs, marketing plan, and brand guidelines guides; IDIs with marketing staff and program managers.

In the short-term, the marketing team strives to have its messaging and creative adhere to brand and communication guidelines. In addition, the team wants to increase customer and stakeholder awareness of the organization and its offerings, and wants its marketing campaigns to clearly convey its brand promise and value proposition and engage and motivate customers. In the short-, medium-, and long-term, ENS intends to consistently monitor key performance indicators across campaigns and marketing initiatives.

Indicators: Consistency in branding and messaging; web page views and click-throughs; number and timing of inquiries from new customers; percent of customers aware of ENS and its programs; number of trade allies aware of ENS and its programs; and number of trade allies attending trainings.

Data sources and data collection methods: Periodic snapshot reviews of marketing materials; customer focus groups; baseline customer survey; participant surveys; Google Analytics; program databases; Energy Solutions Advisor (ESA) interviews; review of ESA logs; baseline trade ally survey; participant trade ally interviews/survey; nonparticipant trade ally survey; marketing staff and program manager IDIs.

Over the medium-term, ENS expects its marketing campaigns to increase customer awareness of and knowledge about energy use, conservation, and its programs. In addition, ENS expects its marketing campaigns to result in increased program participation—both new customers who participate in a program for the first time, and returning customers who participate in a second or third program—as well as in increased market actor involvement in programs. Market actors might include contractors, architects, engineers, retailers, and other partners in achieving energy efficiency in homes and businesses. ENS strives to convey to customers that the organization is credible, trustworthy, and a good source of information, and hopes that, through marketing campaigns (and program-related interactions with customers), customers perceive ENS as a trusted advisor. ENS also hopes participants will share their program experiences with family and friends and refer them to ENS.

Indicators: Number and percent of target population participating in programs; identification of target markets not reached; changes in participant and nonparticipant awareness and knowledge about ENS programs; achievement of program participation and energy savings targets in collaboration with other ENS departments; participants and nonparticipants perceive ENS as a trusted advisor; customer-reported sources of program information; changes in the number and level of trade ally participation.

Data sources and data collection methods: Program databases; participant surveys; nonparticipant surveys; ESA surveys/interviews; review of ESA logs; participant trade ally interviews/surveys; nonparticipant trade ally surveys; program manager IDIs.

From a long-term perspective, ENS wants its marketing campaigns to increase customers' and stakeholders' trust in the organization, while continuing to increase participation and engagement in its programs. ENS also aims for customers to receive exceptional customer service.

Indicators: Number and percent of target population participating in one and more than one program; participants and nonparticipants perceive ENS as a trusted advisor; customer-reported sources of program information; changes in the number and level of trade ally participation in programs and trainings; participant, nonparticipant, and trade ally satisfaction with ENS.

Data sources and data collection methods: Program databases; participant surveys; nonparticipant surveys; ESA surveys/interviews; review of ESA logs; participant trade ally interviews/surveys; nonparticipant trade ally surveys; program manager IDs.

3. Marketing Actor Interviews

This chapter presents insights from in-depth interviews with 10 key actors involved with ENS marketing efforts, including ENS marketing staff, program managers, and ENS's agency partner.⁶ These interviews documented and provided early feedback about the effectiveness of marketing goals, structure, resources, and processes. They addressed the following overarching research questions:

- › How has the marketing and communications team evolved?
- › How effective are the new structures, communications, goals, and processes for ENS marketing?
- › How effective are marketing sources of intelligence, metrics, and tracking systems?
- › What key marketing issues does ENS face?

3.1. Evolution of the Marketing and Communications Team

In 2016, ENS leadership instituted key changes in its marketing and communications processes and approach, including:

- › Merging the previously separate marketing and communications services under a single umbrella (the marketing and communications team);
- › Hiring a new manager to oversee the consolidated team and lead efforts to unify program and corporate marketing, to find “synergies and opportunities to leverage the two teams together,” and to clarify processes and roles; and
- › Engaged a new creative agency to refresh the ENS brand platform, including creative and messaging.

These efforts culminated in a new, overarching brand platform in 2017, as well as program-specific campaigns, which all draw from the central message, or positioning tagline, “Enjoy the good things efficiency brings.” This new creative platform intends to move the organization from a more “transactional” view of energy efficiency (i.e., “do this and get a rebate”) to one that is more “empowering.... creating behaviour change and inspiring people toward an energy efficient lifestyle.”

3.1.1. Background and Context

In 2016, ENS joined its marketing and communications teams under one department to foster a more integrated approach across corporate and program-specific efforts to promote energy efficiency and program participation among a variety of audiences. This approach also sought to establish greater

⁶ Research Into Action conducted the interviews in person, each of which took about one hour to complete. Please also note that this study focused on the marketing side of the team. Thus, interviews did not include anyone from the communications team.

continuity of brand messaging and identity across campaigns. Prior to this, the marketing and communications teams functioned as separate departments.

Both the marketing and communications teams retain individual roles and responsibilities. However, ENS has instituted more formal processes to encourage cross-functional communication and collaboration, better define roles and responsibilities, and ensure strategic and operational consistency. The newly integrated department has also established more formal tools and procedures for managing campaign development and execution processes, as well as for collaborating with ENS's creative agency. Examples include a formal agency and creative briefing process for all new campaign efforts, as well as the use of Basecamp to manage marketing communications projects. The marketing team also communicates regularly with their agency and media partners to discuss campaign analytics and other topics that focus on results and ways to improve brand and campaign performance; to debrief internal staff; and to inform external delivery agents and other stakeholders.

The marketing team structure has also changed during this time. It now has one marketing lead for residential and one for business programs. These are strategic roles, and the staff in these positions are accountable for spearheading marketing within their sectors. A marketing coordinator supports each lead, by communicating with the creative agency and overseeing project execution. ENS also has a digital marketing specialist dedicated to building sophisticated digital analytics capabilities and dashboards.

The communications team operates similarly to the marketing team, but is focused on corporate public relations, communication with stakeholders, such as government and like-minded organizations, and on a variety of educational activities, including coordinating the Bright Business Conference & Awards, energy efficiency courses at local universities, various "lunch and learns," and engagement with schools through the Green Schools program. It is important to note, however, that this evaluation focused on the marketing team; thus, Research Into Action did not conduct interviews with members of the communications team.

In addition, in 2016, ENS engaged a new agency of record and launched a brand refresh effort to update its brand platform and establish a new visual and messaging strategy, which emphasizes the human benefits of energy efficiency.

3.2. Effectiveness of the Marketing Structure and Communications

Overall, in our interviews with ENS marketing stakeholders, marketing and communications team members and program managers indicated the joining of marketing and communications has been well received across the organization. They also recognized the transition is ongoing and that the full impact of the changes may not yet be evident. Marketing team members noted they are constantly looking for opportunities to improve their services and to increase communication and collaboration between the teams. They described the marketing team, and the combined department, as increasingly cohesive and collaborative, where individual members are recognized and supported.

In terms of ENS's agency of record and its media partner, all respondents considered these relationships mutually effective and collaborative. ENS views their agency as key to the development of its refreshed brand platform and message: "Enjoy the good things efficiency brings." Some respondents also noted ENS's media partner provides valuable and strategic insight around the most effective platforms for individual campaigns based on industry experience, proprietary research, and past campaign

performance. Many also said they feel the new marketing strategy has contributed to greater clarity and consistency around overall organizational goals. Reflecting on areas for improvement, respondents suggested:

- › Fostering even greater collaboration between the communications and marketing teams, including sharing of information, and campaign ideas.
- › Clarifying any remaining uncertainties in roles and responsibilities for each team, especially identifying the appropriate team(s) or individual(s) for certain tasks and keeping everyone informed about projects.
- › Incorporating activities that allow more cross-fertilization between residential and commercial marketing, given that “every businessperson has a home.”
- › Developing a more effective definition of small businesses and better strategies to target them.

3.3. Effectiveness of Marketing Goals and Processes

Consistent with, but more granular than the three goals in the *2017 Marketing + Communications Strategic Plan*, various marketing actors articulated these goals for the marketing function at ENS:

- › Increase awareness of ENS energy efficiency programs
- › Increase program participation (program conversions)
- › Increase ENS’ digital marketing presence and assets
- › Increase the effectiveness of marketing processes
- › Help ensure program participation is straightforward and easy
- › Empower Nova Scotians to change their energy use behaviors, inspire them toward a more energy efficient lifestyle, and drive cultural change, through tapping into more emotional, non-energy benefits

Almost all members of the marketing, program, and agency staff mentioned increasing program participation and influencing changes in energy efficiency behaviours. A few appeared to be rooted in a more traditional transactional framework (“filling the sales funnel” or “saving energy”), but most described – often eloquently – the wider, more emotional, and longer-term marketing vision and benefits.

“It is really about inspiring and empowering people on how they can take part in these programs and communicating through our campaigns and messaging. . .” that *“they can use less energy and enhance their life,”* noted one respondent.

Most respondents agreed that over the past year, ENS has developed a more consistent approach to developing communications materials, with some pointing to the new agency as helpful in this regard. Marketing actors also described the development process for marketing campaigns consistently.

Typically, program staff submit an online marketing intake form, or mention a marketing need to a marketing staff member. Then, the program manager meets with the marketing team to “hash out”

their marketing needs. Next, the marketing representative drafts an agency brief and meets with the program manager to review and revise it. Once approved, the brief is uploaded to Basecamp, either for development internally or for collaboration with the agency and/or media partners.

If the project is referred to the agency, they digest the brief and work with their strategic planning department to develop a creative brief. The agency then sends the creative brief to ENS for review and approval. The agency finalizes the brief based on feedback from ENS. The final brief serves as the foundation for each campaign and/or creative piece, guiding design, execution, and delivery of the project. In general, the entire process, from initial briefing to campaign implementation, takes approximately 4 to 6 weeks.

Overall, program staff report their relationships with marketing staff are “really good.” The involvement of program managers in the project development process is recent, and many respondents feel this greater involvement has helped better align campaign objectives with program goals. It has also been helpful for program managers to see the full context of a campaign as opposed to just doing a final check at the end of the process. While program staff do not work directly with the agency, some noted strong and satisfying working relationships with the agency, while a few said they try to avoid working with the agency on projects, because they perceive the process as longer and more expensive.

Many respondents regarded the newly implemented Basecamp platform as an effective project management and communication tool that facilitates collaboration among team members and provides greater transparency throughout project development. The Basecamp platform allows all project team members, including the agency and media partners, to view a project’s status throughout development.

Respondents suggested further attention to these aspects of marketing goals and processes:

- › Foster more communication about marketing goals and activities for individual programs across departments, particularly between the marketing team members and program managers.
- › Ensure all marketing actors are well schooled with intake forms and Basecamp and reinforce their use. Several respondents mentioned that those who use these tools regularly find them easy to use and helpful, but others who use them less often found them challenging and could use more coaching. For instance, some expressed a concern that documents could not be uploaded through the software, but other more experienced users confirmed this feature is indeed available through Basecamp.
- › Investigate and remedy perceptions among some staff that working with the agency should be avoided for marketing projects.

3.4. Effectiveness of Marketing Sources Intelligence, Metrics, and Tracking

Marketing actors report they work with agency and media partners who collect marketing intelligence about consumer trends, media consumption patterns, and demographic profiles, and then use this information to choose the best media outlets for a particular campaign. ENS’s media partner also

provides interim and post-campaign reports that provide updates on specific digital metrics related to campaign performance. Examples include traffic metrics, such as pageviews, clicks, sessions, as well as more substantive updates on campaign conversion rates.⁷ In the words of one respondent, these updates serve to show “[how] impressions work, how clicks work, and... the conversions from a campaign perspective.” This analysis helps marketing strategies and media buys for future campaigns, whether targeted to residential or business audiences, or to contractors and other trade allies.

ENS also has an internal digital analyst who monitors and analyzes all digital campaign data and website security using Google Analytics and tools. This analyst not only does standard analytics, but also has developed a set of advanced analytics, as one respondent described:

“We’ve taken the actual program targets and developed a ratio to the marketing conversions. If the final hard conversion is downloading that application, or getting our partner phone numbers to ring, that’s a hard conversion. For each of our programs we’ve determined how many impressions or conversions we need to achieve our goals.”

The marketing team and others at ENS, are also encouraged to gather customer intelligence through direct outreach to people and communities about efficiency, customer engagement via social media, and event, trade show, and conference attendance. Information and insights from these forays are shared through monthly marketing and communications team meetings. In addition, marketing staff rely on quarterly surveys, conducted by a local market research firm, to track key metrics such as aided and unaided brand awareness, advertising recall, frequency of recall, messaging, and participation in programs.

Some noted a new question was added to the quarterly survey in 2017, which was designed to be one indicator, over time, of whether residents of the province are changing their perceptions toward embracing an “efficiency culture.” The new question asks respondents to rate how much they agree with two statements about energy efficiency: one that equates it to improved comfort and lifestyle changes, and one that equates it to needing to make a sacrifice in their lifestyle. A shift toward a more positive lifestyle view of efficiency would be consistent with the refreshed ENS branding.

Overall, marketing actors are satisfied with their strategies for gathering and analyzing marketing intelligence, and tracking results; they intend to keep building this capability. They feel their digital analytical capabilities have led to a strong focus on digital marketing. Still, some suggested these additional improvements for gathering market intelligence and tracking results:

- › Transitioning to online forms for program applications would provide a greater ability to directly link marketing’s efforts to program participation. At present, metrics are based on application form downloads (which are PDF forms), but information beyond that stage is limited.
- › While respondents support a continued focus on digital marketing strategies, some emphasized the importance of continuing to maintain a balance of traditional and non-traditional marketing and media campaigns to reach Nova Scotia’s varied audiences. For instance, Nova Scotia’s

⁷ Conversion rates look at traffic metrics such as unique pageviews or sessions, in relation to specific target behaviors. For example, the mid-campaign report for the Appliance Retirement campaign, reported that paid digital media generated over 1,800 sessions, which represented 50% of total page visits to the campaign. Those sessions resulted in 200 “Book Now” conversions. Source: Appliance Retirement and New Home Construction Progress Update, MW360 Media.

population tends to be older, with a notable portion lacking high-speed internet; this audience would not have easy access to online ENS campaigns. Some also noted the need for ENS to be recognized as a province-wide resource, and that appealing to both urban and rural residents may at times require different strategies.

3.4.1. The Road Ahead: Key Marketing Issues and Opportunities

Respondents described a number of upcoming needs and challenges for marketing:

- › Creating better access to campaign and marketing metrics, as well as program statistics through a centralized dashboard. While this information is currently available, it is too granular and detailed to easily digest. The digital marketing specialist is currently creating a snapshot of information that will be provided to project teams on a monthly basis.
- › Sharing statistics and data with the agency and media partners to provide a better understanding of a target market for a particular campaign. Some suggested uploading the dashboard, once developed, to Basecamp so that all could access it.
- › Expanding the reach and offerings of ENS, given that some program measures are approaching saturation. For instance, more than one respondent noted that due in part to ENS efforts, lighting will likely offer fewer opportunities for savings in the future. Thus, ENS must continue to evolve and diversify its program offerings in response to market changes.
- › Targeting specific industries, such as hospitality and tourism, and aligning campaigns with specific non-energy benefits. For instance, efficiency would help to improve the noise levels and comfort of hotel rooms.
- › Fostering greater collaboration with the electric utility. For instance, the utility administers a heat pump financing program. Collaborating with the utility to promote ENS rebates for highly efficient heat pump models would be a simple way to work towards a similar goal of creating added value for customers. Usage information would also be valuable for targeting key markets.
- › Ensuring that program staff convey program implementation issues to marketing staff to see if marketing can help solve implementation issues.

3.5. Conclusions and Recommendations

This early assessment, based upon marketing actor interviews, of the effectiveness of key changes to the marketing function at ENS suggests the following conclusions and recommendations:

Conclusions and Recommendations from Marketing Actor Feedback

Conclusion 1: Marketing actor interviews show that ENS marketing leadership and staff have implemented and embraced significant changes to the marketing structure, communications, goals, and processes, resulting in a new, clearer, and inspired sense of purpose, improved processes, and greater collaboration with the wider organization. In addition, the refreshed brand platform, which moves ENS messaging from a more transactional (“incentives-for-widgets”) approach to a lifestyle appeal (“Enjoy the good things that efficiency brings”), allows efficiency to be embraced, over time, as a cultural norm.

Finally, all market actors agree that the relationships between ENS marketing staff and the new agency of record, as well as with its media partner, are mutually beneficial and collaborative. Marketing staff regard their new agency as instrumental in developing the refreshed brand platform and messaging. Several staff added that the media partner brings strong industry experience, proprietary research, and a proven record of performance.

Recommendation 1-1: Given that many marketing processes and behaviours, and the significant brand refresh, are new and still evolving, it will be good to factor in simple steps to reinforce their continued use and refinement. For instance, marketing and communications staff meetings could include a standing item that allows any “change” issues to be discussed, including the effective use of tools such as intake forms and Basecamp.

In addition, staff could be encouraged to share evidence and stories of how efficiency connects positively to the lives of Nova Scotians. Meetings with program staff or with the larger organization could regularly include gathering feedback about the viability of processes and the brand platform. These types of activities, tailored to the work culture at ENS, will foster a learning environment and further embed the processes and brand into organizational operations.

Finally, continue to ensure that other market actors outside the organization, such as trade allies, understand and can support the new brand platform.

Conclusion 2: Aside from the need to “keep reinforcing and growing” the new marketing processes and branding strategy both within the team and across the organization, respondents were asked about the challenges ahead for marketing. Key challenges included:

- › Providing organization-wide, and partner agencies, access to easily digestible campaign and marketing metrics;
- › Developing a better understanding of target markets for specific campaigns, and to share these insights with agency and media partners;
- › Expanding the reach and offerings of ENS, given that some program measures, such as lighting, may be approaching saturation.
- › Targeting specific industries, such as hospitality and tourism, and aligning campaigns for these industries with specific non-energy benefits.
- › Fostering greater collaboration with the power utility to further mutual efficiency goals, where possible.
- › Consistently involving marketing staff in solving program design and implementation problems.

Recommendation 2-1: In response to these issues, respondents suggested these “next steps” to continue the important progress that has already been achieved.

- › Develop a centralized, accessible dashboard to convey marketing metrics and other information (already underway) that is available to ENS staff and agency partners;
- › Add more depth to insights about residential audiences, and especially business audience segments, through improved analytics and ongoing audience research. In addition, encourage

greater cross-fertilization of ideas across residential and business program and marketing experiences.

- › Further investigate, perhaps through quarterly meetings, if and how ENS and the power company share common goals and have opportunities to collaborate on energy efficiency efforts or to leverage each other's efforts; and
- › Continue to encourage the involvement of marketing staff in ENS program planning and implementation efforts, so that marketing and audience insights and concerns are factored early on and throughout the design process for new programs and services.

4. Best Practices Assessment of New Marketing Material

ENS's refreshed brand platform includes new creative and messaging. This chapter presents observations and findings from Research Into Action's assessment of the inaugural wave of campaign materials to emerge from the refresh.

This exercise consisted of a qualitative, operationalized examination of recent ENS marketing efforts within the framework of marketing best practices and behavior change theory. It primarily sought to demonstrate a systematic method for assessing marketing efforts, which ENS may apply to future campaign development and design. As the following narrative demonstrates, this process can unveil areas in which marketing efforts excel, as well as potential opportunities for enhancement.

Overall, the assessment of ENS marketing materials revealed the care and consideration ENS and its creative partners took throughout ideation, development, and execution of new creative and messaging. It provided evidence of marketing, program, and agency commitment to the new guidelines and processes—which particularly stands out given these processes have only been in place for a short while. It also demonstrated that the refreshed ENS brand platform adheres to marketing best practices and behavior change theory.

4.1. Approach

This material review represents the culmination of a near year-long process during which Research Into Action reviewed documentation on prior brand guidelines and marketing strategies and tracked subsequent refresh efforts, from the onboarding of ENS's new agency of record to preliminary ideation and planning, to the official launch of new creative strategies, messaging, and processes. During this period, the Research Into Action team also reviewed and provided feedback on the draft *2017 Marketing + Communications Strategic Plan*, which we summarized and submitted to ENS in a memo on May 9, 2017.

Highlights from the feedback memo include:

- › Overall, evaluators were impressed with the plan. The level of thinking and research on which it drew was evident. Research Into Action also noted ENS's customer-centric focus was firmly based in primary and secondary research and, appropriately, did not assume a "rational man" model (where customer decisions are solely based on payback periods or rates of return). At a broader level, the plan aligned with behavior change theory.
- › The robust nature of ENS's analytics platform was apparent, and would clearly benefit any ongoing measurement and inform continuous improvement efforts.
- › Specific recommendations for enhancement included:
 - More clearly defining team member roles and responsibilities regarding marketing.

- Refining overarching marketing objectives to ensure they were quantifiable and measurable.
- Conducting further research and segmentation on business sectors and audiences. Specifically, segmenting the business sector by vertical market and examining variables such as current uptake of efficient technologies within each sector, sector growth, key market actors, ownership/business models, etc.
- Considering a more personal approach to business sector marketing and messaging, including leveraging influencers, focusing on stories and non-energy benefits, publicly lauding the efforts of participants, and cooperative marketing efforts with professional associations and trade organizations.

When Research Into Action later reviewed the final plan in late July, the team noted ENS had incorporated our feedback.

This collaboration enabled the evaluation team to assess marketing efforts proactively; engaging the evaluators during the planning process negated the need for a retrospective evaluation of the final plan. Research Into Action advocates for this embedded evaluation approach when possible, because it enables timely insights that marketers and program administrators can apply proactively, whereas traditional retrospective evaluations delay the application of conclusions and recommendations. It also enabled the evaluation team to serve as an outside resource throughout the transition period and ensured reviewers fully understood ENS' overarching goals, objectives, and tactics prior to reviewing the resulting campaigns.

As described in the logic model and the interviews, the new brand messaging for ENS intends to incorporate more non-energy benefits and emotional messaging related to energy efficiency. This departs from traditional energy efficiency messaging focused on energy and cost savings, and moves toward stories that emerge from real-world examples. This is perhaps best captured in the new ENS tagline, "Enjoy the good things efficiency brings."

4.1.1. Material Review

To review marketing materials, we first established a set of best practices criteria, which we submitted to ENS for review in June 2017. First among these criteria was that all campaigns ought to demonstrate a clear goal and objectives. Following that, we looked for evidence of the following:

1. **Adherence to brand guidelines.** This includes both visual guidelines and messaging.
2. **A clear target audience.** This is generally apparent in agency and creative briefs; however, we also considered this criteria in looking at the visuals and copy in specific materials.
3. **A clear behavior change mechanism.**⁸ This criterion may be implicit in campaigns and materials, and a single campaign might invoke more than one mechanism.

⁸ Examples include: Invoking norms, suggesting a fear of loss, providing feedback, setting goals, and eliciting reciprocity are examples of strategies that have been shown, through social science research, to influence behavior change. By identifying the "theory of change" behind the marketing strategy, it is possible to gain further insights about what mechanisms work best under what conditions.

4. **A clear call to action for the targeted behavior.** A call to action provides guidance to the target audience and gives them something to do. It can also offer a way to track engagement.
5. **Clear/adequate program details and benefits.** This does not, necessarily, consist of a full list of specific details or benefits; it could be as simple as ensuring the purpose and benefit is clear.
6. **Cross-program promotion.** Where possible, it can be beneficial to cross-promote programs to include a secondary message for audiences to whom the primary appeal may not apply.
7. **Absence of industry jargon.** Avoid overly technical language, except as appropriate when speaking to more technical audiences, as well as energy industry “speak” (e.g., “measure” in place of “technology” or “product”).
8. **Alignment of messaging, creative, and placement with the target audience and/or behavior change mechanism.** It is important that the imagery and copy are targeted to primary audiences and reflect the invoked behavior change mechanism.
9. **Continuity of imagery and messaging.** Imagery and messaging should work in concert and complement one another.
10. **Effective quality assurance and control processes.** Effective review and approval processes should prevent typos, brand violations, as well as big-picture syntactical or creative issues.

After identifying these criteria, we requested ENS provide a “qualitatively representative” sample of marketing materials from recent campaigns. We also requested copies of agency and/or creative briefs to ensure we fully understood the context for each piece. ENS provided further background documents for many of the campaigns, including media blocking charts, analytics reports, and other materials, which reviewers referred to when they had questions or required further context.

Once we gathered the materials for review, the Research Into Action team met to ensure reviewers had a consistent understanding of the criteria and could reliably and systematically apply them. Reviewers then independently assessed the materials.

They began by reading the agency and creative briefs to ensure the goal and objectives of each campaign were clear. Reviewers then used a simple scale, which ranged from “not at all” to “with certainty,” to assess the extent to which each material/tactic met the prescribed criteria.

After completing their independent assessments, reviewers compared and discussed their results. This process ensured we had interpreted campaign goals and objectives similarly and unanimously excluded criteria we agreed did not apply to a given piece or campaign. For example, reviewers agreed that “cross-program promotion” did not apply to many of the materials due to space constraints or the specific campaign goal.

Following this exercise, reviewers created a “heat map” of the combined results, which provides a high-level overview of the areas in which each campaign – and ENS overall – excels or has potential for improvement. The following section presents this map along with specific observations and insights.

4.2. Key Observations & Insights

The following “heat map” (Table 2) offers an overview of marketing performance across campaigns and performance criteria. The subsequent discussion presents further detail on the reviewers’ criteria- and campaign-level observations. Research Into Action considered these insights in developing conclusions and recommendations.

Table 2: Efficiency Nova Scotia Marketing Material Review Heat Map

		Review Criteria											
Sector/ Program	Name	Adheres to Brand Guidelines	ID's Target Audience	Clear Behavior Change Mechanism	Clear Call to Action	Program Details/ Benefits	Cross- Program Promo	Avoids Industry Jargon	Messaging, Creative, Context	Continuity of Imagery & Messaging	Effective QA/QC	Average by Creative	Average Score by Campaign
Efficiency Trade Network (ETN) Recruitment													
Residential	ETN Billboard												
Residential	ETN eblast												
Residential	ETN Social Media												
Residential	ETN 30-second Radio Spot												
Appliance Retirement (ARET) Summer Campaign													
Residential	ARET Big Box Retarget												
Residential	ARET Billboard												
Residential	ARET Leaderboard												
Spring 2017 Instant Savings													
Residential	Instant Savings Radio Spot												
Residential	Instant Savings Point-of-Purchase Generic Posters												
Residential	Instant Savings Generic Sticker Talkers												
Residential	Instant Savings Instore Radio Remotes												
Residential	Instant Savings Creative Presentation (Digital Ads)												
Residential	Instant Savings Postcard												
New Home Construction (NHC) Summer 2017													
Residential/NHC	NHC Tentcard												
Residential/NHC	NHC Direct Mailer												
Residential/NHC	NHC Smartphone Mobile Interstitial												
Residential/NHC	NHC Online (320x480)												
Business, Non-Profit, and Institutional (BNI) Success Story - Marigold Centre													
Business/SBES	Spotlight on Efficiency at The Marigold Centre												
Business/SBES	Spotlight on Efficiency at The Marigold Centre												
BNI Success Story - Pharmasave													
Business/SBES	Pharmasave Success Story												
Business/SBES	Pharmasave Success Story												
New Trade Show & Partnership Materials													
Business/BNI	Pop-Up Banners												
Business/BNI	Truss Booth												
Small Business Efficiency Solutions (SBES) Spring 2017													
Business/SBES	SBES AllNovaScotia.com Ad												
Business/SBES	SBES Interstitial												
Business/SBES	SBES Big Box retargeting												
Business/SBES	SBES Leaderboard												
Business/SBES	SBES Facebook Newsfeed Preview												
Strategic Energy Management (SEM) Repositioning													
Business/SEM/EMIS	SEM Corporate Slide Deck												
Business/SEM/EMIS	SEM Shutdown Procedure Sticker												
Business/SEM/EMIS	Energy Management Programs Editable Posters												
Business/SEM/EMIS	Product Waste Poster												
Business/SEM/EMIS	Editable Invite												
Average by Criteria													

Scoring Key

n/a	
not at all	
somewhat	
mostly	
with certainty	

Note: White cells represent areas in which reviewers did not feel a criterion applied.

Based on the end results of the materials assessment, illustrated above, reviewers made the following, observations regarding ENS marketing efforts overall, the campaigns, and specific materials:

- › **ENS marketing is very strong across campaigns.** Overall, marketing efforts fulfilled criteria “with certainty.” In addition, the average score for each of the creative samples—and their parent campaigns – fell into the “with certainty” and “mostly” categories, and none of the creative received a “not at all” for any criteria.
- › **Marketing efforts stand out in five areas.** These include: adherence to brand guidelines, identifying target audiences, presenting a clear call to action, avoiding industry jargon, and effective quality assurance and control. Materials fell into the “mostly” category for all remaining criteria, demonstrating some opportunity to further explore the application of behavior change mechanisms, emphasize program benefits, cross-promote programs, and strengthen the continuity of imagery and messaging for certain marketing materials.
- › **All residential marketing campaigns fell into the “with certainty” range on average.** Some specific observations include:
 - The Efficiency Trade Network (ETN) campaign featured a strong call to action, presented clear value proposition with a concise explanation of benefits, and avoided jargon. However, the syntax of the supporting copy in the eblast was somewhat misleading as it created the impression that the ETN connects contractors with each other, rather than homeowners.
 - The Appliance Retirement (ARET) campaign presented a clear call to action and a message that invoked reciprocity, while emphasizing that ENS would take on the burden of recycling appliances. There was also a clear alignment of messaging and imagery across the creative samples provided.
 - The Instant Savings campaign was very strong across all criteria. The only exceptions to this were the in-store materials, which adhered to the old brand guidelines.⁹ This comparison further demonstrates the strength of the new creative and messaging over previous efforts.
- › **Business sector campaigns were strong overall, with the success stories and trade show materials showing room for improvement.** Some specific observations include:
 - The Small Business Energy Solutions (SBES) and Strategic Energy Management (SEM) repositioning efforts fell into the “with certainty” range. Both campaigns stood out thanks to their adherence to brand guidelines, identifying a clear target audience, presenting a specific call to action, avoiding jargon, and aligning messaging, creative, and context. All other business sector campaigns “mostly” met all criteria on average.
 - The success stories highlight energy and financial savings more than non-energy benefits. They do include some accounts of the non-energy benefits participants experienced; however, the call-out boxes and quotes primarily focus on financial savings. In addition, the

⁹ ENS was not able to update with the new creative and messaging prior to the campaign launch; however, marketing staff plan to update these materials for future promotions.

imagery features the owners or specific individuals, but does not necessarily give a sense of place or portray the non-energy benefits in action.

- Reviewers noted some of the images used in the sample trade show materials do not fully identify the target audience or align with the copy. For example, one of the pull-up banners presents an image of a woman looking at a tablet with a young man; however, the setting is vague and it is not clear who they represent.
- › **Some of the longer-form materials fell short of “mostly” in the “QA/QC” category.** Overall, ENS quality assurance and control processes appear to be very effective; however, reviewers detected some syntactical issues and typos in long-form materials, such as the ETN e-blast and the success stories.¹⁰

In addition to these specific observations, our review of the agency and creative briefs pointed to the efficiency and effectiveness of ENS’s new project kick-off and development processes. Reviewers immediately noted that anything that might be missing or inaccurate in the agency briefs was added, clarified, or expanded in the creative briefs.

4.3. Conclusions and Recommendations

This review of early assessment of marketing materials resulted in the following conclusions and recommendations for consideration (numbering continues from the conclusion/recommendation numbering in the previous section):

Conclusion 3: While ENS marketing is very strong across campaigns and criteria, additional review exercises, embedded within campaign development, will address remaining opportunities for improvement.

Recommendation 3-1: Use the criteria presented here as a checklist during campaign ideation, design, and execution to ensure all efforts align with marketing best practices and leverage proven behavior change mechanisms.

Recommendation 3-2: Fine-tune the editing process at the end stages of development—especially for longer-form creative (e.g., success stories, e-blasts, some native content)—which closely examines syntactical nuances and layout.

Recommendation 3-3: ENS already features individuals in most pieces, though for more general pieces, such as the trade show materials, consider taking imagery even further to target and appeal to specific audiences.

Conclusion 4: ENS campaigns and component creative support the organization’s new focus on the “non-energy benefits” of energy efficiency; however, there is an opportunity to take this idea further in success stories.

¹⁰ For example, the sentence structure in the first paragraph of the supporting copy of the ETN eblast, while grammatically correct, created an initial impression that the ETN connects contractors with one another, rather than with homeowners. Also, there were some small typos and grammatical errors in the success stories.

Recommendation 4-1: Call out non-energy benefits more explicitly in success stories (both graphically and in the narrative) to put them on equal footing with energy and financial benefits.

Recommendation 4-2: Use imagery that reflects the non-energy benefits mentioned in the success story copy by showing individuals in the physical environment/space, rather than only close-ups of individuals or owners.¹¹ It is, however, important to note that this recommendation applies primarily to the print success stories; ENS is already working on video success stories, which will delve more deeply into the stories behind the non-energy benefits. Video also offer an opportunity to capture high-resolution stills that can be used for print pieces.

¹¹ For example, the Marigold success story lists benefits such as a more comfortable and inviting atmosphere in the bar, which would lend itself well to an image that shows people enjoying the space.

Appendix A. Logic Model

This logic model reflects marketing efforts as of November 2017. Please note that this is a “living document” that is subject to change as marketing efforts and priorities evolve over time.

Marketing Goals:

- › Increase program participation (fill the funnel + gain deeper savings per participant);
- › Enhance customer experience through our digital assets;
- › Improve marketing effectiveness through internal processes, tools and information systems."

Inputs: ENS staff expertise; agency expertise; program-specific and overarching marketing funding; findings from historic marketing-related research

Materials reviewed: <many>

Barriers/challenges: Ensuring continuity and consistency in messaging and creative across overarching marketing efforts and program-specific campaigns

	ACTIVITIES		
	Internal Infrastructure		Deliver Marketing Campaigns
	Enhance/Develop Infrastructure--Integrated Marketing Communications Tools and Processes	Enhance/Develop Marketing Communications Tracking Systems and Processes	
Outputs	1. New/updated brand guidelines and brand management plan 2. Integrated marketing plan and specific campaign plans 3. Allocated resources: a. Staff b. Funding c. Training	<u>Internal Coordination/Communication</u> 1. Regular communications among marketing and program staff re: campaign performance 2. Established process for providing feedback to key stakeholders on tracking systems and processes, and their reporting capabilities <u>Campaign Development</u>	1. Final creative concepts, content, media buys, and traffic calendars for owned and paid channels, by target audience and geography (as applicable): a. Mass media (radio, TV, print) b. Direct mail c. Digital and social media d. Other 2. Regular reports on customer response to

	ACTIVITIES		
	Internal Infrastructure		Deliver Marketing Campaigns
	Enhance/Develop Infrastructure--Integrated Marketing Communications Tools and Processes	Enhance/Develop Marketing Communications Tracking Systems and Processes	
	4. Cross-functional/cross-departmental (including programs) communication, review, approval processes	3. Basecamp--to enable communication and facilitate campaign management <u>Campaign Performance</u> 4. Metrics associated with website traffic, social media engagement, media analytics, and conversion rates	campaigns (e.g., program leads, enrollment, etc.) by target audience and geography
Short-term outcomes	1. Organizational buy-in and understanding of brand messaging and guidelines 2. Marketing and communications positions are fully staffed 3. Staff have a shared understanding of roles, responsibilities, reporting structure, processes, and tools 4. Staff familiar with marketing plan(s) and provide feedback/input 5. Staff have adequate resources and know where to go for help 6. Staff effectively communicating internally at ENS, including with programs	1. Relevant staff find tracking systems and processes are approachable and user-friendly 2. Tracking systems and processes are used regularly by all relevant staff 3. Relevant staff find tracking systems and processes meet their overall and programmatic needs 4. Feedback mechanism effective at identifying needed system enhancements/changes	1. Messaging and creative adherence to brand and communication guidelines 2. Brand promise, value proposition, and call to action are clear across all media 3. Customers aware of ENS and its program offerings 4. Customers find marketing credible, engaging, and motivating 5. Marketing connects customers to ENS programs; customers interested in pursuing programs 6. Stakeholders aware of and understand ENS programs 7. Key performance indicators monitored consistently across campaigns/marketing initiatives

	ACTIVITIES		
	Internal Infrastructure		Deliver Marketing Campaigns
	Enhance/Develop Infrastructure--Integrated Marketing Communications Tools and Processes	Enhance/Develop Marketing Communications Tracking Systems and Processes	
Medium-term outcomes	1. Staff find management receptive to feedback on marketing plan 2. Management adjusts marketing plan based on feedback (e.g., duplicative activities addressed) 3. Target populations are adequately addressed, or gaps are identified 4. Staff find marketing plan clear; staff are successfully implementing plan 5. Staff continue to effectively communicate internally at ENS, including with programs	1. Staff regularly update tracking systems and processes in response to user feedback and strategic organization/program shifts 2. Cross-program/cross-departmental collaboration facilitated by multi-stakeholder access to systems/processes	1. Customers participate in ENS programs 2. Customers feel more aware of and knowledgeable about energy use, conservation, and ENS programs 3. Program participants pursue other programs 4. Customers value ENS (e.g., perceive ENS info to be credible, trustworthy, informative) 5. Customers share experiences and refer friends and family to ENS programs 6. Stakeholders increasingly engaged in ENS programs
Long-Term Outcomes	1. Streamlined, integrated delivery across channels and platforms 2. Market changes and new opportunities identified and addressed on a timely, ongoing basis 3. All activities and campaigns align and pivot in tandem with organizational goals and objectives 4. Brand continuity across all communication platforms and programs	1. Streamlined measurement and reporting of marketing activities to all relevant staff 2. Facilitation of knowledge transfer across ENS departments	1. Customers have increasing trust in ENS 2. Customers participate in additional ENS programs 3. Customers continue to share experiences and refer friends and family to ENS programs 4. Stakeholders increasingly engaged in ENS programs 5. Exceptional customer service

Appendix B. Indicator Table—Enhance/Develop Integrated Marketing Communications Tools and Processes

Outputs	Indicators	Data Sources & Collection Approaches
1. New/updated brand guidelines and management plan	• Final brand guidelines document	• Document review • IDIs with marketing managers and staff
2. Integrated marketing plan and specific campaign plans	• Final integrated marketing plan, including key elements such as: – Situation analysis (e.g., SWOT analysis, target markets, audiences) – Goals and objectives; strategies and tactics – Clear call to action; clear customer journey mapping – Timeline; budget – Coordination with programs; outreach to stakeholders • Campaign plans documenting: – Goals and objectives...Outreach to stakeholders	• Document review • IDIs with marketing managers and staff
3. Allocated resources: staff, funding, training	• Organizational chart • Stated roles and responsibilities for each staff position • Number of staff, overall and assigned to each campaign/program; rationale for allocations (e.g., based on savings) • List of staff capabilities • Overall budget; campaign-specific budgets; rationale for allocations (e.g., based on savings) • List of topics covered in training sessions; intended audiences • Number of marketing training sessions • Number of training session attendees	• Document review – Org chart – Budgets – Training session schedule, agendas, materials, and attendee lists • IDIs with marketing managers and staff
4. Cross-functional/cross-departmental (including programs) communication,	• Documented cross-functional communication plan • Documented cross-functional communications, review, and approval processes	• Document review – Cross-functional communication plan – Cross-functional review and approval

Marketing Evaluation

Outputs	Indicators	Data Sources & Collection Approaches
review, and approval processes		processes • IDIs with marketing managers and staff • IDIs with program staff
Short-Term Outcomes	Indicators	Data Sources & Collection Approaches
1. Organizational buy-in and understanding of brand messaging and guidelines	• Management, marketing staff, and program staff enthusiastic and motivated by branding • Management, marketing staff, and program staff exhibit shared understanding of brand messaging and guidelines; reports they are effective	• IDIs with marketing managers and staff • IDIs with program staff
2. Marketing positions are fully staffed	• Org chart showing filled and unfilled positions • Staff have appropriate workloads (not over-/under-loaded)	• Document review: org chart • IDIs with marketing managers and staff
3. Staff have a shared understanding of roles, responsibilities, reporting structure, processes, and tools	• Staff have clear understanding of marketing dept. organization • Staff have clear understanding of their own roles and responsibilities • Staff report they are supported by colleagues; no "turf wars" • Staff report all marketing responsibilities are adequately covered	• IDIs with marketing staff
4. Staff familiar with marketing plan(s) and provide feedback/input	• Staff have clear understanding of the overall plan and their roles in implementing it • Staff understand when/how to provide feedback • Staff comfortable providing feedback	• IDIs with marketing managers and staff
5. Staff have adequate resources and know where to go for help	• Reference documents available to staff • Number of knowledgeable and approachable individuals available to support staff • Staff aware of resources, feel supported	• Document review: reference materials • IDIs with marketing staff
6. Staff effectively communicating internally at ENS, including with programs	• Regular meetings occur with appropriate groupings of marketing and program staff • Staff report clear verbal and electronic lines of communication: – Within marketing team	• IDIs with marketing managers and staff • IDIs with program staff

Marketing Evaluation

Short-Term Outcomes	Indicators	Data Sources & Collection Approaches
	– Between marketing team and program staff • Staff know how best to get quick responses from others, when needed; find others responsive (including via verbal and electronic communications): – Within marketing team – Between marketing team and program staff	
Medium-Term Outcomes	Indicators	Data Sources & Collection Approaches
1. Staff find management receptive to feedback on marketing plan	• Mechanisms in place enabling marketing and program staff to provide feedback on marketing plan • Marketing and program staff aware and utilizing feedback mechanisms • Marketing and program staff report their voices are heard; see changes based on their feedback	• IDIs with marketing managers and staff • IDIs with program staff
2. Management adjusts marketing plan based on feedback (e.g., duplicative activities addressed)	• Periodic marketing plan updates, with rationale for the changes	• Document review: updated marketing plan with changes noted • IDIs with marketing managers and staff
3. Target populations are adequately addressed, or gaps are identified	• Target populations are clearly identified in marketing plan and specific campaigns • Marketing and program staff aligned on target populations • Program staff feedback shows marketing succeeds in addressing target populations • Marketing and program tracking show target populations reached • Marketing and program staff have mechanisms to identify underserved populations/markets	• Document review: marketing plan, campaign materials • IDIs with marketing managers and staff • IDIs with program staff • Marketing and program databases

Marketing Evaluation

Medium-Term Outcomes	Indicators	Data Sources & Collection Approaches
4. Staff find marketing plan is clear; staff are successfully implementing plan	• Staff report implementation is straight-forward, plan is effective • Marketing and program managers observe smooth implementation • Managers and staff report that questions/concerns with the plan are promptly discussed and resolved • Team meets or exceeds targets for digital metrics	• IDIs with marketing managers and staff • IDIs with program staff • Review of Google Analytics metrics
7. Staff continuing to effectively communicate internally at ENS, including with programs	• Regular meetings continue to occur with appropriate groupings of marketing and program staff • Staff continue to report clear verbal and electronic lines of communication: – Within marketing team – Between marketing team and program staff • Staff know how best to get quick responses from others, when needed; find others responsive (including via verbal and electronic communications): – Within marketing team – Between marketing team and program staff	• IDIs with marketing managers and staff • IDIs with program staff
Long-Term Outcomes	Indicators	Data Sources & Collection Approaches
1. Streamlined, integrated delivery across channels and platforms	• Marketing to different channels, on different platforms, and directed to different customer groups and stakeholders is coordinated and streamlined • Managers and staff report efficient, integrated delivery of marketing materials across channels and platforms • Managers and staff report efficient, integrated delivery of marketing materials across customer groups and other stakeholders	• Periodic snapshot reviews of marketing materials across channels and platforms • IDIs with marketing managers and staff • IDIs with program staff

Marketing Evaluation

Long-Term Outcomes	Indicators	Data Sources & Collection Approaches
2. Market changes and new opportunities identified and addressed on a timely, ongoing basis	• Regular meetings occur with appropriate groupings of marketing and program staff • Marketing and program staff report regularly updating one another regarding market changes and new opportunities • Marketing and program staff report team's agility & ability to promptly respond to market changes and new opportunities • Cited examples of team's timely responsiveness	• IDIs with marketing managers and staff • IDIs with program staff
3. All activities and campaigns align and pivot in tandem with organizational goals and objectives	• Managers and staff report they are kept up to date on changes in organizational goals and objectives • Marketing and program staff report team's coordinated responsiveness to changes in organizational goals and objectives • Cited examples of team's timely, coordinated responsiveness	• IDIs with marketing managers and staff • IDIs with program staff
4. Brand continuity across all communication platforms and programs	• Consistent branding of marketing materials across channels and platforms • Consistent branding of marketing materials across customer groups and other stakeholders	• Periodic snapshot reviews of marketing materials across channels and platforms • IDIs with marketing managers and staff

Appendix C. Indicator Table—Enhance/Develop Marketing Communications Tracking Systems

Outputs	Indicators	Data Sources & Collection Approaches
1. Regular communications among marketing and program staff re: campaign performance	Marketing staff regularly communicate & collaborate w/ program staff about campaign performance	- IDIs with marketing managers and staff - IDIs with program staff
2. Established process for providing feedback on tracking systems and processes, and their reporting capabilities	- Written guidelines for providing feedback - ENS internal users understand feedback mechanisms (e.g., to report malfunctions, request enhancements) - ENS internal users provide feedback	- Review of tracking system documentation - IDIs with marketing managers and staff - IDIs with program staff
3. Basecamp--to enable communication and facilitate campaign management	Relevant staff effectively using basecamp to manage campaign development and execution	IDIs with marketing managers and staff
4. Metrics associated with website traffic, social media engagement, media analytics, and conversion rates	- Digital metrics by campaign/program (e.g., likes, shares) - Media analytics by campaign/program (e.g., impressions, cost-per-click) - Conversion rates	Digital analytics (Google Analytics) toolkit review

Marketing Evaluation

Short-Term Outcomes	Indicators	Data Sources & Collection Approaches
1. Relevant staff find tracking systems and processes are approachable and user-friendly	- Tracking systems allow easy data entry - Tracking systems provide complete and reliable outputs - High overall satisfaction with tracking systems and processes	- IDIs with marketing managers and staff - IDIs with program staff
2. Tracking systems and processes are used regularly by all relevant staff	- Marketing and program staff regularly use tracking systems and processes - Staff do not regularly bypass tracking systems/processes or rely primarily on alternative systems	- IDIs with marketing managers and staff - IDIs with program staff
3. Relevant staff find tracking systems and processes meet their overall and programmatic needs	- Systems completely and accurately capture and store needed information for all types of marketing efforts - Systems meet analytical and reporting needs (e.g., identifying previous participants for potential reconnections) - Identified gaps in tracking systems and processes - Users' "wish list" of system capability/process enhancements	- IDIs with marketing managers and staff - IDIs with program staff
4. Feedback mechanism effective at identifying needed system enhancements/changes	- Users know where to go for help with tracking systems/processes - Marketing and program staff know how to request system/process updates and enhancements - Marketing and program staff find system update requests are promptly addressed	- IDIs with marketing managers and staff - IDIs with program staff

Marketing Evaluation

Medium-Term Outcomes	Indicators	Data Sources & Collection Approaches
1. Staff regularly update tracking systems and processes in response to user feedback and strategic organization/program shifts	Marketing and program staff report systems and processes are complete, "current," easy to use, and effective	- IDIs with marketing staff - IDIs with program staff
2. Cross-program/cross-departmental collaboration facilitated by multi-stakeholder access to systems/processes	- List of programs with similar/overlapping target markets - List of programs with similar/overlapping trade allies - Frequency of cross-program marketing - Effectiveness cross-marketing efforts: successes and opportunities for enhancement	- IDIs with marketing staff - IDIs with program staff - Program databases
Long-Term Outcomes	Indicators	Data Sources & Collection Approaches
1. Streamlined measurement and reporting of marketing activities to all relevant staff	- Clear and concise reports that meet needs of all marketing and program staff - Overall marketing and program staff satisfaction with systems and processes	- Periodic reviews of summary and detailed (e.g., campaign-specific) reports - IDIs with marketing staff - IDIs with program staff
2. Facilitate knowledge transfer across ENS departments	Formal communication processes ensure marketing and program staff stay abreast of market opportunities	- IDIs with marketing staff - IDIs with program staff

Appendix D. Indicator Table—Deliver Marketing Campaigns

Outputs	Indicators	Data Sources & Collection Approaches
- Final creative concepts, content, media buys, and traffic calendars for owned and paid channels, by target audience and geography (as applicable): - Mass media (radio, TV, print) - Direct mail - Digital and social media - Other	- Creative brief template - Final creative concepts, content, social media plans, media buys, editorial calendars, ad traffic calendars for owned/paid channels (as applicable) - Target markets clearly defined - Marketing-program staff feedback loop established	- Document reviews: creative briefs, content, media plans, media buys, editorial calendars, add traffic calendars - IDIs with marketing staff - IDIs with program staff
Regular reports on customer response to campaigns (e.g., program leads, enrollment, etc.) by geography and demography (as applicable)	- Regular reporting schedule established and understood by marketing and program staff - Regular meetings occur with appropriate groupings of marketing and program staff to discuss report implications - Marketing staff find reports provide needed information to assess campaign effectiveness and make adjustments, if needed - Program staff find reports contain data needed to assess program status and make next-step decisions	- Document review: policies and procedures guides (including Marketing Intake Form, Approval Process, Website Governance and Updates policy, etc.), sample reports - IDIs with marketing managers and staff - IDIs with program staff
Short-Term Outcomes	Indicators	Data Sources & Collection Approaches
Messaging and creative adherence to brand and communication guidelines, and best practices	- Consistent branding, messaging, and adherence to best practices in marketing materials across: - Channels and platforms - Customer groups and other stakeholders	- Reviews of checklists demonstrating all marketing materials adhere to guidelines and best practices - IDIs with marketing managers and staff
Brand promise, value	Marketing materials integrate consistent brand promise and value	Reviews of checklists demonstrating

Marketing Evaluation

Short-Term Outcomes	Indicators	Data Sources & Collection Approaches
proposition, and call to action are clear across all media	proposition • Staff share common understanding of brand promise and value proposition	all marketing materials include adhere to guidelines and best practices • Periodic snapshot reviews of marketing materials across channels and platforms • IDIs with marketing managers and staff • Focus groups with residential and BNI customers
3. Customers aware of ENS and its program offerings	• Percent of customers aware of ENS; changes over time • Percent of customers aware of program offerings; changes over time	• Surveys of residential and BNI customers
4. Customers find marketing credible, engaging, and motivating	• Web page views initiated from emailed links • Click-throughs • Time spent on web page(s) • Customer self-reported likelihood of pursuing programs based on messaging	• Google Analytics • Analysis of program databases: customer inquiries and sign-ups in response to marketing campaigns • Focus groups with residential and BNI customers
5. Marketing connects customers to ENS programs; customers interested in pursuing programs	• Web page views initiated from emailed links • Click-throughs • Time spent on web page(s) • Numbers of inquiries and new participants following marketing campaigns • Customer self-reported likelihood of pursuing programs based on messaging • Program staff report campaigns support program goals	• Google Analytics • Review of Energy Solutions Advisor (ESA) logs • Short-answer interviews with ESAs • Analysis of program databases: observed customer response to marketing campaigns • Focus groups with residential and BNI customers • IDIs with program staff
6. Stakeholders (e.g., trade allies) aware of and understand ENS programs	• Percentages of participant and nonparticipant trade allies (and other stakeholders) aware of programs; changes over time • Number of trade allies attending trainings; changes over time	• Baseline surveys of trade ally (and other stakeholders) • Interviews/surveys of participant

Marketing Evaluation

Short-Term Outcomes	Indicators	Data Sources & Collection Approaches
	Content of trade ally questions to program staff and at trade ally trainings	- trade allies - Surveys of nonparticipant trade allies - IDIs with program staff and Business Development Managers - Records from trade ally trainings
Medium-Term Outcomes	Indicators	Data Sources & Collection Approaches
1. Customers participate in ENS programs	- Number and percent of target population participating - Identification of targeted segments not being reached	- Program databases - IDIs with marketing managers and staff - IDIs with program staff - Interviews with BDMs
2. Customers more aware of and knowledgeable about energy use, conservation, and ENS programs	- Changes in number and percent of participants reporting they are aware and knowledgeable about energy and programs; changes over time - Changes in number and percent of nonparticipants reporting they are aware and knowledgeable about energy and programs; changes over time	- Surveys of participants - Surveys of nonparticipants
3. Program participants pursue other programs	Achievement of program participation and energy savings targets in collaboration with other ENS departments	- Program databases and/or overarching customer database - Surveys of participants - Short interviews with BDMs
4. Customers value ENS	- Number and percent of participants reporting ENS is credible, trustworthy, and informative; changes over time - Number and percent of nonparticipants reporting ENS is credible, trustworthy, and informative; changes over time	- Surveys/short-answer interviews with ESAs - Review of comments/questions submitted to ESAs - Surveys of participants - Surveys of nonparticipants
5. Customers share experiences and refer friends and family to	Number and percent of participants reporting they learned of program through family/friends	- Surveys of participants - IDIs with program staff (feedback

Marketing Evaluation

Medium-Term Outcomes	Indicators	Data Sources & Collection Approaches
ENS programs		received informally, including at program events)
8. Stakeholders increasingly engaged in ENS programs	• Changes in number and percent of regional trade allies participating in programs over time • Changes in number and percent of regional trade allies attending training sessions over time • Changes in average number of projects per trade ally over time • Changes in nonparticipant trade ally awareness of program over time	• Program databases (participant trade ally counts; counts of projects per trade ally) • Surveys/short-answer interviews with participant trade allies • Surveys of nonparticipant trade allies
Long-Term Outcomes	Indicators	Data Sources & Collection Approaches
1. Customers have increasing trust in ENS	• Number and percent of participants reporting ENS is credible, trustworthy, and informative; changes over time • Number and percent of nonparticipants reporting ENS is credible, trustworthy, and informative; changes over time	• Surveys/short-answer interviews with ESAs • Review of comments/questions submitted to ESAs • Surveys of participants • Surveys of nonparticipants
2. Customers participate in additional ENS programs	• Achievement of program participation and energy savings targets in collaboration with other ENS departments	• Program databases and/or overarching customer database • Surveys of participants • Short interviews with BDMs
3. Customers continue to share experiences and refer friends and family to ENS programs	• Number and percent of participants reporting they learned of program through family/friends	• Surveys of participants • IDIs with program staff (feedback received informally, including at program events)
4. Stakeholders increasingly engaged in ENS programs	• Changes in number and percent of regional trade allies participating in programs over time • Changes in number and percent of regional trade allies attending training sessions over time • Changes in average number of projects per trade ally over time	• Program databases (participant trade ally counts; counts of projects per trade ally) • Surveys/short-answer interviews with participant trade allies

Marketing Evaluation

Long-Term Outcomes	Indicators	Data Sources & Collection Approaches
5. Exceptional customer service	• Changes in nonparticipant trade ally awareness of program over time • High participant and nonparticipant satisfaction scores • High trade ally satisfaction scores	• Surveys of nonparticipant trade allies • Surveys of participants and nonparticipants • Surveys of trade allies • IDIs with program staff--questions about Informal feedback from program events

Practices and Procedures Evaluations

Integrated Final Report

February 9, 2018



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Overview

Efficiency Nova Scotia (ENS) retained Research Into Action to evaluate three practices and procedures areas in their organization: Incentive Setting, Business Development, and Training and Development. Research Into Action conducted a separate study, and developed a stand-alone report, for each of these areas. This report bundles the three individual practices and procedures reports into a single, three-volume document:

- › Practices and Procedures Evaluation Volume 1: contains the Incentive Setting Practices and Procedures Evaluation final report
- › Practices and Procedures Evaluation Volume 2: contains the Business Development Practices and Procedures Evaluation final report
- › Practices and Procedures Evaluation Volume 3: contains the Training and Development Practices and Procedures Evaluation final report

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Final Report

Practices and Procedures Evaluation Volume 1: Incentive Setting

February 9, 2018

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1. Introduction

This evaluation report presents findings from an initial process assessment of the incentive setting process at Efficiency Nova Scotia (ENS), as outlined in CLEAResult's Incentive Setting Methodology report (CLEAResult report) and EfficiencyOne's Implementation Plan (Implementation Plan). ENS filed the CLEAResult report and Implementation Plan together on June 30, 2016 and most recently filed a revised version of these documents on May 11, 2017. The Nova Scotia Utility and Review Board (UARB) accepted the CLEAResult report and the Implementation Plan on July 18, 2017. In accordance with the Implementation Plan, ENS contracted Research Into Action to conduct an independent review of its progress implementing the CLEAResult report's recommendations as part of its 2017 Evaluation and Verification process. Table 1 describes the documents referred to throughout this report, including the abbreviated titles that are sometimes used.

Table 1. Document References for This Report

Title	Date of most recent modifications	Author	Description	Abbreviation
Incentive Setting Methodology	May 11, 2017	CLEAResult	Incentive best practices review and recommendations	CLEAResult report
Implementation Plan	May 11, 2017	ENS	Incentive setting process for ENS based on CLEAResult Report	Implementation Plan
Incentive Setting Manual	March 31, 2017	ENS	Guidance for incentive setting process at ENS	Manual
Incentive Setting Workbook	August 23, 2017	ENS	Excel tool to implement the incentive setting process	Workbook

This introduction describes the background and context for this project, a review of the incentive setting process, research objectives, and the key research activities that addressed those objectives. Subsequent chapters present findings related to staff experience using the Incentive Setting Workbook, the broader decision process around incentive setting, and ENS compliance with the CLEAResult report and the Implementation Plan.

1.1. Incentive Setting Process Overview

In response to stakeholder comments received through the ENS 2016-2018 DSM Resource Plan regulatory process, ENS contracted with CLEAResult to review incentive setting methodologies across North America, along with data on Nova Scotia's electricity market, regulatory environment, and existing ENS incentive setting practices. The resulting CLEAResult report included recommendations for incentive setting best practices. Based on these recommendations, ENS developed, and has put into effect an Implementation Plan, which identifies a systematic process for setting and reviewing incentives for the measures it promotes through its program components. In compliance with the CLEAResult report and

Implementation Plan, ENS developed an Incentive Setting Manual (the Manual) and an Incentive Setting Workbook (the Workbook) to detail an internal process and to guide ENS through compiling the information on which incentive decisions would be based.

ENS plans to review the incentive level for each measure on an annual basis in the second quarter of each year, so that they can draw on evaluation results finalized during the first quarter of that year. Measures that exceed the thresholds recommended in the CLEAResult report for total incentive spending will receive a second review in the fourth quarter of the year.¹ All new measures must also go through the incentive setting process before being added to the portfolio.

ENS implemented the incentive setting process on July 1, 2017. The 2017 incentive review process covered eight existing measures for which ENS spends more than \$400,000 per year, as well as three new measures. After refining the process based on this initial effort, ENS plans to scale-up the incentive review to include all the incentives it offers, more than 250 in total, in the second quarter of 2018.

In accordance with the Manual, as of Q2 2018, program managers and their teams will be responsible for reviewing all individual measures, and an internal Incentive Process Reviewer will be responsible for overseeing the overall process. Each measure will be subject to a single incentive review. Where the measure is offered through multiple program components, the Incentive Process Reviewer will assign one program manager to lead the incentive review across the program components. The lead reviewer will consult, as needed, with managers of the other affected program components during this process.

In addition to developing this process for incentive setting for new measures and for conducting ongoing reviews of existing incentives, ENS conducted financial simulations to analyze the current level of incentives in relation to thresholds recommended in the CLEAResult report. ENS is also undertaking the market research efforts specified in its *2017-2018 Market Research Plan* to gather data to inform the incentive setting process. We describe the financial simulations and market research efforts further in Section 4.5.

1.2. Evaluation Objectives

This evaluation investigated and documented the experience of program managers and their team members completing the incentive setting process in Q3 and Q4 2017. The goal of this research was to evaluate the implementation of the process and to identify opportunities to improve the process so ENS can effectively scale it up for all measures in 2018. The evaluation's research objectives fall into three categories: the incentive setting *process*, the *decisions* resulting from that process, and compliance with key aspects of the Implementation Plan. The research objectives were to identify answers to the following questions.

› Incentive setting process

- How easy/difficult is it for program team members to obtain the information the Workbook asks them to provide?

¹ Measures for which incentive spending exceeds \$400,000 per year for at least two years will receive these biannual reviews.

- What elements of the incentive setting process are most time-consuming for program team members?
 - How long does it take for program team members to complete the Workbook for each measure? What factors explain variation in the time required between measures?
 - To what extent is the process likely to become easier for program team members once they have developed a base of experience and initial information on each measure?
 - Is the process more compatible with certain types of measures and/or incentive structures than others? How could it be adapted to better fit a wider range of incentive types?
 - Does the structure of the incentive setting process provide sufficient information to, and allow for sufficient oversight by, all the relevant actors within ENS?
 - Do program team members feel the annual or biannual incentive review cycles are justified?
- › Incentive setting decisions
- How do program team members use the information collected in the Workbook to determine/review optimal incentive levels for measures?
 - What information is most valuable in program team members' decisions to set incentive levels for measures? What information is less valuable?
 - How does the information collected in the Workbook differ from the information program team members previously collected as inputs to their incentive-setting decisions? What effect do these differences have on the previous incentive levels?
- › Compliance with the Implementation Plan
- How well does the new process comply with five specific areas of the Implementation Plan?

1.3. Evaluation Approach

This evaluation draws on three key data sources to address the research objectives listed above:

- › **A review of relevant documents.** Documents included the CLEARResult Report, the Implementation Plan, the Manual, and the Workbook. These documents provided background for other data collection activities and analysis, and were central to the review of compliance with the Implementation Plan.
- › **Workbook feedback.** The evaluation team worked with ENS to develop questions about program staff experience with the Workbook. ENS included these written questions in the Workbook for staff to address as they worked through the process. The evaluation team received written feedback about seven measures from four program staff.² A fifth staff member reviewed further measures but did not provide written feedback; however, this staff member did participate in an in-depth interview.

² Four program staff reviewed eight measures as part of this incentive setting process, but only provided feedback on seven measures.

- › **In-depth interviews with Program Managers and other ENS staff.** The evaluation team conducted hour-long interviews with all five program staff members who completed incentive reviews. These interviews gathered staff member experience with the Workbook as well as broader feedback on the incentive setting process. In addition to these interviews, the evaluation team met with other ENS staff members for demonstrations of the Workbook and the Electronic Technical Reference Manual (eTRM).

2. Experience with the Incentive Setting Workbook

This section describes the experience of program staff in completing the Workbook, based on their written feedback in the Workbook and through in-depth interviews. It explores the time required to complete the Workbook, the challenges staff faced in completing the Workbook, and the resources needed to make the process easier.

2.1. Time Required to Complete the Workbook

Three program staff reported that it took them approximately one full day of work to complete a review of a single measure in the Workbook. However, one of these same three staff reported in written notes, and a fourth staff reported in an interview, that it could take three to four days to complete one review. One staff, elaborating on this longer timeframe, noted it was sometimes necessary to complete the Workbook multiple times for a single measure to capture values for different program components or different incentive tiers. This person said, “For your calculations, you have to enter each incentive separately. [Our team] had eight products, but 100 different spreadsheets we had to fill out.” Staff most often reported the “Existing Measures” and “Inputs & Calcs” tabs were the most time consuming because they had to search for information their program components did not track.

All five staff members reported the current incentive setting process takes more time than the process they previously used. One staff member noted that they could previously review all of the measures within a product category in roughly the time it took to review one single measure under the current process. They also reported that the time required to complete the Workbook, and the burden it would place on program staff, were their greatest concerns about scaling up the process to the full portfolio of measures. They noted their workloads are typically at capacity, making it difficult to add in the task of completing reviews for all the measures in the portfolio.

2.2. Challenges with the Workbook

The challenges respondents reported in completing the Workbook fall into three categories: a lack of clarity on the types of inputs expected, difficulty finding the requested inputs, and products or incentive structures the Workbook was not designed to capture. The following sections provide additional detail about each of these challenges. Specific fields that program staff reported were unclear or posed technical challenges are listed in Appendix A.

2.2.1. Lack of Clarity about Needed Inputs

All program staff reported that some aspects of the task had been unclear. In some cases, the lack of clarity reflected the Workbook being a new process. For example, three staff reported they were uncertain of the level of detail expected in the input fields, or the extent to which assumed values were acceptable. A fourth reported being unsure of how to respond to many of the questions because a

reference was not available for the desired finished product. In other cases, program staff cited specific fields for which the type of input desired or the unit of analysis was not clear. For example, one staff wondered whether the “Estimated Participation Level” field on the “Summary & Decision” tab referred to individual measures or unique projects (which may include installation of multiple instances of the measure). Similarly, another wondered whether “Base Case Energy Consumption (gross @ meter)” on the “Inputs & Calcs” tab referred to measure- or building-level consumption.

2.2.2. Difficulty Finding Information

All respondents reported they had difficulty finding the information the Workbook asked them to provide, particularly on the “Existing Measures” and “Inputs & Calcs” tabs. The inputs program staff cited as difficult ranged from information about the broader market, such as the number of buildings that could benefit from the technology, to measure information such as baseline product costs. Program staff also noted that the “Customer Findings” tab was difficult to complete in some cases because ENS evaluation reports did not present findings at the measure level.

2.2.3. Situations Not Captured

Interview findings suggest that the Workbook works best for measures where each program component offers a single, per-unit incentive, but is less compatible with more complex incentive structures. For instance, some measures are incented on a per unit basis (for example, per lamp or fixture, per level of insulation, etc.) with a cap limiting the total incentive for the project to a set dollar amount or proportion of the overall project cost. Two staff noted that the Workbook did not factor these incentive caps into its calculations. As a result, the Workbook may indicate that a proposed incentive is not cost effective based on the per unit amount, not recognizing that the cap prevents it from exceeding acceptable thresholds for any given project. Other staff noted that the process was cumbersome for measures that offered different incentive levels for different efficiency tiers, requiring program staff to complete a new instance of the Workbook for each tier. Finally, two staff noted that their program components use multiple program delivery models for some measures, but the Workbook allows them to select only one.

2.3. Suggestions for Further Resources and Support

Program staff discussed three types of resources they thought would make the incentive setting or review process easier: a central reference source for information common across multiple measures, greater prioritization of the fields in the Workbook, and additional support from the ENS regulatory staff.

2.3.1. Common Reference Sources

Respondents noted that some of the information the Workbook asks them to provide applies across multiple measures. For example, the number of buildings that could benefit from a measure is likely to be similar for multiple measures within a category (e.g. most buildings that could benefit from linear lamps could likely also benefit from LED downlight fixtures). Managers suggested that a central reference source for this type of information would both speed the process of completing the Workbook and increase consistency of inputs across measures.

All program staff reported that one of the most difficult aspects of completing the Workbook was to find information their program components did not currently track and which they had not been expected to know for past incentive setting efforts. They most often said finding market-level and base case pricing information was difficult. Some reported that providing these types of information required them to make assumptions that reduced their confidence in the Workbook's outputs. They suggested that a central resource for these types of information, or a list of acceptable assumptions if data are not available, would be beneficial. According to one staff member, "We don't have this data; we don't know how to find it. Are there assumptions that are acceptable to use to get the most accurate result?"

Respondents also expressed concern that values for a common input may vary between measures. For example, in feedback on the Workbook, one staff member wrote that "when asked about number of businesses that could benefit from the measure, each person completing the incentive review pulled different information." Three staff also suggested a need for coordination in outreach to market actors and stakeholders, noting that these actors are likely to speak about a product category as a whole. In addition to preventing multiple program staff from contacting the same market actors, staff noted that coordination could help to avoid placing too great a burden on market actors involved in evaluation, measurement, and verification activities.

2.3.2. Prioritization of Workbook Inputs

The program staff suggested that all the information gathered in the Workbook is potentially beneficial to the incentive setting process, but some of the fields may not be necessary for every measure, and the level of detail needed to develop an appropriate incentive may vary by measure. For example, one program staff noted that a measure like LED lighting, for which the technology and the market are changing rapidly, may need a more detailed review than a measure like commercial cooking equipment that is more technologically stable and has a more stable market. Staff expressed a desire for guidance on which fields are most important for each measure. One staff member stated that this type of prioritization could help to reduce the burden program staff perceive completing the Workbook will require, saying "You don't want folks to be overwhelmed as soon as they open the Workbook."

2.3.3. Regulatory Staff Support

Respondents thought regulatory staff would be better equipped to complete some portions of the Workbook than program staff were. Two program staff expressed a desire for increased support in the process, with one noting in particular that it would be beneficial to have one-on-one discussions with regulatory staff about the best way to interpret Workbook data.

Two others expressed a desire for regulatory staff to take responsibility for portions of the Workbook. One program staff explained that they believed regulatory staff collect and could more easily access much of the information required for the "Existing Measures," "Specialty Research," and "Customer Findings" tabs. Another program staff advocated for a dedicated staff member who, with the support of a team and input from program staff, would be responsible for all incentive reviews. The two program staff members who advocated for regulatory staff to take responsibility for certain portions of the Workbook reported that completing those portions required skills that program staff may not have. For example, one said, "The program manager is not necessarily a research and survey expert." Most of the interviewed staff did not predict that completing the Workbook would become significantly easier as they gained more experience, with one noting that the volume of information required made the process time-consuming.

Two interviewed staff members suggested that updates to measures for which they had already completed the Workbook would be easier, particularly if much of the market data had not changed in the time between reviews.

3. Incentive Setting Process

This section describes the process by which program staff made incentive-setting decisions, whether reviewing existing incentives or setting incentives for new measures. It begins with a review of the current incentive-setting process in relation to past practices and then describes the most important considerations for program staff in setting incentives. Finally, it reviews program staff opinions about the appropriate frequency of incentive reviews.

3.1. Comparison of Current Process to Past Practice

Prior to the launch of the current incentive-setting process, program staff said they primarily drew on program tracking data to make decisions about incentives, especially reports from retailers and distributors working in conjunction with ENS. The current incentive setting process continues to capture these inputs, along with a wide range of additional data. In reviewing these data, program staff said they focused on the cost of efficient products, with two also noting they considered what incentive levels consumers would find attractive.

Several program staff elaborated on how they previously tackled incentive setting. One staff member stated that a large proportion of projects reaching the program's incentive cap at 50% of project costs would be an indicator that an incentive review was necessary, while another noted that, as a rule of thumb, they seek to limit incentives to no more than 30% of the product cost. A third staff member noted that, for products with multiple tiers, shifts in the distribution of incentives across tiers could also indicate a need to change program incentives or requirements. Two program staff noted that they typically reviewed incentive levels from other jurisdictions in incentive setting or revisited incentive levels prior to the launch of the current process.

In contrast, respondents said the current process requires them to consider a broader set of parameters than they did previously, including prices of baseline products and estimates of market potential. As previously noted, these types of inputs were among the data points program staff most often found challenging.

While program staff noted they did not consistently approach incentive setting and review decisions prior to the current process, all those with incentive setting experience reported they had documented and justified the decisions they made. Two program staff noted their approaches were acceptable under the prior process and that their documentation ranged from written reports shared with their supervisor and that person's manager, to spreadsheets documenting calculations and notes. Nonetheless, the interviewed program staff described the consistency of information considered and documentation as key benefits of the new incentive setting process.

The program staff reported that during the new incentive review process they had worked closely with managers of other program components with measures similar to those they were reviewing, and with staff who were reviewing similar measures. Program staff also reported reaching out to the regulatory team during the process because they thought regulatory staff were better able than program staff to track and access some of the required fields. Two of the interviewed program staff noted they were not sure who within ENS would review the new Workbooks.

3.2. Incentive Decision Considerations

Reflecting the Workbook's greater focus on gathering market data relative to previous incentive setting approaches, program staff reported considering market characteristics in their incentive setting decisions than they had in the past. Specifically, two staff reported that conversations with contractors or distributors provided valuable insight to their incentive decisions.

The respondents reported the information on the "Inputs & Calcs" tab of the Workbook had the greatest influence on their incentive level decisions. Two program staff reported that it was helpful for them to adjust the values on the "Inputs & Calcs" tab to determine how different incentive levels would influence program cost effectiveness as they made their decisions. In fact, two program staff suggested that the "Inputs & Calcs" tab was so influential in their decisions that focusing on that tab alone may be a way to streamline the incentive review process. According to one of these staff, "There might be some different insights for each measure, but when it's just the "Inputs & Calcs" that is giving you a pass/fail on each measure, why don't we just have a spreadsheet that has that information on it? You can dive deeper into those certain measures that potentially don't pass."

Consistent with program staff reports about the importance of the "Inputs & Calcs" tab in their incentive decisions, the completed Workbooks that the evaluation team reviewed rarely listed information from other tabs in the field where program staff provided a brief rationale for their decision. Most often, program staff cited the cost effectiveness of the proposed incentive level.

All program staff reported that the incentive levels they ultimately chose (whether maintaining, changing, or setting a new incentive) did not differ notably from the incentives they likely would have chosen without using the Workbook. All program staff also noted their current incentive levels or the levels they had been considering were below the maximum incentive level the Workbook calculated. Two stated they were skeptical of the Workbook's calculations due to uncertainty in their input estimates and because the Workbook did not account for incentive caps.

3.3. Frequency

Program staff suggested that the frequency with which incentive reviews occur should reflect the pace of change in the market for each measure. For instance, they said that the lighting market has been changing rapidly in recent years, and the scheduled semi-annual reviews are consistent with the pace at which they had been reviewing lighting incentives prior to the current process. The managers noted, however, that not all measures change as quickly as lighting. For some measures, even annual reviews may be too frequent. For example, two program staff cited kitchen equipment as a measure type that changes relatively slowly, with one saying "Not much is going to change in terms of dishwashers every year. It's not going to change enough [to justify] us to do this kind of detail every year."

One program staff noted that reviewing, and potentially changing, incentive levels too frequently could be detrimental to program components as it could make program offerings less stable, increasing the effort required for participants and trade allies to stay up-to-date with the program. Another program staff suggested that incentive reviews could follow the same schedule as program evaluations since evaluations will provide many of the inputs to the Workbook.

4. Compliance with Incentive Implementation Plan

This section describes the results of the evaluation team’s review and assessment of five key steps, described in the sub-sections that follow, included in executing the Implementation Plan.

4.1. Develop an Incentive Setting Manual

Objective	Review ENS’s Incentive Setting Manual to ensure that it meets each expectation specified in the Implementation Plan.
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The Implementation Plan describes the Key Features to include in the Manual. Table 2 summarizes these features and our assessment as to whether these key features were sufficiently supplied in the Manual. Overall, we found the Manual effectively documents the steps ENS took to implement the new incentive setting process. We also found adding more detailed and explicit instructions on how to use the tools would improve the Manual.

Table 2. Incentive Setting Manual Requirements

Expectation	Verified	Notes
Definition of roles and responsibilities with respect to incentive design and revision	✓	The manual lists separate roles for the “Lead for Incentive Review” and the “Program Manager.” Since, in many cases, the program manager will be the lead for incentive review, it would be helpful to note that these roles may overlap.
Definition of requisite approval levels for making incentive changes for various types of measures	✓	The manual defines approval processes for new and existing measures, in which Program Managers and Service Delivery managers are responsible for determining final incentive levels. This approval process is the same for all types of measures.
Practices and processes to be followed when designing or revising incentives	✓	The manual describes the practices and processes.
Required documentation with respect to incentive revision	✓	The Workbook provides this documentation.
Storage of incentive documentation	✓	The Workbook saved on ENS’s internal server provides this storage.
Internal controls and monitoring of practice and process compliance	✗	While the Manual makes clear that the Incentive Process Reviewer is responsible for oversight of the Incentive Review Process, it does not describe what oversight entails.
Roles and responsibilities with respect to the administration and updating of the incentive Manual and associated practices	✓	The Manual specifies that the Incentive Process Reviewer is responsible for updating the incentive manual and associated practices.

4.2. Conduct Customer and Technology Research

Objective

Confirm that research was conducted/is being conducted in two forms: (a) via the incentive setting process; and (b) via formal research as specified in ENS's *2017-2018 Market Research Plan*.

The evaluation team verified that ENS is conducting the customer and technology research as laid out in the Implementation Plan, both via the incentive setting process and through formal research.

4.2.1. Research Conducted Through Incentive Setting Process

As described in the Manual, leads for the incentive setting process are required to conduct research on market characteristics, customer insights, and supply chain and stakeholder insights. The Workbooks the evaluation team reviewed demonstrate that this research has occurred.

4.2.2. Formal Research

ENS's Two-Year Incentive Setting Research Plan commits up to \$150,000 annually for formal research that will inform incentive setting. The research, which will focus on price sensitivity analysis and was slated to begin in Q3 2017, covers these five measures:

- › Residential LEDs
- › Commercial LEDs
- › Residential mini-split heat pumps
- › Commercial mini-split heat pumps
- › Residential insulation

ENS initially considered conducting conjoint analysis in addition to price sensitivity analysis, but, based on recommendations from research experts, determined they did not need conjoint analysis to achieve valid outcomes. ENS is currently on track to meet its planned deadline of concluding this research in late 2017 or early 2018.

4.3. Complete an Electronic Technical Reference Manual

Objective

Verify that ENS has completed its electronic TRM.

ENS completed its eTRM on September 30, 2017. The purpose of the eTRM is to “centrally organize and administer characterizations of the organization’s portfolio of Demand Side Management (DSM) measures. Critical information regarding both prescriptive and quasi-prescriptive measure characterizations is stored within the eTRM.”^{3,4} By maintaining an electronic TRM, rather than a print version, the data can be directly integrated into other data management systems. ENS has begun the process of integrating program components into the Dynamic Demand Side Management System, which stores the inputs and outputs of the eTRM. The regulatory technical team expects all program components to be integrated by mid to late 2018.

4.4. Develop a Consolidated Calculator

Objective

Verify that ENS created a Consolidated Calculator and document the extent to which it is being used in the incentive setting process.

The Consolidated Calculator is integrated into the Workbook (on tab titled “Inputs & Calcs”), which was completed on March 31, 2017. The purpose of this calculator is to provide thresholds for ENS staff to consider when setting incentive levels. Users are expected to duplicate the calculator by program, only if assumptions differ. The interviewed program staff reported that the Consolidated Calculator was helpful in making incentive decisions, although they reported difficulty finding some of the required inputs.

4.5. Conduct Financial Simulations of Existing Incentives

Objective

Verify and document that ENS conducted financial simulations and report on what ENS did/plans to do with the results.

In preparing its report, CLEAResult conducted financial simulations for two program components: Instant Savings and Custom. The purpose of these simulations was to evaluate current incentive levels. CLEAResult recommended that ENS conduct financial simulations for all program components, and check the most current incentives against the following screening thresholds:

- › Cost to participants
- › Program budget
- › Cost effectiveness

³ Prescriptive measures represent those measures whose energy and demand savings are largely independent of the specific installation conditions, or can be accurately represented using average conditions. These measures generally have “deemed” energy and demand savings. Quasi-prescriptive measures represent those measures whose calculation methodology is independent of specific installation conditions, but use installation-specific inputs to the energy and demand savings methodology.

⁴ Q3 2017 Demand Side Management Report – Attachment 2. eTRM Overview.

ENS completed these recommended financial simulations on June 30, 2017. The purpose of the simulations was to review all existing incentives to gauge their level of appropriateness and provide a baseline upon which to do future reviews.

Through this exercise, ENS staff found that the simulations worked better for some measures and program components than others. Below are descriptions of lessons learned that can be used to inform future financial simulation efforts:

- › The thresholds work best for measures that are purely prescriptive. For measures that are quasi-prescriptive, the application of thresholds requires the use of average incentives and savings for each measure. This finding indicated to some ENS staff that more data needs to be collected before justifying an incentive change due to exceeding a threshold. By using averages, ENS also does not gain insight into the cost-effectiveness of a measure in each one of its actual application circumstances, because there are so many.
- › Program components with more complex incentive calculations cannot be reasonably modeled using the recommended thresholds. Examples include the whole home program components (Home Energy Assessment and New Home Construction).
- › Custom incentives are, by definition, customized and use incentive-setting algorithms which are structurally similar to the thresholds recommended by CLEAResult. Therefore, they were not included in the simulation.
- › Some program components also have project-level or measure-level incentive caps, which provide an additional level of security in terms of potential over-spending.

5. Conclusions and Recommendations

Conclusion 1: While the five “beta” program staff members who tested the new incentive-setting Workbook process saw strength in its consistent and broader approach, they also suggested several fruitful areas for streamlining and improving the process. The need for such improvements is based on the following factors:

- › The program staff reported they needed at least one full work day to complete inputs for a single measure, and that most program components have multiple measures. They noted the new process took significantly longer than the past incentive setting process and voiced concerns about where staff would find the extra time to complete the Workbooks, given already busy schedules.
- › Beyond the time needed, the program staff reported they did not feel prepared to conduct the research needed to address various inputs in the Workbook that asked for information outside of program tracking data and beyond what they have been asked to provide in the past.
- › The program staff were particularly concerned about providing reliable market level and pricing assumptions. These concerns resulted in them relying mostly on measure-level quantitative data in the “Inputs & Calcs” tab and not making use of the broader set of inputs asked for in the Workbook.
- › Program staff also reported a lack of clarity about what level or type of data was required to complete a number of inputs.
- › In addition, program staff noted the Workbook performed well for straightforward measures, but did not always accommodate more complicated measure and incentive structures.

Our recommendations focus on providing greater support for gathering data that had not been previously tracked for program components.

Recommendation 1-1: Determining the highest priorities for inputs to the incentive-setting Workbooks, and focusing on making sure the instructions for those inputs are clear and actionable (i.e., cover all measure and incentive structures) for the 2018 efforts. This review should consider how frequently each measure should be revisited, and the specific issues program staff noted in their test runs and as catalogued in Appendix A. Less essential inputs, which may vary from measure to measure, could be deferred until 2019, allowing for program staff to be better prepared and confident.

Recommendation 1-2: Training, over time, for program staff in how to reliably design, conduct and analyze the research needed for Workbook inputs, and to improve their understanding of and confidence in the Workbook output. Regulatory staff and others might be tapped as trainers. Preferably program managers would first receive training, and then have time to do or to arrange the research. The benefits, over time, to program managers in orchestrating this research will be that they will have a first hand, more complex view of the markets and target audiences they serve, and how product pricing and other factors are changing over time.

Recommendation 1-3: Providing market specialists to work with program staff to take on specific aspects of researching markets and pricing and to provide data and insights back to the program staff, especially in those areas that would benefit multiple program components or which would be difficult for program staff to undertake on their own.

Recommendation 1-4: Over time, creating a repository of common information that program staff can draw upon, rather than creating that information from scratch.

Recommendation 1-5: Continue tracking progress with using the Workbooks, including how much time is required to complete them, the confidence of program staff in the accuracy and consistency of the inputs they provide, the breadth of the parameters they use in determining incentives, and their greater understanding of their markets, target audiences, and technologies.

Conclusion 2: Overall, the Incentive Setting Manual effectively documents the steps ENS took to implement the new incentive setting process, but more detailed descriptions and instructions on how to use the tools could improve the Manual.

Recommendation 2-1: For the Manual, better define overlapping roles and better describe what is entailed in the incentive oversight process.

Recommendation 2-2: For the Consolidated Calculator, further clarify instructions about where to find the required inputs.

Recommendation 2-3: For future financial simulations, consider the lessons learned in the applicability of the simulations to all measure situations, and determine if any improvements to the simulations can be made.

Appendix A. Specific Feedback on Incentive Setting Workbook

Table A-1 below is a summary of detailed, technical feedback the evaluation team received on the Workbook.

Table A-1. Technical Issues with Incentive Setting Tool

Across Tabs	› Permissions: Many (4 of 5) users noted that the current permissions on the tool make it impossible to enter data in certain sections, add notes, or wrap text so that cells with a lot of text can be fully read. › Efficiency: Three users discussed multiple ways the spreadsheet could improve its efficiency by having information auto-populated or readily available: • One user suggested having the measure information and incentives entered in one place and auto populate where else needed. • Another user suggested improvements for dealing with multiple spreadsheets for multiple incentives, noting that it would be helpful to add multiple calculations tabs without creating formula errors. › Redundancies: 4 of 5 users provided examples of places where information was redundant, including: Measure Name, Incentive offerings, and measure information. › Notes Section: Two users reported that for many tabs it would be helpful to have a notes section they could use to document the assumptions made.
Existing Measures Tab	› Structure: Staff suggested Market Characteristics should be separated by program name rather than only BNI and Residential, as inputs may differ between programs within a single market sector › Unmerged Cells: One user reported that cells that should be merged were not, specifically noting cells for 'Measure Name', 'Program Offerings and Incentive' and 'Incentive Offering(s)' are not merged.
Inputs & Calcs Tab	› Multiple Programs: More than half (3 of 5) of users noted that the "Inputs & Calcs" tab, does not work for multiple programs, and the calculations break when users copy the tab as instructed. › Program Delivery Models: One user mentioned that the drop-down options for the Program Delivery model only allow for one selection, while some programs use multiple delivery models for a single measure. › Additional Inputs: Two users suggested having a place to insert the energy savings potential, instead of the base case consumption, and have that be calculated based on efficient case and the delta. › Unfamiliar terminology: One staff member noted they were not familiar with some of the terminology the tab used.
Summary & Decision Tab	› Formula References: One user noted a potential oversight or calculation error on the "Summary & Decision" tab, reporting that information for "Program 1" appears to reference only BNI data, and therefore does not work if the program is residential. › Rounding: The same user also reported that the incentive field rounds up, and because some incentives values are not whole numbers, the cell needs 2 decimal places.

Appendix B. ENS Staff Interview Guide

B.1. Introduction

Thank you for taking the time to talk with me today. We have reviewed the feedback you included in the incentive setting workbook, and got a lot of good, specific information about people's experience using the tool. Today we would like to talk about your experience to both get a broader perspective on your experience with the tool and how it fit into your ultimate decision about the proper incentive level. We would also like to make sure we are really clear on all of the issues or challenges you faced using the tool as well as opportunities to improve it. The main objective of this call is to inform recommendations on how to improve the process, for when it becomes more widely used next year.

Before we start, I want to mention that we often use quotes from our interviews – without names attached – in our reports. We use these quotes to illustrate key points and make the reports more interesting and readable. At the end of our conversation, we can discuss how you would like us to approach quotes from this conversation. We can:

1. Quote you anonymously
2. Quote you anonymously and provide you an opportunity to review and approve the quotes before we use them
3. Not quote you at all.

Everything you say is confidential. We won't share our notes from the conversation unless we are legally required to, and we will not report findings in a way that would identify any individual respondent. I'll be taking notes as we talk, but I'd also like to record the call, just to help with my notetaking. Is that OK with you?

B.2. Background [ASK ALL]

Q1. First, please tell me about your role at Efficiency Nova Scotia?

Q2. And what is your role in the incentive-setting process, specifically?

1. For which measures, if any, did you complete the incentive-setting workbook?

B.3. Incentive Setting Process [ASK ALL]

I'd like to know a little bit about your experience completing the incentive setting workbook.

Q3. Was this the first time you had been involved in setting or reviewing incentives at ENS?

Q4. *[If respondent has prior experience with incentive setting:]* What are the most important ways that this incentive setting / review process differs from the way you set incentives in the past?

1. How did you document the rationale behind your incentive decisions in the past?

2. What types of information the workbook asked for did you already collect, and what types were new information that you had to seek out or compile?
 3. For the information you had used in the past, how did the level of detail the workbook required compare to what you had previously collected?
 4. Did you work with people within ENS differently under this process than when you set incentives in the past? *[If yes]* How so?
- Q5. *[If respondent has completed workbook:]* About how many hours did it take you to complete the workbook for each measure?
1. And how many days did you spread that work over?
 2. How did the time required to set incentives through this new process compare to the time it took you to set or review incentive levels in the past?
- Q6. *[If respondent completed workbook for multiple measures:]* Did it take more time to complete the workbook for some measures than it took for others?
- [All other respondents:]* Do you think it would take more time to complete the workbook for some measures than others?
1. Which measures took/would take longer?
 2. Why do you think those measures took/would take longer?
- Q7. Assuming the workbook doesn't change, how do you think the amount of time it takes you to complete the incentive setting workbook when you review these measures next year will compare to the time it took this year? Why do you say that?
1. Given the outcome of the incentive setting process, do you think this amount of time is appropriate?
- Q8. In the feedback on the incentive setting workbook, we received the most comments about the "Existing Measures," and "Inputs and Calcs" tabs. Let's start with Existing measures: From your perspective, what is the most challenging part of that tab?
1. What, if anything, might make it easier for you to provide the information that tab was asking for?
 2. Do you think it will become easier to provide the information that tab asks for in the future? *[If needed:]* For example, will it get easier as you gain experience finding the information? Could you change the way the program collects data to more effectively capture that information?
- Q9. Now let's move on to the "Inputs and Calcs" tab. What was most challenging on that tab?
1. What, if anything, might make it easier for you to provide the information that tab was asking for?
 2. Do you think it will become easier to provide the information that tab asks for in the future? *[If needed:]* For example, will it get easier as you gain experience finding the information? Could you change the way the program collects data to more effectively capture that information?

- Q10. What about the other tabs in the workbook, what else stands out as challenging to complete? *[If not mentioned, probe on the “Customer Findings” tab.]*

B.4. Incentive Setting Decision [ASK ALL]

Thanks, now I would like to talk about how you ultimately decided what incentive level to set, or for measures that already had incentive levels, the decision on whether or not to change the current incentive, based on information obtained through the process.

- Q11. Thinking about all the information the incentive setting workbook asked you to provide, what was most influential on your decision to select/change/maintain the incentive level you ultimately chose? Why do you say that?
- Q12. What information, if any, played a role in your decision that you might not have considered if the incentive setting workbook had not asked you to provide it?
- Q13. Of all the information in the incentive setting workbook, what, if anything, did you not find helpful in setting an appropriate incentive level? Why wasn't it helpful?
- Q14. How, if at all, does the information you need to effectively set/change/maintain incentive levels differ between measures?
1. *[If needed:]* Do you think the new process will work better for some types of measures and/or incentive structures than others?
 2. How could the new process be adjusted to better fit more measures/incentive types?
- Q15. *[If respondent has prior experience with incentive setting:]* How, if at all, do you think the incentive level you set/changed/maintained would have been different if you had continued setting/reviewing incentives the way you did previously, rather than completing the incentive setting workbook?
1. To what extent do you think the incentive level you selected will allow the program to more efficiently engage with the market? Why do you say that?
 2. To what extent do you think the incentive level you selected is more defensible? Why do you say that?
- Q16. Under this new incentive-setting process, do you think that all of the relevant actors within ENS had the right level of information about, and oversight on, the incentive levels you set/changed/maintained?
1. *[If needed:]* Who, if anyone, do you think should have been better-informed?
 2. *[If needed:]* Who, if anyone, do you think was more closely involved than they needed to be?

B.5. General Assessment of Process [ASK ALL]

I'd like to close with a few general questions about your thoughts on the incentive setting process as a whole.

- Q17. What do you think will be the most beneficial aspect of this new process? Why do you say that?
[Probe on who benefits from the process (i.e. program staff, regulatory compliance, evaluation, planning, etc.)]
- Q18. What do you think will be the most challenging aspects?
- Q19. How, if at all, do you think the process will need to change for ENS to successfully roll it out across the entire portfolio of measures next year?
- Q20. Do you think that the planned schedule of annual reviews for all measures and biannual reviews for certain high-impact measures is justified? Why or why not?
1. What types of measures do you think should be reviewed more frequently? Why?
 2. What types of measures do you think should be reviewed less frequently? Why?
- Q21. As ENS has committed to ensuring that incentive levels are not higher than required, do you have any alternate or additional suggestions on the best ways to ensure the proper checks and balances are in place?
- Q22. Those are all the questions I have prepared. Is there anything we haven't discussed that you think is important for me to know about the incentive setting process?
- Q23. Before we close, I want to check with you about using your quotes – anonymously – in our report to illustrate key points and make them more interesting and readable. We will do everything we can to protect your confidentiality. Please tell me if you:
1. Agree to being quoted anonymously
 2. Agree to being quoted anonymously, subject to your review and approval of the quote(s)
 3. Do not want to be quoted

Thank you very much for your time.

Final Report

Practices and Procedures Evaluation Volume 2: Business Development

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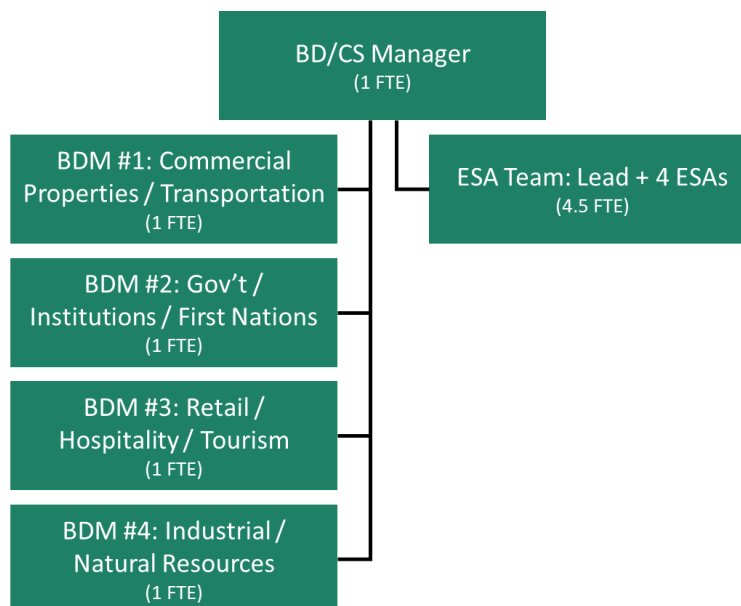
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1. Introduction

Efficiency Nova Scotia's (ENS) Business Development (BD) team is responsible for: informing business, non-profit, and institutional (BNI) customers and other market actors about ENS offerings; generating energy-efficiency project leads; helping turn those leads into energy-efficiency projects; and helping guide those projects to completion. To accomplish these ends, the BD team collaborates with ENS program managers, the ENS marketing team, and the ENS Efficiency Trade Network (ETN) manager, as well as external consultants, service providers, and specialists (referred to in this report as consultants).

As shown in Figure 1 below, ENS's BD team consists of five full-time equivalent (FTE) staff: one Business Development/Customer Solutions (BD/CS) Manager who oversees the BDMs (as well as Energy Solutions Advisors, or ESAs),¹ and four FTE Business Development Managers (BDMs). Each BDM is responsible for overseeing specific customer vertical markets within the BNI sector.

Figure 1: Business Development Team Structure



ENS engaged Research Into Action to address the following research questions in order to assess the effectiveness of the BD team's ongoing work:²

- › **Internal Collaboration.** How effective is collaboration between the BDMs and other ENS groups, including program staff, marketing staff, and ESAs? How can communication and collaboration be improved?

¹ Most inquiries fielded by the ESAs relate to residential customers; only a small portion relate to the medium and large BNI customers with whom BDMs interact.

² Subcontracting to Econoler, Research Into Action is also serving as the process evaluator for ENS program components.

- › **Outreach.** How effectively are outreach efforts and projects prioritized for BDMs? How could the outreach prioritization process be improved?
- › **Salesforce Process.** How effective is the customer sales process for BDMs? How can the sales process be improved?

Chapter 2 of this report describes the methodology we used for this evaluation; Chapter 3 presents findings from the research; and Chapter 4 presents conclusions and recommendations based on evaluation findings.

2. Methods

Research Into Action began the evaluation by talking with ENS BD staff to get an overview of the BD team's history and current operations and by reviewing documentation ENS provided about the team's structure.

With this background information in mind, we interviewed four groups of individuals:

1. All members of the BD team
2. Other key ENS staff who interact with the BD team
3. Consultants who have worked on projects in the Retrofit service³
4. BNI program participants

We developed a separate interview guide for each group in order to: gain insight into how the BD team interacts with other ENS staff, consultants, participants, and potential participants; assess the BDMs' effectiveness in the BNI market; identify the processes that have been effective at driving projects; and identify adjustments to BDM practices that could improve the BDMs' effectiveness and potentially yield greater numbers of projects.

We analyzed all of the interviews using *MS Excel* and *NVivo* qualitative analysis software.

The following subsections describe our data collection process for each group of contacts.

2.1. Business Development Team Interviews

We scheduled one-hour interviews with each of the four BDMs as well as with the BD/CS manager. Our purpose in conducting these interviews was to assess the effectiveness of ENS's internal collaboration related to business development, the BDMs' outreach, and the BDMs' sales process.

Specific topics included BDMs' collaboration with other ENS staff and consultants, their outreach and work with businesses, and their perspectives on the team's successes, challenges, and opportunities for improvement. The document we used to guide our discussions with the BDMs is presented in Appendix A.

2.2. Other Key ENS Staff Interviews

As with the BDM interviews, we scheduled one-hour interviews with ENS staff who work with BDMs. We spoke with the following individuals, for a total of six interviews:

- › The program manager of the Custom program component

³ The Retrofit service is part of the Custom program component delivered by ENS. The Custom program component also consists of the New Construction service and the Building Optimization service.

- › Two technical specialists of the Custom program component
- › One efficiency specialist of the Business Energy Rebates (BER) program component
- › One ESA
- › One marketing team representative

Topics for these interviews ranged from the respondents' interactions with BDMs, to the depth of the respondents' collaboration with BDMs, their satisfaction working with the BD team, and their suggestions for improving their collaboration with the BDMs. The interview guide we used for our discussions with other key ENS staff is presented in Appendix B.

2.3. Consultant Interviews

To inform our understanding of BDMs' role in identifying and supporting energy efficiency projects in the BNI sector, we interviewed ten Retrofit service consultants. Participants in the Retrofit service typically hire these consultants to serve as the technical lead on projects, providing technical assistance and analysis from project initiation through project completion.

We conducted the consultant interviews for the BD evaluation in coordination with the consultant interviews conducted for the Retrofit service process evaluation. To develop our respondent list, we started with the ENS-provided list of the 37 consultants involved in Retrofit service projects that were completed, or were close to completion, in 2017. After removing duplicates and records with unusable contact information, the list consisted of 27 eligible contacts. Table 1 presents the dispositions of the consultants we contacted for interviews.

Table 1: Consultant Disposition Summary

Disposition	Count
Complete	10
Refusal	1
Unsuccessful attempt	13
Not attempted (reached quota before calling)	3
<i>Total eligible</i>	<i>27</i>
Duplicate contacts	3
Unusable contact information	7
<i>Total ineligible</i>	<i>10</i>
Total	37

Striving to minimize the burden on consultants, we developed a single interview guide that covered both research efforts (the Retrofit service process evaluation and the BD process evaluation). During the BD portion of the interviews, we asked consultants about the degree to which they interact with BDMs, their satisfaction with the support they receive from BDMs, and their ideas for how BDMs could better support

their efficiency efforts. The interview guide we used for our discussions with consultants is presented in Appendix C.

2.4. Participant Interviews

To further enhance our understanding of BDMs' role in BNI energy-efficiency projects, we also gathered input from the participant perspective: we interviewed 15 Retrofit service participants, as well as three BER program component participants.

We developed the Retrofit service participant list from the list of 40 Retrofit projects provided by ENS. As shown in Table 2, after removing duplicate contacts, and a record with unusable contact information, 29 eligible contacts remained. We completed interviews with 15 of these Retrofit service participant contacts.

Table 2: Retrofit Service Participant Disposition Summary

Disposition	Count
Complete	15
Refusal	1
Unsuccessful attempt	11
Unavailable during interview period	2
<i>Total eligible</i>	<i>29</i>
Duplicate contacts	10
Bad contact information	1
<i>Total ineligible</i>	<i>17</i>
Total	40

The purpose of the interviews was to acquire a deep understanding of the BD team's practices and procedures using a statistically representative sample of participants. The sample size of 15 participants we interviewed provides a 80% confidence level with a +/- 10% margin of error. Notably, as of September 2017, the Retrofit service respondents represented close to half of the Retrofit service projects, and more than half of the service's savings and incentives paid from January through September, 2017 (Table 3).

Table 3: Comparison of Retrofit Service Population (Jan. to Sept. 2017) to Sample

	Population	Sample	Sample as Percent of Population
Contacts	29	15	52%
Projects	40	18	45%
Savings	10,965,393	6,041,791	55%
Incentives	\$902,544	\$521,712	58%

For the BER participant interviews, ENS provided us with a list of 12 participants that had gone through the BER program component but had not participated in the Retrofit service. We contacted all 12 of these participants and, as shown in Table 4, completed interviews with three of them.

Table 4: BER Participant Disposition Summary

Disposition	Count
Complete	3
Refusal	1
Unsuccessful attempt	8
Total	12

To minimize the burden on Retrofit service participants, the BD evaluation team coordinated with the Research Into Action team conducting the Retrofit service process evaluation, and developed a single instrument covering topics specific to the BD process evaluation and topics related to the Retrofit service process evaluation. The questions in the BD portion of the Retrofit service participant interview guide were very similar to the questions in the BER participant guide to allow responses to be compared across the two groups.⁴ Both guides included questions about BDMs' role in promoting the program components to potential participants, how BDMs support participant needs and requests, and how BDMs could more effectively promote ENS's program components and support businesses in their energy-efficiency endeavors.

The interview guide we used for our discussions with Retrofit service participants is presented in Appendix D, and the guide we used for our discussions with BER participants is presented in Appendix E.

⁴ We developed the BER participant guide exclusively for the BD evaluation.

3. Findings

This chapter is based upon the results of our interviews with BDMs, other key ENS staff, consultants, and participants in BNI program components at ENS. The first section addresses the effectiveness of internal collaboration among staff members at ENS, while the second section discusses how well BDMs serve the BNI market, including their collaboration with consultants, outreach priorities, and sales of energy-efficiency projects to BNI customers.

3.1. Effectiveness of Internal Collaboration

BDMs report they regularly collaborate with ENS program staff and, to a lesser degree, with ESAs, BNI marketing staff and On-Site Energy Managers (OEMs) at BNI facilities.⁵

3.1.1. Collaboration between BDMs and Program Staff

BDMs typically initiate new projects in the course of making and maintaining contact with businesses in their respective vertical markets. When BNI customers decide to embark on an energy saving project, the BDMs help them identify appropriate program components – most commonly Custom, BER, or Small Business Energy Solutions (SBES) – help connect them with applicable ENS staff, and assist them in navigating program options and approval requirements. Overall, respondents agreed that projects in all program components often result from the consistent and ongoing communication that BDMs have with the BNI customers in their vertical markets.

The vertical market each BDM serves, coupled with project and program requirements, affects how, and how much, he or she works with program staff. The following bullets describe the roles that BDMs play for each of the main program components BDMs are involved with.⁶

- › **Custom:** When a business elects to complete a Custom component project, the BDM often connects program staff, such as a technical or efficiency specialist, with the business to carry out the project's technical oversight, such as reviewing feasibility studies and measurement and verification (M&V) plans. The BDM also checks in with the business and program staff throughout the course of the project, prompts the business to act if they have been slow to respond to program needs, and addresses any issues that arise from the participant's perspective.
- › **BER:** Both BDM and participant interviews reveal that BNI participants have varied levels of involvement with their BDMs. For example, a commercial property owner may receive an ENS rebate for lighting equipment and simply have their staff install it without help from their BDM.

⁵ Under the OEM initiative, ENS places energy managers within large organizations. Each OEM is tasked with identifying new energy efficiency projects and supporting the organization in advancing these projects. OEM services are paid for by the organization, in part through reduced project incentives. Energy savings from the OEM service are tracked within ENS's BNI program.

⁶ The BNI sector also includes Energy Management Information Systems (EMIS) and Strategic Energy Management (SEM) program components. BDMs are tangentially involved in these components through their role recruiting businesses into these components. Participation in EMIS and SEM is generally most appropriate for large facilities.

On the other hand, in the case of national accounts, which are common in the retail, hospitality and tourism markets, the BDM works with regional or national level staff to promote the BER and other program components, and may also work with that business's vendor to ensure they are installing efficient equipment.

- › **SBES:** Although most BDMs report they typically spend limited time with SBES projects, the BDM servicing retail, tourism and hospitality businesses noted that about half of SBES projects naturally fall within those three verticals. The BDM works directly with some of these accounts; where small businesses are part of national chains, BDMs may have both direct and indirect influence over projects.

All BDMs and program staff indicated that collaboration between the two groups works well. The sole improvement they recommended is the development of new software to make project tracking easier – specifically the integration of tracking project opportunities with project management. ENS is in the process of implementing new software—ENS's Dynamic DSM, or DDSM, which will incorporate customer relationship management and project management—to address this need. The DDSM is discussed in more detail later in this chapter (Section 3.1.3).

3.1.2. Collaboration between BDMs and Other ENS Staff

ESA Staff. Both BDMs and ESAs reported they most often collaborate when a BNI customer calls the ESAs and they refer that customer to the appropriate BDM. Prior to this hand-off, which may be in person, but more often is via email, the ESAs attempt to vet the BNI customer's project interest, size, industry, and energy usage. The ESA representative noted ENS plans to develop more linkages between BDMs and ESAs. For example, the ESA and BDM teams may hold a joint training session where BDMs walk ESAs through how they work with projects, and ESAs discuss calls they have received and talk about the best ways to serve those customers.

OEMs. BDMs play a major role in placing OEMs at client organization sites, including working with senior management on OEM agreements. The BDMs also maintain regular contact with the client sponsor and site energy team to ensure there is a direct link to ENS and to resolve issues, enhance strategic requirements, planning and contract extensions or changes. The BDMs report, however, that they have infrequent interactions with ENS's eight OEMs themselves. Once on-site, OEMs tend to identify and shepherd projects through program components, so the OEMs need little outreach and oversight from BDMs at that point. However, BDMs still occasionally check in with OEMs, and work with them on issues such as strategic planning and contracts. BDMs also noted that OEMs:

- › Provide BDMs and program staff with more in-depth information about the site—including the program components and measures that could work best at the site—compared to sites without OEMs.
- › May call BDMs for advice about what program component would work best for a site.
- › Are often on the cutting edge of energy management technology. As a result, BDMs try to learn from the OEMs and use them as a technical resource.
- › Together with BDMs, provide an enhanced relationship that results in driving deeper savings opportunities, increased client satisfaction, and better insights for the client organization.

Marketing Team. Collaboration between the marketing team and BDMs tends to be concentrated in the fall when the two groups discuss their outreach plans and work to align their efforts. Typically, the BDM team prioritizes outreach efforts based on specific vertical markets and the marketing team identifies ways to support outreach for those markets. Section 3.2 provides more detail about the marketing team's role and effectiveness in outreach efforts.

3.1.3. Effectiveness of Data Management

Seven respondents reported a need to improve the current project management system so that it better facilitates communication among BDMs, program staff, participants, and service providers. All seven respondents also said they were encouraged by the new DDSM system coming online in 2018. As one BDM explained:

"I hope to be able to track my projects more effectively [with the new system], and track my communications with different customers and service providers on different projects more effectively – how Salesforce works.⁷ You can very easily and quickly link communications and documents with a project folder/location, making it easier to understand all of the history of what is happening with one customer's project... rather than searching eight different locations to see if forms have been signed or what the last correspondence was."

Four BDMs and three program staff noted the existing system does not regularly alert key groups about the status of the projects and that it is hard for staff to know what projects need attention unless a participant or consultant contacts them directly. In addition, staff cannot go to one place to see a project's history and progression, from when it is first identified as an opportunity, through implementation, and finally through M&V. Still, staff, while looking forward to the new system, reported they had, in the meantime, developed somewhat effective—but not ideal—work-arounds for these issues.

3.2. Effectiveness of Outreach

A key role BDMs play is to conduct outreach to the 100 or more businesses in their respective verticals. The next sections describe how BDMs prioritize outreach, their work with the marketing team to support outreach, and which market segments need additional outreach.

3.2.1. Outreach Approach and Priorities

All BDMs reported spending most of their time on outreach efforts. Outreach typically consists of the following activities:

- › Bi-annual, quarterly, or more frequent meetings and other communications,⁸ with past and current participants to discuss future project opportunities. These interactions are the primary component of BDMs' jobs.

⁷ Salesforce is a company that provides a leading customer relationship management software.

⁸ We use the term "meetings" here to mean face-to-face discussions as well as communications via phone, email, WebEx, and other methods.

- › Calls to new businesses that have not participated to explain program opportunities and how program components work. This can involve reaching out to single-site businesses or multi-site businesses like national accounts and chains.
- › Presentations to business and civic groups to increase awareness of ENS's program and opportunities for energy savings.

Outreach can range from working with a production manager at a single industrial facility to reaching out to representatives from national accounts or government agencies to encourage program participation across a portfolio of buildings. For example, a BDM described working with a national chain with multiple sites in Nova Scotia to ensure that all those sites can participate in ENS's program components with limited attention from the BDM at the site level. In these cases, the BDM checks in with the national chain representative regularly to ensure projects are going smoothly, but does not directly oversee those projects. Another example of province-level outreach is a BDM who is working with a provincial government department to support funding of an OEM for a large group of properties.

BDMs reported they use different strategies to balance the demands for continuous outreach with other job duties such as project management or administrative tasks, and some find this balance hard to achieve. As one BDM put it:

"That's a constant struggle back and forth, because it's not something I think consciously about, but I'm constantly doing – [it] can become overwhelming. You want to keep the outreach going and the [project opportunities] funnel full. And you're talking to lots of people, but you do understand that you have to be on top of your existing projects and make sure they're moving ahead."

Outreach and project management, however, can also intersect according to BDMs. For example, one BDM noted that project management activities can result in opportunities to tell businesses about new technologies and to describe and promote the non-energy benefits (NEBs) of efficient equipment. Such discussions can, in turn, solidify BDM-client relationships and lead to future projects.

Some BDMs reported they prioritize outreach based on the size of the organization, meeting quarterly with large customers such as universities and large industrial facilities. Otherwise, BDMs meet with clients and potential clients as often as they can without burdening the clients. In addition to face-to-face meetings, the BDMs are in regular contact through other channels, such as phone, email, and WebEx, to keep clients informed about new initiatives and opportunities for their business.

The locations of some businesses can prove challenging for conducting face-to-face outreach. One BDM stated:

"The more remote a customer is (from Halifax), the less likely it is I am going to drop in for a face-to-face meeting."

That said, BDMs are always available to meet with a client organization at the organization's site: the frequency of in-person meetings is driven by the client's need and their participation potential. Most BDMs noted that when they travel to a remote part of the province, their goal is to see as many potential participants as possible, checking-in with each to see if the organization needs assistance or is considering a new project. Nonetheless, BDMs are able to stay engaged with clients in remote locations by relying more heavily on other modes of communication. One BDM commented that meetings outside the

province – for example to hold face-to-face discussions with the senior leadership of national accounts or with government organizations – is an area the BDM team may focus more attention on in the future.

3.2.2. Effectiveness of Coordination with Marketing

Respondents reported that coordination between BDM outreach efforts and the marketing team has increased notably over the course of 2017, including the addition of these important core activities:

1. BDM and marketing staff met multiple times to discuss ways to align the objectives of the two groups.
2. BDMs worked with marketing staff to build a marketing plan for each specific vertical market.
3. BDMs and marketing staff collaborated on events and presentations.
4. Marketing staff supported BDMs by providing collateral materials for BDMs to use with current and prospective clients.

Overall, our interviews also indicate greater alignment is occurring between the marketing team and BDM efforts in the marketplace. Respondents noted these recent or upcoming activities across four market segments:

- › According to a BDM and the marketing team, new construction participants wanted more recognition for the energy saving qualities of their buildings, but reported traditional certifications are too expensive. In response, in 2017 the marketing team developed temporary signage that new BNI construction sites can post to show they are participating in an ENS service. Developers and building owners can use this signage to demonstrate commitment to constructing energy-efficient buildings and to protecting the environment.. The signage also enables ENS to enhance its brand recognition in the community. ENS's marketing team is also considering a new construction recognition initiative for the future that BDMs could use to generate interest from other developers in the market.
- › In 2018, BDMs and marketing will work together to develop marketing materials to promote program components to municipalities, and to identify publications in which to advertise.
- › Marketing has assisted and will continue to assist the BDMs with information about groups to present to and places to advertise ENS services. For example, marketing staff arranged for the hospitality sector BDM to be interviewed by a trade publication.
- › To improve outreach to the agriculture sector, ENS created an OEM position and marketing is working with the agriculture BDM to identify groups who would benefit from presentations, to identify the typical customer journey, and to see if there are places where marketing can support customer actions.

Still, interviews suggest the BD team's outreach priorities and marketing team efforts deserve further alignment. Some respondents noted ENS has traditionally focused on residential customer research and on more general brand-building, but hoped BNI customer insights would become a higher priority. To improve participation and understand if additional BNI markets could benefit from ENS services, one BDM suggested conducting market research. Currently, according to this respondent, evaluations of market

need in some vertical markets are largely based on reports from BDMs, rather than on more formal research.

All BDMs and marketing staff reported that the development of a three-year BNI focused marketing plan (currently in progress), more regular communication between BDMs and the marketing team via meetings, and specific actions like those described above should result in a stronger marketing and outreach strategy for the BD team.

3.2.3. Effectiveness of Response to Specific Market Segments

Interview findings suggest the BD team has identified the correct vertical markets to serve given the resources they have. In addition, respondents noted the team proactively identified specific market segments to target and reorganized and adjusted their services to better serve those segments. They provided the following examples of how recent changes in staff responsibilities led to improvements in serving various markets.

- › **New Construction:** Until 2016, there were few new construction projects coming into the Custom program component because of a lack of awareness about it among builders and developers. By responding to the building boom in Halifax and by realigning the BD team to have one BDM concentrate on this market, BDMs report that the number of new construction projects increased considerably.
- › **Fisheries Sector or Industry:** Fish and lobster farms were underserved markets before 2016 due to a lack of program awareness among these businesses and their consultants. The BD team assigned a BDM to increase outreach to fisheries, and program staff encouraged a technical specialist to develop a niche understanding of the technical needs of these facilities. This increased attention led to an increase in fisheries projects. In addition, a consultant working in this sector reported an increase in awareness of ENS program components over the last two years.
- › **National Accounts:** In the last year, one BDM changed their role within ENS to work with national accounts, typically retail, restaurant, and hospitality businesses. Adding a dedicated BDM to serve these vertical markets resulted in greater program participation, especially for the BER program component. To further build this market, marketing staff noted BDMs need to continue to work with representatives from national and regional firms, often not located in Nova Scotia.
- › **Schools and First Nations:** To ensure participation among schools and First Nations, BDMs have actively sought to generate interest in program components among these groups. ENS has engaged several school districts and supported First Nations and it plans to continue these efforts.

ENS's increased attention to the BNI market has led to an increase in awareness of and participation in program components, as well as satisfied participants. Participant interviews revealed they are aware of, make use of, and are highly satisfied with ENS resources, particularly the support from BDMs. Thirteen of the 15 participants referenced their BDM by name during the interview; the two who did not had limited experience with ENS. One of these two participants reported they would like to have regular contact with someone like a BDM to help their organization identify additional projects.

All 13 of the participants who recalled working with a BDM reported they were satisfied with the services they received, describing them as "timely," "responsive," and "helpful." Ten of the 13 reported regular interactions with their BDM via check-in meetings, phone calls, and emails where BDMs inform them

about the latest program changes and participants share their ideas for upcoming energy saving projects. If a project is underway during these meetings, the BDM and participant may discuss it, but typically the conversations are about upcoming projects. These interactions have been so successful for one participant that they decided to apply for an OEM.

Fourteen of the 15 participants indicated they are planning to complete additional ENS projects in the near future including lighting, HVAC, pumps, and air audit projects. The one participant who did not voice an interest in future projects stated that they had a small facility and their recent completed Retrofit service project addressed their one major energy using piece of equipment.

As further evidence that ENS is responding to the market, Custom program component staff noted that they hope to increase participation and do more non-lighting projects. They plan to continue to identify measures that may appeal to specific markets and to support those measures with staff specialists. The Custom program component staff reported they would like to recreate what they have successfully done in the fisheries industry where they identified refrigeration measures used in that market and worked with consultants and BDMs to generate interest in those measures.

In addition, ENS technical specialists have been encouraged to focus on market niches and that has in turn led to new participants. Currently, the program team has or plans to develop specialists with expertise in new construction, refrigeration, building optimization, and industrial applications including compressed air. According to program staff and Retrofit service participants, the current specialists have helped support participants in these specific areas.

One possible way ENS could better respond to the market would be to develop better participation pathways for business too big for SBES but too small to warrant participating in a Custom program component which requires completing a feasibility study. According to these respondents, any financial advantage of participating in the Custom program component is eroded by the cost of completing this study.

3.3. Effectiveness of the Sales Process

To understand if improvements in the sales process are needed, we reviewed feedback from BDMs, consultants, and participants about their interactions with one another.

Working with Consultants. All ten consultants indicated high levels of satisfaction with the BD team; they reported that they interact with BDMs regularly about program updates, project management, and future project opportunities. To manage specific projects, consultants generally interact with BDMs at the beginning of the project to explain procedures and manage expectations, and consultants and BDMs interact again toward the conclusion of the project when M&V is complete. Four noted that BDMs occasionally attend project initiation meetings with participants. Three noted that BDMs sometimes provide participants with a list of consultants/service providers or refer clients to the ETN, although the BDMs do not promote specific consultants over others. Consultants and program staff reported they work together on the technical aspects of Custom program component projects such as reviewing the feasibility study and the M&V plan and results. All consultants reported that ENS has increased the number or scope of projects they complete.

All BDMs, especially those that do a large proportion of their work with Custom program component projects, reported they work closely with consultants to:

- › **Ensure participant satisfaction with the program.** BDMs work to ensure consultants understand program component expectations, especially around the feasibility studies and the M&V reports. BDMs communicate with consultants to ensure the consultants follow program processes and completely and successfully resolve issues with clients. Furthermore, BDMs work with program staff to troubleshoot any issues that may arise between the consultant and their BNI clients.
- › **Build a relationship with consultants who in turn can help promote ENS program components to other businesses.** Having satisfied consultants working in the market on behalf of ENS is “like having an additional 50 [people] in the field” said one BDM.
- › **Recruit more contractors to the Efficiency Trade Network (ETN).** BDMs encourage non-ETN members to join the ETN, but consultants say they have limited interest in joining, and are generally not aware of its benefits. The consultants did not suggest ways in which they could be enticed to join. All BDMs suggested that the ETN needs to increase consultant education and training that demonstrates the value of joining the ETN. Several BDMs specified that the ETN needs to host training or information sessions on new technologies and program changes to encourage consultants to join. Currently, consultants receive information about program requirements and services on an ad hoc basis which the BDMs report is time consuming.

Working with Customers. The process of BDMs and customers working together varies based on the size of the organization and the responsibilities of the individual the BDM works with. All sites require individualized attention from the BDM and large organizations with multiple sites often require BDMs to work with multiple representatives within an organization to drive projects due to:

- › **Business representatives serving different vertical markets.** For example, a large property management firm may work in a variety of markets such as retail, condominiums, and rental apartments. Each market may have their own representative requiring the BDM working in the property management vertical to work with a different representative for each aspect of the property management firm.
- › **Multiple representatives at a single site.** For instance, a facilities manager at a manufacturing site may be the key contact for a BDM for one site but is unable to make decisions for another site in the province, even though the sites are with the same company. That BDM must develop relationships with the managers of other sites within the company.
- › **Representatives having different responsibilities for multiple sites.** For example, a government may own many properties and those properties are served by engineers, a sustainability office, an accounting department, and other departments. In this case, the BDM may be working with an engineer on developing a specific project while simultaneously working with a different person on strategies for implementing future efficiency projects and working with a third person to present the financial case for completing a project.
- › **Representatives having regional responsibilities across multiple sites.** In cases like national accounts and chains, there may be a key decision maker the BDM needs to reach to facilitate efficiency projects at sites across the province. However, these decision makers are often not located in Nova Scotia and may be difficult to find. Identifying these key decision makers can help with implementing efficiency projects at many sites as the ENS program can be integrated into the organization’s processes for maintaining and updating their facilities.

Smaller organizations with one site and small staffs typically require less back and forth between the organization and the BDM. For example, a BDM working with a site owned and managed by one person can help that site implement a Custom program component project in a relatively short time frame.

The BDMs reported using a variety of strategies to find and appeal to the decision makers most appropriate to their respective verticals, including:

- › **Working with key staff to drive influence.** Several BDMs reported they often leverage one contact in an organization to reach others in the organization. As one BDM stated, “if I’m regularly working with the maintenance manager or production manager, I’m asking them who is making decisions on the finances, who do you talk to about the payback requirement?” Working to understand the complexity of decision making at each site is critical to BDM success.
- › **Being persistent.** Several BDMs reported continual attempts to contact decision makers and trying multiple approaches to reach decision makers as a key way to recruit participants. For instance, one BDM reported attempting to go through corporate level staff, site level staff, and others to identify a person that could be persuaded to participate in ENS program components. Once a BDM identifies that person, they can help persuade others.
- › **Using “Insight Selling.”** To appeal to decision makers, one BDM reported using the Insight Selling strategy. This strategy not only addresses the “pain points” a customer brings forward, but also gives the customer deep insights into their business as it relate to ENS’s services. Insight Selling ideally provides the customer with information they did not already know, and presents solutions ENS can offer to meet the customer’s previously unrecognized needs. Insight Selling may include energy management as well as other benefits, thereby helping the customer bring their business to the next level.
- › **Promoting NEBs.** One BDM stated that BDMs are increasingly including benefits other than energy savings—such as increased productivity, increased health and safety, decreased operating and maintenance costs, and improved aesthetics—in their discussions with potential participants. Identifying and explaining the NEBs associated with efficiency upgrades helps clients recognize the total value of participating in ENS program components.

4. Conclusions and Recommendations

Overall, Research Into Action's evaluation found that the BD team effectively collaborates with other ENS staff and with external market actors, generates BNI project leads, helps ensure the leads result in energy efficiency projects, and supports the projects from their early stages until completion. The following conclusions and recommendations suggest how the BD team, and ENS as a whole, can further build on the team's success in driving BNI customers to complete energy saving projects.

The conclusions and recommendations address the three major topics that guided this research: the effectiveness of internal collaboration, outreach, and the salesforce process. Notably, some of the conclusions and recommendations pertain to more than one research topic.

4.1. Internal Collaboration

Conclusion 1: Collaboration between BDMs, program staff, marketing staff, and ESAs is effective. All ENS respondents reported functional and effective relationships with their colleagues. ENS staff support one another by identifying ways to effectively deliver energy savings and, at the same time, serve participants. Results indicate that when issues or problems arise, ENS teams work together to resolve the issues. For example, when the ESA and BD teams identified the need to share information better, the teams created a more formal structure to share information.

Continuing to increase collaboration and align priorities across departments will serve the BD team and ENS well. For example, continuing to increase the BD and the marketing teams' collaboration that began in 2017 will continue to benefit both teams. If not already instituted, these steps will increase collaboration between the BD team and the marketing team.

Recommendation 1-1: Establish a regular meeting schedule when the BD team and relevant marketing staff can share ideas, provide updates to relevant ongoing projects and program changes, and collectively plan for new projects that will benefit both teams. For example, the BD team could request tailored collateral from the marketing team to help the BDMs broaden their reach in specific target markets, or the BD team can supply content, insights, and stories for BNI marketing.

Recommendation 1-2: Ensure the BD and marketing teams continue to collaborate and provide input to the ENS staff responsible for market research to better understand markets in the BNI sector. Further, once research is conducted, BD and marketing staff will have a common understanding of ENS's BNI customer segments and can apply these learnings to improve the marketing and outreach strategies for specific segments.

4.2. Outreach

Conclusion 2: Results show that the BD team has been proactive in identifying underserved verticals and organizing to better serve those verticals. For instance, the BD team drove more projects in new construction, fisheries, national accounts, and schools after it reorganized to better serve these markets.

Recommendation 2-1: BDMs should continue to assess their outreach efforts and work with the marketing team to increase service to any underserved markets. Specifically, the BD team could work with ENS staff responsible for market research to assess whether businesses that are too large to qualify for the SBES program component, but too small for the Retrofit service, are an under-served market. Also the BD team and other ENS departments could continue to proactively assess the evolving BNI market to identify other underserved market segments. If possible, ENS should dedicate staff to these segments to generate leads and help instigate energy efficiency projects, since this approach has proven successful in the past. Finally, the BD team should work with the marketing team to develop strategies and materials to reach under-served markets.

Conclusion 3: The ETN is relatively new to ENS and the benefits of membership in the ETN are not yet well known and understood by BNI consultants. BDMs can benefit from a larger pool of high-quality partners who help promote ENS's program components and collaborate on energy-efficiency projects.

Recommendation 3-1: The BD team should use any market intelligence they gain, while working directly with consultants, to inform ETN staff about the education and training topics and strategies the consultant community would find most useful. For example, if the BD team can help the ETN staff identify new technologies useful to some verticals, the ETN staff could host/support training about that technology. Or, the BD team may find out about specific learning modalities, such as face-to-face sessions and distance learning events like webinars and online sessions, that consultants prefer.

4.3. Salesforce Process

Conclusion 4: Results indicate that the BD team has a well-developed and effective process for selling efficiency to their vertical segments. Their existing processes will only be enhanced with the implementation of the new DDSM system in 2018. The new DDSM will help the BD team and program staff better track projects from initial leads through the implementation phase. In addition to improvements in project tracking noted by respondents, this system has the potential to hone BDM's outreach.

Recommendation 4-1: Embrace the new DDSM and think creatively about what improvements to existing processes the system can provide. For instance, customer relationship management data collected by the new DDSM system, such as communications with consultants and potential participants, will help better target outreach efforts; it will allow BDMs to more systematically track their communications with potential leads and prioritize follow-up efforts with potential participants.

Appendix A. Business Development Manager In-Depth Interview Guide

A.1. Introduction

Thanks for taking the time to talk today. I work for Research Into Action and we have been asked by Efficiency Nova Scotia (ENS) to evaluate the Business Development team's practices and procedures. As part of that, we are interviewing Business Development staff such as yourself so we can make sure we understand the existing policies and procedures.

Our talk will take about 30 to 60 minutes.

I'd like to audio record this interview so I can refer to it later to ensure the accuracy of my notes. We will use the recording internally at Research Into Action; we will not provide it to Efficiency Nova Scotia. Is it OK for me to record the interview?

If you want to refer me to specific documents to answer any of my questions, that's great – I'm happy to look things up if I know where to get the information.

Do you have any questions before we get started?

A.2. Roles and Responsibilities

- Q1. Let's start with a bit about you. Can you please tell me your title and briefly describe your role and responsibilities at ENS? How do your responsibilities vary by program?
- Q2. Have your job title or Business Development responsibilities changed in the last year? If so, how?
- Q3. [ASK IF BD RESPONDENT = BD/CS LEAD] What changes have there been in Business Development team staffing in the last year?
- Q4. [ASK IF BD RESPONDENT = BD/CS LEAD] Are there any other changes in staffing, responsibilities, or reporting structure planned for the near future? If so, what are they?
- Q5. [ASK IF BD RESPONDENT = BD/CS LEAD] Do you think the BD team's current structure effectively covers all BNI customer segments? Why do you say that?
- Q6. Do you have any guidelines or other documents that describe how BDMs work with other ENS teams, service providers/consultants/specialists, and customers? *[If so] What is that document? [PROBES: a) Does it provide an adequate overview of your key responsibilities? b) Do you follow these guidelines? If no: Why not?]*

A.3. BDM Collaboration with Other ENS Staff

A.3.1. Program Staff

Next I'd like to ask you about your collaboration with program staff, including program managers, coordinators, and supervisors.

- Q7. Please describe how you work with program staff on specific projects, from the time a project lead comes in to ENS until the time the project is completed. What information do you share with program staff at each phase of a project, and vice versa? How is that information communicated? *[Probes: a) Do you work with program staff on a regular basis? b) What form does your collaboration with program staff take (e.g., do you meet with the programs team on a regular basis, meet with individual program staff on a regular basis, email individual staff on a daily basis, and/or coordinate in another manner)? c) Who at ENS serves as the customer's primary contact? Does that change during the course of the project?]*
- Q8. What could improve collaboration between BDMs and program staff? *[Probes: a) Is there any additional support program staff could provide to make it easier for you to reach and persuade customers to pursue efficient projects. b) What, if anything, could be done to better support customers throughout a project?]*

A.3.2. BNI Marketing Team, Energy Solutions Advisors, Onsite Energy Managers

Now let's talk about your collaboration with other staff at ENS, starting with the business, non-profit, and institutional, or BNI, marketing team.

- Q9. Do you work with ENS's BNI marketing team on a regular basis? How so? *[Probes: What form does your collaboration with the BNI marketing team take? Please describe how you work with BNI marketing staff on specific projects, starting with the time a project lead comes in to ENS?]*
- Q10. What, if anything, could improve the collaboration between BDMs and the BNI marketing team? *[If needed: Is there any additional support the marketing team could provide to make it easier for you to reach and convince customers to do efficient projects? Is there anything you could do to provide additional support to the marketing team?]*
- Q11. How do you collaborate with Energy Solutions Advisors, or ESAs? *[Probes: How you work with ESAs on specific projects, starting with the time a project lead comes in to ENS? What information do you share with ESAs, and vice versa? How is that information communicated?]*
- Q12. What, if anything, could improve the collaboration between BDMs and ESAs?
- Q13. How do you collaborate with Onsite Energy Managers, or OEMs? *[Probes: How you work with OEMs on specific projects, starting with the time a project lead comes in to ENS? What information do you share with OEMs, and vice versa? How is that information communicated?]*
- Q14. What, if anything, could improve the collaboration between BDMs and OEMs?

A.4. Service Providers/Consultants/Specialists

Now I'd like to learn about your collaboration with service providers, consultants, and specialists.

Q15. Please describe how you work with consultants/service providers/specialists on projects.

[If not addressed in Q15:]

- a. How often do service providers/consultants/specialists come to you with project opportunities?
- b. How often do you contact service providers/consultants/specialists to ask about project opportunities?
- c. In which customer segments do you work collaboratively with service providers/consultants/specialists to promote efficient projects?
- d. What roles and responsibilities do you take on? What roles and responsibilities do the service providers/consultants/specialists take on?
- e. After the initial contact, how do you follow-up and stay in touch with partners about projects (e.g., do you both meet in person with the client, email, and/or coordinate in another manner)?
- f. Do you think this communication is sufficient to keep you informed about a project's status? Why or why not?
- g. What could you or others do to improve your communication with service providers/consultants/specialists to help you stay better informed about the status of projects and project opportunities?

Q16. Is there any difference in how you work with Efficiency Trade Network (ETN) partners and partners who are not part of the ETN?

Q17. What, if anything, could improve the collaboration between BDMs and these project partners? *[If needed: Is there information trade allies could provide that would make it easier for you to reach and persuade customers to pursue efficient projects?]*

A.5. Outreach to Customers

Q18. How many customers do you have in [INSERT VERTICAL MARKET SEGMENT]?

Q19. What program's customers do you typically work with? About what percentage of the time do you spend with customers of each program? *[If needed? Custom, SBES, BER, any others?]*

Q20. About what percentage of the time do you spend conducting outreach to customers to bring more customers and projects into the program versus project management (reviewing Custom applications, visiting Custom participants on-site, etc.)?

Q21. How do you typically learn of new project opportunities? *[If needed: Do customers come to you with a project in mind? Do consultants or service providers contact you? Does it depend on the program?]*

Q22. How do you follow-up and stay in touch with customers?

- Q23. How do you prioritize your outreach efforts and project management? *[If needed: Do you think this approach is effective in reaching all customer segments? Are any segments underserved?]*
- Q24. How do you think your outreach priorities compare to the BNI marketing team's priorities and activities? *[Probe: Do they overlap one another? Complement one another? Are they ever at odds with one another?]*
- Q25. Do you typically have one key contact at each customer's organization, or do you work with more than one individual? How does this vary for local versus international organizations?
- Q26. Is/are the key contact/s typically in decision-making positions? Do you have difficulty identifying key decision makers at customer organizations? *[If so]* What do you do to identify the key decision makers when this happens?
- Q27. What additional support do you think would help you more effectively promote ENS's programs to customers? How does this vary for local versus international organizations?

A.6. Customer Satisfaction

- Q28. Please think now about your interactions with customers. Are there aspects of working with ENS that customers have told you they appreciate, other than the rebates ENS provides? What are those services?
- Q29. How, if at all, can ENS improve a customer's experience with ENS? *[If needed: use list below to probe about specific project phases]*
- a. Internal project review
 - b. Project approval
 - c. Providing technical assistance
 - d. Scheduling inspections
 - e. Processing rebate payments
 - f. Communications between ENS and customer throughout experience
 - g. Reporting turn-around times to improve customers' experiences

A.7. Data Management

- Q30. I understand ENS has a relatively new data management system. How, if at all, has the new system affected how you communicate and work with other ENS staff, trade allies, and customers?

A.8. Successes, Challenges, and Opportunities

To wrap-up I have a few general questions for you.

- Q31. What do you see as the BD team's key successes over the last year or two? *[If needed]* Can you think of any measurements or stories that show some of the team's successes?
- Q32. What key challenges do you think the BD team faces over the next year or two?

Q33. Is there anything else about the BD work that we have not discussed that you would like to mention?

Those are all the questions I have for you.

Thanks for your time.

Appendix B. ENS Staff In-Depth Interview Guide

B.1. Introduction

Thanks for taking the time to talk today. I work for Research Into Action and we have been asked by Efficiency Nova Scotia (ENS) to evaluate the Business Development team's practices and procedures. As part of that, we are interviewing ENS staff such as yourself so we can make sure we understand the role of the Business Development team and how they work with other ENS staff.

Our talk will take about 20 to 30 minutes.

I'd like to audio record this interview so I can refer to it later to ensure the accuracy of my notes. We will use the recording internally at Research Into Action; we will not provide it to Efficiency Nova Scotia. Is it OK for me to record the interview?

If you want to refer me to specific documents to answer any of my questions, that's great – I'm happy to look things up if I know where to get the information.

Do you have any questions before we get started?

B.2. [ASK ALL] Roles and Responsibilities

Q1. Let's start with a bit about you. Can you please tell me your title and briefly describe your role and responsibilities at ENS?

Q2. Have your job title or responsibilities changed in the last year? If so, how?

[PROGRAM STAFF ONLY] Program Staff Collaboration with BDMs

Q3. What role do BDMs play in outreach for your program?

Q4. Please describe how you work with Business Development Managers (BDMs) on specific projects, from the time you first learn about a project until the time the project is completed. What information do you share with BDMs at each phase of a project, and vice versa? How is that information communicated? *[If needed, refer to project phases below. Additional probes: a) What form does your collaboration with BDMs take (e.g., do you meet with the BD team on a regular basis, meet with individual BDMs on a regular basis, regularly email individual BDMs, and/or coordinate in another manner)? b) how frequently do you communicate with BDMs? c) Who at ENS serves as the customer's primary contact? Does that change during the course of a project?]*

[Project phases:

- › Internal project review
- › Project approval
- › Providing technical assistance

- › Scheduling inspections
 - › Processing rebate payments
 - › Communications between ENS and customer throughout experience
 - › Reporting turn-around times to improve customers' experiences?]
- Q5. *[If not already answered]* What customer segments does your program aim to reach?
- Q6. Are there particular customer segments that you have found especially challenging to reach and to persuade to do efficiency projects? Have BDMs helped you reach these customers and convert them from nonparticipants to participants? If so, how?
- Q7. Do you ever interact directly with customers? *[If so]* How do you typically interact with them (e.g., phone, email, meetings, etc.)? Are BDMs also involved in these phone calls/emails/meetings? *[If so]* What role do you play, and what role does the BDM play, when you are working directly with customers?
- Q8. What additional support from BDMs could help you more effectively promote your program to customers?
- Q9. What additional support could BDMs provide to help improve participants' experiences with your program? *[Probe for additional support with internal project review and approval, reporting turn-around times.]*
- Q10. Is there anything else you think could help improve your collaboration and communication with BDMs? *[If needed]* This could be additional information or support BDMs provide to program staff, as well as additional information or support program staff provide to BDMs.

B.3. [MARKETING STAFF ONLY] Marketing Staff Collaboration with BDMs

- Q11. Can you please provide a general description of how you and the other BNI marketing staff work with BDMs?
- Q12. How would you define your marketing priorities for the BNI sector? Overall, how well do you think the BD team's priorities align with your marketing priorities? Why do you say that?
- Q13. I understand that each BDM is responsible for one or more specific market sectors. How do BDMs assist in your outreach and marketing to these sectors?
- › Properties/transportation
 - › Government/institutions/First Nations
 - › Hospitality/tourism
 - › Industrial/natural resources

- Q14. [IF NOT APPARENT FROM PREVIOUS QUESTION] Does the extent to which the BDMs work with the marketing team depend on the sector they serve? How so, and why do you think that is?
- Q15. Are there any customer segments you would like to see the BDMs focus more attention on? Which segments? Why do you think these segments warrant more BDM attention? Why do you think the BDMs are not currently focused on them?
- Q16. What additional support from BDMs could help you more effectively market BNI programs to customers?
- Q17. Is there anything else you think could help improve your collaboration and communication with BDMs? *[If needed]* This could be additional information or support BDMs provide to marketing staff, as well as additional information or support marketing staff provide to BDMs.

B.4. [ESA LEAD ONLY] Energy Solutions Advisors' Collaboration with BDMs

- Q18. Can you please provide a general description of how you and the other ESAs work with BDMs?
- Q19. What additional support from BDMs could help you be more effective in your role as an ESA?
- Q20. Is there anything else you think could help improve your collaboration and communication with BDMs? *[If needed]* This could be additional information or support BDMs provide to ESAs, as well as additional information or support ESAs provide to BDMs.

B.5. [ASK ALL] Customer Interactions

- Q21. What feedback, if any, have you heard from customers about their interactions with BDMs?

B.6. [ASK ALL] Successes, challenges, and opportunities

To close I have a few general questions about your coordination with the BD team.

- Q22. What do you see as the BD team's successes over the last year or two? *[If needed]* Can you think of any measurements or stories that show some of the team's successes?
- Q23. What key challenges do you think the BD team faces in the next year or two?
- Q24. Is there anything else about the BD team's work that we have not discussed that you would like to mention?

Those are all the questions I have for you. Thanks for your time.

Appendix C. Retrofit Service Consultant In-Depth Interview Guide

C.1. Introduction

Thanks for taking the time to talk today. I work for Research Into Action, part of the Econoler evaluation team, and we have been asked by Efficiency Nova Scotia, or ENS, to conduct the process evaluation for the Custom - Retrofit program. As part of that, we are talking with people who are involved with the program so we can make sure we understand how it is working.

Our talk will take about 30 minutes.

I'll be audio recording this interview, to insure the accuracy of my note taking. *[If asked whether the audio will be provided to Efficiency Nova Scotia say: We do not identify any respondent in our reporting, and it is research best practices not to provide the audio or notes to Efficiency Nova Scotia, unless legally required to do so.]* Is it ok that I record the interview?

Do you have any questions before we get started?

C.2. Roles and Responsibilities

- Q1. Let's start with a bit about you. Can you please tell me your title and briefly describe your role with your company?
- Q2. What is the principal type of work your firm does? [PROBE: Lighting, HVAC, motors, etc.]
- Q3. How long have you worked with ENS's Custom program?
- Q4. How did you first become aware of the Custom program?
- Q5. I understand you have completed [# of CUSTOM-RETROFIT PROJECTS HERE] in 2017, as of October. Does that sound right? If not, how many have you done?

C.3. Program Outreach and Sales

- Q6. How often do you identify custom retrofit projects using each of the following sources:
 - a. Working with your existing customers (either you propose projects or they call you)?
 - b. Cold calls to potential customers?
 - c. Referrals or leads from ENS' Business Development Managers (BDMs)?
 - d. Some other way? (describe)
- Q7. How often do customers ask you about participating in the Custom program instead of you telling them about it? When customers bring up the program, what do they say interests them or what

do they want to know about it? [if needed: energy savings, electricity cost savings, improvements in production, comfort, etc.]

- Q8. What information or benefits about the Custom program do you emphasize in your sales process? [PROBES: Do you discuss savings, non-energy benefits of participating, etc.?
- Q9. What materials, if any, does your firm use to reach out or inform customers about opportunities with the Custom program? If not mentioned: Do you use any materials from ENS in talking with customers about the program? What do you use and how do you use them?
- Q10. How do you handle a situation where a customer wants one type of custom project – say a lighting project – but you notice other projects – say an HVAC upgrade?

C.4. Program Services

- Q11. In general, a Custom project has five phases. Please describe how you are typically involved in each phase. Let's start with the first phase...

- 1) Confirming eligibility
- 2) Scoping study
- 3) Feasibility study
- 4) Implementation
- 5) Measurement and Verification (M&V)

For each phase, I'd now like to know what is working well and what could use improvement – both for you as the consultant and for your customers.

- Q12. Let's start with the first phase, confirming eligibility for your customers.

- 1) What problems or issues, if any, have you faced?
- 2) What has worked well for you?
- 3) What problems or issues, if any, have your customers faced?
- 4) What has worked well for your customers?

- Q13. How about the scoping study?

- 1) What problems or issues, if any, have you faced?
- 2) What has worked well for you?
- 3) What problems or issues, if any, have your customers faced?
- 4) What has worked well for your customers?

- Q14. How about the feasibility study?

- 1) What problems or issues, if any, have you faced?
- 2) What has worked well for you?
- 3) What problems or issues, if any, have your customers faced?
- 4) What has worked well for your customers?

Q15. How about the implementation (installation) phase?

- 1) What problems or issues, if any, have you faced?
- 2) What has worked well for you?
- 3) What problems or issues, if any, have your customers faced?
- 4) What has worked well for your customers?

Q16. How about the M&V phase?

- 1) What problems or issues, if any, have you faced with M&V procedures?
- 2) What has worked well for you with the existing M&V process?
- 3) What problems or issues, if any, have your customers faced with M&V procedures?
- 4) What has worked well for your customers?
- 5) How satisfied are you with the M&V tools provided by ENS? What makes you satisfied or dissatisfied with the tools? What could be improved? What should not be changed?

Q17. What reasons do customers most often give when they decide to a lesser project? [*Probe if needed: What other reasons (besides money)?*]

Q18. What reasons do customers give when they decide not to go forward and complete a project? Is there a typical phase when developing a project at which customers opt out?

Q19. What approaches or strategies you use that encourage customers to complete a Custom project when they get stopped in the process?

C.5. Support from ENS

Q20. I want to understand more about your working relationship with Efficiency Nova Scotia. How often do you communicate with someone from Efficiency Nova Scotia about the Custom program? For what reasons? How, if at all, could those interactions be improved?

Q21. [If they said they get referrals from BDMs] You mentioned you sometimes get referrals or leads to Custom projects from ENS Business Development Managers (BDMs).

- 1) How does the referral process from BDMs work? Would you suggest any improvements for the referral process?

Q22. Do you (also/ever) work with BDMs during the sales process? [If needed: By sales process I mean when you first interact with the customer and discuss possible project elements] How does working with BDMs affect selling a project to customers? Would you suggest any improvements for coordinating with BDMs during the sales process?

Q23. How about working with a BDM during the project development process – do you do that? [If needed: By project development I mean when you are scoping out project details and doing a feasibility analysis]. How does that work? Would you suggest any improvements for coordinating with BDMs on the project development process?

- Q24. What services or support, if any, have you received from ENS during the installation of Custom projects?
- 1) [Do you also work/Have you worked] with BDMs to get Custom projects installed? What support does the BDM provide?
 - 2) In what ways could BDM support for installing projects be improved?
- Q25. What additional services or support, if any, would you like to see from Efficiency Nova Scotia to help you complete more Custom projects?
- Q26. Are there any additional measures that ENS should make eligible for Custom projects?

C.6. Consultant Satisfaction

- Q27. Has the Custom program helped you get projects you may not have otherwise gotten? How so? [Probe for influence of BDMs]
- Q28. How satisfied have you been with the program in terms of the requirements asked of you? Why?
- Q29. Overall, how satisfied have you been with Efficiency Nova Scotia in terms of providing you with the service and support you need to deliver Custom rebated projects to your customers? What improvements would you like to see in ENS support?

C.7. Successes, Challenges, and Opportunities

- Q30. How, if at all, has the Custom-Retrofit program benefited your firm?
- Q31. How, if at all, has the Custom-Retrofit program created challenges for your firm?
- Q32. Other than increase incentives, what could Efficiency Nova Scotia do to make the Custom - Retrofit program more effective?
- Q33. Is there anything else about the program that we have not discussed that you would like to mention?

Appendix D. Retrofit Service Participant Interview Guide

D.1. Introduction

Thanks for taking the time to talk today. I work for Research Into Action, part of the Econoler evaluation team, and we have been asked by Efficiency Nova Scotia to conduct the process evaluation for the Custom - Retrofit program. As part of that, we are talking with people who are involved with the program so we can make sure we understand how it is working.

Our talk will take about 30 minutes.

I'll be audio recording this interview, to insure the accuracy of my note take. [If asked whether the audio will be provided to Efficiency Nova Scotia say: We do not identify any respondent in our reporting, and it is research best practices not to provide the audio or notes to Efficiency Nova Scotia, unless legally required to do so.] Is it ok that I record the interview?

If you want to refer me to specific documents to answer any of my questions, that's great – I'm happy to look things up if I know where to get the information.

Do you have any questions before we get started?

D.2. Roles and Responsibilities

- Q1. Let's start with a bit about you. Can you please tell me your title and briefly describe your role with your company?
- Q2. What is the principal type of work your firm does? [PROBE: Food service, Industrial, etc.]
- Q3. Approximately how many square feet is your facility? [If needed: I am just looking for a rough way to understand the size of facilities that participate in the custom program].

D.3. Program Outreach

- Q4. How did you learn about the Custom program? [If needed: Was it through a consultant, experience with ENS programs, seeing ads, or experience with a Business Development Manager?]
- Q5. [If Q4 = Through a consultant] Was this a consultant you had worked with previously?
- Q6. What was your motivation to complete the Custom project [Measures included _____, _____, and _____]? Were you primarily interested in saving energy long-term, fixing a problem such as poor ventilation, meeting corporate energy saving goals, something else?

- Q7. When you were preparing to start this project, did you have an idea of how extensive it would be? For example, you may have started out wanting to do a lighting project and then opted to complete other measures such as HVAC.

D.4. Program Services

In general, there are five key phases of a Custom project. They are....

- 1) Confirming eligibility
 - 2) Scoping study
 - 3) Feasibility study
 - 4) Implementation
 - 5) Approval (including any verification of savings) and receiving your incentive
- Q8. What problems or issues, if any did you or your firm face with each phase? Let's start with the first phase...
- 1) Confirming eligibility
 - 2) Scoping study
 - 3) Feasibility study
 - 4) Implementation
 - 5) Approval (including any verification of savings) and receiving your incentive
- Q9. What worked well for you, if anything, during each phase? Let's start with the first phase...
- 1) Confirming eligibility
 - 2) Scoping study
 - 3) Feasibility study
 - 4) Implementation
 - 5) Approval (including any verification of savings) and receiving your incentive
- Q10. What suggestions, if any, do you have for improving each phase?
- 1) Confirming eligibility
 - 2) Scoping study
 - 3) Feasibility study
 - 4) Implementation
 - 5) Approval (including any verification of savings) and receiving your incentive

D.5. Support from Consultant

- Q11. How often did you communicate with your consultant about your participation in the Custom program?
- Q12. What did you communicate with your consultant about?
- Q13. Was there one phase of the project where you interacted with your consultant more often than the others? Which phase was that and why was there more interactions?

- Q14. Was there any service or support you would have liked to see from your consultant that you did not receive? What support was needed?
- Q15. Overall, how satisfied were you with the following aspects of your consultant?
- 1) The service you received throughout the process
 - 2) [IF APPLICABLE] The information you received about the installed products
 - 3) [IF APPLICABLE] The quality of the final installation
- Q16. Did the consultant identify additional energy saving projects than what you initially intended to complete? For example, perhaps you intended to upgrade some motors and when providing the bid, the consultant suggested upgrading lighting, or some other device. If so, did you undertake the additional work the consultant suggested? Why?

D.6. Support from ENS

- Q17. How often, if at all, did you communicate with someone from Efficiency Nova Scotia about your participation in the Custom program?
- Q18. How often, if at all, do you work with ENS Business Development Managers (BDMS)? [If needed: A BDM assists clients by identifying areas of energy efficiency opportunities and helps the client navigate the process with ENS programs, services and rebates]
- Q19. [IF they work with BDMS] What do you typically work on with the BDMS?
- Q20. [IF they work with BDMS] Do you ever work with BDMS and consultant to discuss technical aspects of a project you are interested in? How does that typically occur?
- Q21. [IF they work with BDMS] Overall, how satisfied are you with your interactions with BDMS? Is there any service or assistance that you would like to see BDMS offer firms such as yours? What are those services and why would they be helpful?
- Q22. [If communicated with ENS] What did you communicate with ENS about staff and were you able to get your questions answered well and in a timely manner?
- Q23. What service or support, if any, did you receive from ENS to help you complete your project?
- Q24. What service or support, if any, would you like to see from Efficiency Nova Scotia to help you complete Custom projects in the future? Why?
- Q25. Are there certain measures or services ENS should provide for Custom projects that are not currently supported?
- Q26. Overall, how satisfied have you been with Efficiency Nova Scotia in terms of providing you with the service and support you needed to complete your Custom project? Why?

D.7. Opportunities, Successes, and Challenges

- Q27. Do you have any plans to do additional Custom program projects in the coming year or two? If so, what projects are you considering and why are you considering the projects?
- Q28. Are there other potential Custom program projects you would like to do in the coming year or two but don't have the time money or other resources to do? What are those projects and what are the specific barriers to doing those?

Before we end this call, I have just a couple overarching questions about your participation.

- Q29. How, if at all, has your participation in the Custom-Retrofit program been a success for your firm?
- Q30. How, if at all, has your participation in the Custom-Retrofit program been a challenge for your firm?
- Q31. Other than increased incentives, what could Efficiency Nova Scotia do to make the Custom Retrofit program more effective, if anything?
- Q32. Is there anything else about the program that we have not discussed that you feel should be mentioned?

Appendix E. Business Energy Rebates

Participant Interview Guide

E.1. Introduction

Thanks for taking the time to talk today. I work for Research Into Action, and we have been asked by Efficiency Nova Scotia (ENS) to review the Business Development portion of their work. As part of that, we are talking with people who have worked with ENS's Business Development team members so we can make sure we understand how the Business Development team is working with customers such as yourself.

Our talk will take about 15-20 minutes.

I'll be audio recording this interview to insure the accuracy of my notes. [If asked whether the audio will be provided to ENS say: We do not identify any respondent in our reporting, and it is research best practices not to provide the audio or notes to ENS, unless legally required to do so.] Is it ok that I record the interview?

Do you have any questions before we get started?

E.2. Roles and Responsibilities

- Q1. Let's start with a bit about you. Can you please tell me your title and briefly describe your role with your company?
- Q2. What is the principal type of work your firm does? [*PROBE: Food service, Industrial, etc.*]
- Q3. Approximately how many square feet is your facility? [*If needed: I am just looking for a rough way to understand the size of facilities that participate in the Business Energy Rebates program.*]

E.3. Program Outreach

- Q4. How did you learn about the Business Energy Rebates (BER) program that provided your incentives? [*If needed: Was it through a consultant, experience with ENS programs, seeing ads, or experience with a Business Development Manager (BDM)?*]
- Q5. [*If Q4 = through a BDM*] Was this a BDM you had worked with previously?
- Q6. What was your motivation to complete the BER project [*Measures included _____, _____, and _____?*] Were you primarily interested in saving energy long-term, fixing a problem such as poor ventilation, meeting corporate energy saving goals, something else?

E.4. Support from ENS

- Q7. How often, if at all, did you communicate with someone from ENS about your participation in the BER program? Who did you communicate with?
- Q8. How often, if at all, do you work with ENS BDMs (BDMS)? *[If needed: A BDM assists clients by identifying energy efficiency opportunities and helps the client navigate the process with ENS programs, services and rebates.]*
- Q9. *[If they work with BDMs]* What do you typically work on with the BDMs?
- Q10. *[If they work with BDMs]* Do you ever work with BDMs and consultant to discuss technical aspects of a project you are interested in? How does that typically occur?
- Q11. *[If they work with BDMs]* Overall, how satisfied are you with your interactions with BDMs? Is there any service or assistance that you would like to see BDMS offer firms such as yours? What are those services and why would they be helpful?
- Q12. *[If communicated with ENS]* What did you communicate with ENS staff about? Were you able to get your questions answered well and in a timely manner?
- Q13. What service or support, if any, did you receive from ENS to help you complete your energy saving project?
- Q14. What service or support, if any, would you like to see from ENS to help you complete energy saving projects in the future? Why?
- Q15. Are there certain measures or services ENS should provide for BER projects that are not currently supported?
- Q16. Overall, how satisfied have you been with ENS in terms of providing you with the service and support you needed to complete your project that received BER incentives? Why?

E.5. Service Provider Support

- Q17. Did you work with a service provider when completing the project that received BER incentives?
- Q18. How did you work with your service provider? Did the service provider complete the BER paperwork? Did the service provider interact directly with ENS staff?
- Q19. Overall, how satisfied were you with the following aspects of your service provider?
- 1) The service you received throughout the process
 - 2) *[IF APPLICABLE]* The information you received about the installed products
 - 3) *[IF APPLICABLE]* The quality of the final installation
- Q20. Did the service provider identify additional energy saving projects, other than those you initially intended to complete? For example, perhaps you intended to upgrade some motors and when providing the bid, the consultant suggested upgrading lighting, or some other device. If so, did you undertake the additional work the consultant suggested? Why?

E.5.1. Opportunities, Successes, and Challenges

Q21. Do you have plans to do any additional projects with ENS support in the coming year or two? If so, what projects are you considering and why are you considering the projects?

Before we end this call, I have just a couple overarching questions about your participation.

Q22. How, if at all, has your participation in the BER program been a success for your firm?

Q23. How, if at all, has your participation in the BER program been a challenge for your firm?

Q24. Other than increased incentives, what, if anything, could your Business Development Manager (BDM) do to make the BER program more effective?

Q25. Is there anything that we haven't already discussed that you would like to mention?

Thank you very much for your time.

Final Report

Practices and Procedures Evaluation Volume 3: Training and Development

January 15, 2018

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1. Introduction

1.1. Training and Development Overview

Based upon Research Into Action's review of Training and Development (T&D) materials and conversations with Human Resources (HR) staff, Efficiency Nova Scotia (ENS) strives for a "high performance, high engagement" culture in which employees are current in their knowledge, skills, and capabilities, and are well prepared for future challenges. To foster this culture, ENS actively encourages staff to take advantage of T&D opportunities, and develops an appropriate annual T&D budget to support these opportunities.

Since the establishment of Efficiency Nova Scotia Corporation (now Efficiency Nova Scotia, or ENS), employees have participated in a wide variety of T&D opportunities. Many have pursued technical training for specific job-related technologies or software, attended industry conferences, or participated in job cross-training;¹ these training opportunities directly apply to the employees' work at ENS. Other employees have pursued broader enrichment opportunities that they can use at ENS as well as in other aspects of their lives, such as a French language and wellness classes.

The T&D process at ENS calls for employees and their managers to work together to develop, at the beginning of each year, annual T&D plans. Human Resources (HR) staff at ENS, who track and manage the T&D budget and approve all employee requests for training and conferences, review each employee's T&D plan and grant final approval. The process then calls for employees to work with their managers throughout the year to ensure that they are on track with their T&D plans.

To gauge employee engagement, ENS retains a research firm to conduct an employee survey each year which asks, among other questions, how well ENS is meeting staff T&D needs and career aspirations. Results of this survey in 2017 show that ENS has an overall employee engagement rating of 90.3%, which the research firm describes as "what could be considered a 'Best in Class' standard for employee engagement research." In 2017, 89% of staff who responded to the survey felt they were given a fair opportunity to pursue training associated with their job (compared to an average of 69% according to the research firm's database), and 71% believed their career aspirations could be achieved at ENS.

1.2. Research Objectives and Report Organization

Given the high value of employee engagement at ENS, and ENS's commitment to ensuring a robust T&D culture, ENS engaged Research Into Action to work with them to conduct evaluation research to address the following overarching questions regarding T&D activities:

- › How effectively do the T&D practices and procedures prepare staff to meet current and future ENS business challenges and opportunities?

¹ Cross-training is defined as training employees to do tasks outside of their specific job as a way to teach them other skills and make them better-rounded. See: Marks, M. A., et. al. (2002).

- › How effectively do T&D practices and procedures contribute to staff achieving their career aspirations?
- › How can ENS use best practices to improve its T&D program?

Chapter 2 of this report describes the multi-pronged methodology we used for this evaluation. Chapter 3 presents findings from the best practices research we conducted outside of ENS, and Chapter 4 presents findings from the research we conducted with ENS employees. Chapter 5 provides our conclusions and recommendations based on the evaluation's findings. A list of the documents we reviewed for this evaluation, along with the interview guides we used to conduct the research, are included in the appendices.

2. Methods

Research Into Action conducted these tasks for this evaluation:

- › Best practices research including:
 - An in-depth literature review of best T&D practices
 - Interviews with representatives from Canadian organizations known for their T&D best practices
- › Interviews with ENS staff

The following sections describe our approach to these tasks.

2.1. Best Practices Research

2.1.1. Literature Review

To initiate the evaluation, Research Into Action conducted a literature review of best T&D practices for “knowledge workers” in business settings.² We sought to document the T&D practices and procedures that are currently considered most effective in helping employees stay up-to-date in their jobs, prepare for the future, and realize their career aspirations.

To gain the broadest and most up-to-date view possible from well-respected sources, we explored large data reports, meta-analyses,³ and other documents, including those from:

- › Gallop Inc.
- › Pew Research Center
- › Harvard Business Review
- › The Society for Human Resource Management (SHRM)
- › Google Scholar

A relevant meta-analysis known as the “Gallop Q¹² Employee Engagement Survey”⁴ found 12 factors that predict employee engagement *and* that employee engagement strongly predicts key organizational outcomes, such as productivity, quality, turnover, absenteeism, profitability, and safety. Because ENS puts

² The term “knowledge worker” was coined by Drucker, P. (1989). Knowledge worker may be defined as: “...workers whose main capital is knowledge.” Examples include architects, engineers, scientists, design thinkers, software engineers, lawyers, physicians, and other white-collar workers whose line of work emphasizes non-routine problem solving and requires creative thinking. See also Collins & Smith (2006).

³ A meta-analysis is “a research study that combines and analyzes statistics gathered from multiple independent studies,” where, on their own, the individual studies may contain small sample sizes or idiosyncrasies that could distort interpretation of the results. See: Collins (2018).

⁴ Harter, J. K., et. al. (2013).

high employee engagement at the heart of its organizational culture, we frequently cite this data source in our findings in Section 3.

Several of the data sources listed above directed us to additional relevant materials about T&D best practices. A complete list of the data sources we reviewed and used in our analysis is provided in Appendix A. We summarize findings regarding the best T&D practices in Section 3 of this report.

2.1.2. Best-Practice Interviews with Other Organizations

To build on the literature review findings, and to better understand how theory is applied to real-life organizations, Research Into Action talked with three organizations that were recently recognized in Canada for having outstanding T&D opportunities for their employees. We used Canada's Top 100 Employers for 2018 to compile a list of organizations that received an A or A+ rating for their T&D activities and that employ mostly knowledge workers.⁵ Of the 16 organizations that met these criteria, our priority was to talk with smaller organizations, like ENS, because they would likely have similar resources available for T&D. For the purposes of this evaluation, we characterized small organizations as those with fewer than 500 employees.⁶ Table 1 shows the prioritization approach for the 16 organizations.

Table 1. Prioritization Scheme for Interviews with Other Organizations

Priority	Organization Characteristics	Number of Organizations with these Characteristics
1	• A or A+ T&D rating • Primarily knowledge workers • < 500 Canadian employees	4
2	• A or A+ T&D rating • Primarily knowledge workers • 500 to 2,000 Canadian employees	11
3	• A or A+ T&D rating • Industry related to ENS, largely knowledge workers • > 2,000 Canadian employees	1

Research Into Action completed interviews with three of the four “priority 1” organizations in late-December 2017 and early-January 2018. In each case, we spoke with staff who are responsible for, and knowledgeable about, T&D at their respective organizations. During the interviews, we asked respondents about their organization's T&D philosophy, approaches, and areas for improvement. We also asked for their feedback about the T&D best practices we identified through the literature review. The telephone interviews ranged from 25 to 55 minutes.

⁵ Mediacorp Canada, Inc. (2017).

⁶ At approximately 100 employees, ENS has fewer staff than the four small “Top 100” organizations we examined (these organizations ranged in size from roughly 240 to 500 employees). While these four organizations may be able to allocate more resources to T&D than can ENS due to their larger size, they nonetheless are the most similar to ENS of the organizations on the “Top 100” list.

The document we used to guide our discussions with other organizations about T&D best practices is presented in Appendix B.

2.2. ENS Staff Interviews

Research Into Action interviewed ENS employees to gather information about current T&D practices and procedures, T&D best practices (based on findings from the literature review) already in place at ENS, and opportunities to enhance T&D practices and procedures. We worked with ENS evaluation staff to develop a sample of employees that approximated the total employee pool at ENS in terms of age (grouped by generation—Generation Z, Millennial, Xennial, Generation X, or Younger Boomer), level (entry level, middle, or senior), and function (corporate or program).⁷ We also wanted to ensure that Millennials comprised a good portion of the sample, regardless of their level or function, since this group will make up a good portion of the ENS workforce in the future. Table 2, Table 3, and Table 4 show that the final sample of eight employees roughly mirrors ENS’s total employee pool for the selected criteria.⁸

Table 2. Generation of All ENS Staff and of Interviewed Employees

	Generation Z	Millennial	Xennial	Generation X	Younger Boomer
ENS Staff (n=95)	4% (n=4)	37% (n=35)	25% (n=24)	25% (n=24)	8% (n=8)
Interviewed Employees (n=8)	0% (n=0)	38% (n=3)	25% (n=2)	25% (n=2)	13% (n=1)

Table 3. Level of All ENS Staff and of Interviewed Employees

	Co-op	Entry	Middle	Senior
ENS Staff (n=95)	1% (n=1)	69% (n=66)	22% (n=21)	7% (n=7)
Interviewed Employees (n=8)	0% (n=0)	63% (n=5)	25% (n=2)	13% (n=1)

⁷ ENS had 95 active employees when we conducted this research in October, 2017. The 95 active employees include 73 employees engaged in demand-side management activities, 16 employees engaged in Province of Nova Scotia activities, and 6 On-Site Energy Managers.

⁸ Nonetheless, due to the very small sample sizes, the interview responses are not necessarily statistically representative of any of these groups. Interviewing enough employees to obtain statistically representative samples would have necessitated a greater budget than was available for this research.

Table 4. Function of All ENS staff and of Interviewed Employees

	Corporate	Program
ENS Staff (n=95)	53% (n=50)	47% (n=45)
Interviewed Employees (n=8)	63% (n=5)	38% (n=3)

We worked with ENS evaluation staff to schedule one-hour telephone interviews in November 2017. Interview topics included: staff experience developing their T&D plans; T&D activities pursued and desired; the ENS working environment as it relates to T&D; and the effectiveness of T&D in enabling staff to realize their career aspirations and to ready the organization to meet future industry challenges.

Given the number of respondents and in-depth nature of our interviews, our analysis is qualitative. While we asked specific questions, responses were open-ended and often organic. Thus, our reporting focuses on overall themes and insights, while at the same time providing a sense of the proportion of respondents who weighed in on each topic (e.g., “all,” “most,” “one-half,” or “a few”).

The ENS staff interview guide is presented in Appendix C.

3. T&D Best Practices

This chapter describes T&D best practices based on our in-depth literature review and the interviews we conducted with representatives of organizations recognized for their outstanding T&D programs. It is organized by the eight best practice themes we identified through our research:

1. Support big picture thinking
2. Communicate clearly and frequently
3. Demonstrate respect for all employees
4. Provide ample T&D opportunities
5. Use individualized T&D plans
6. Consider modalities when selecting T&D activities
7. Conduct post-participation assessments of T&D activities
8. Train for leadership

Please note that many of these best practices apply not just to T&D practices, but to the broader ENS value of fostering strong employee engagement. We have briefly mentioned these connections where they are relevant to the narrative.

3.1. Support Big Picture Thinking

The literature shows that T&D has the greatest impact when an employee, with guidance from their manager, develops their T&D plan with these three factors in mind: the organizational mission and overarching goals, a broad view of the industry, and the employee's longer-term career goals. To ensure such impactful plans, the organization needs to proactively keep employees abreast of the organization's mission and vision and to regularly communicate anticipated industry changes to employees. The literature also points out that employees who are aware of and understand the organization's mission feel a sense of purpose and meaning within the organization, which in turn fosters employee engagement.⁹

One respondent from a leading T&D organization said they operationalize big picture thinking through communicating the organization's mission/vision at large company meetings, retreats, and smaller group meetings. In addition, respondents said that employee attendance at conferences helps employees gain a broader perspective of the industry because they learn about the work others in their field are doing and the directions that other similar organizations are pursuing.

"Futuring," a more recent concept in business and organizational development, is another big picture activity. It is a process where managers consider the future of the organization and the industry to inform

⁹ Harter, J. K., et. al. (2013).

current decisions, encompassing organizational structure, business development, and T&D. Best practice for futuring is to consider how employees at all levels will adapt to and meet possible future challenges and predicted changes, and to develop employees' T&D plans based on these considerations.^{10,11, 12}

As part of futuring, management may also consider skills obsolescence when guiding the development of employees' T&D plans.¹³ To avoid skills obsolescence, organizations need to keep employee skills up-to-date, so that they can be effective in their current and future work. For example, as technology changes, the organization needs to enable employees to learn new systems or new software.

To operationalize futuring, management may develop forecasts about possible scenarios the organization could encounter, plan for how challenges associated with these scenarios will be met, and consider what T&D employees need to best prepare them for these potential conditions. Best practice indicates the strongest results come from continual improvement approaches—for example, yearly training on new advances in data analytics—as opposed to one-time large changes.

3.2. Communicate Clearly and Frequently

Clear and frequent communication between managers and their staff is recurrently cited in the literature as T&D best practice and is a key component of T&D at top organizations. Our best practice research found that T&D planning is most effective when T&D planning guidelines are accessible and clear to employees. Once the T&D plan is developed, interviewees from top organizations informed us that each employee's T&D plan is always available for them to refer to. In addition, the Gallop meta-analysis found that employee knowledge of what is expected of them at work is a strong predictor of employee engagement.¹⁴ In practice, this means that managers should ensure that staff know where and how to access their T&D plans, and that the activities in the plan are clearly delineated.

Literature about organizations that provide job “previews” to potential employees also illustrates the importance of clear communication.^{15,16} Specifically, research shows that providing realistic previews to potential employees before they are hired, including the especially difficult and unpleasant aspects of a job, reduces job turnover and increases work satisfaction among employees who accepted a position. The literature suggests that realistic job previews lead new employees to consider how they might deal with future challenges before the challenges actually arise. Thus, employees are prepared to draw on their planned coping mechanisms when they encounter challenges.

Our literature review also found that frequent communication between staff and their manager enhances the efficacy of T&D. The top organizations we spoke to highlighted the importance of frequent communication about T&D. They explained that they hold regular meetings where staff can update their manager about new and desired training opportunities, and ask managers questions and voice concerns about T&D planning and implementation. Of equal importance, frequent communication provides the

¹⁰ Millett, S. M. (2006).

¹¹ Wilkinson, A., & Kupers, R. (2013).

¹² Ballard, D. W. (2017).

¹³ Eggers, W. D., et. al. (2012).

¹⁴ Harter, J. K., Schmidt, et. al. (2013).

¹⁵ Phillips, J. M. (1998).

¹⁶ Heath, C., & Heath, D. (2013).

opportunity for the manager to better understand the staff member's career goals and any gaps in skill or knowledge that may need to be addressed.¹⁷

Regular communication helps to ensure that staff issues are addressed promptly and that employees feel valued and included, factors that strongly predict employee engagement.¹⁸ The literature indicates that Millennials desire frequent communication with their managers,¹⁹ and Gallop's research found that Millennials, in particular, are more likely to be engaged when their manager holds regular meetings with them.²⁰ One organization indicated that they hold T&D-related meetings at least every six months, and sometimes more frequently.

3.3. Demonstrate Respect for All Employees

A large body of research shows that feeling respected is a large predictor of employee engagement and, consequently, of productivity.^{21,22,23,24} For T&D, demonstrating respect for employees means learning about an employee's career goals and taking those goals into account when developing their T&D plan. Showing respect also includes learning about the T&D opportunities employees would like to pursue and understanding what they hope to accomplish by engaging in those activities. Managers also show respect when they make working with staff on their T&D plans, and associated career goals, a priority. This involves scheduling meetings with employees specifically to discuss T&D and career planning, and allotting sufficient time for these discussions.

3.4. Provide Ample T&D Opportunities

"Two managers are talking about training their employees. One says, 'What if we spend all this money to train them, and they just leave?' The second responds, 'What if we don't train them, and they stay?'"

Although the origins of the above quip are unknown, its use is ubiquitous in business and management circles for good reason: the saying highlights the common pitfall of focusing on retention at the expense of employee development. The literature suggests that developing employees, while acknowledging they may leave, benefits organizations more than retaining undertrained and less competitive staff. The literature shows that T&D leads to less turnover and greater retention,²⁵ and that training and the opportunity to develop one's career is especially important to Millennial employees.²⁶

¹⁷ Durkin, D. (2016).

¹⁸ Harter, J. K., Schmidt, et. al. (2013).

¹⁹ The Center for Generational Kinetics. (2015).

²⁰ Gallop Inc.

²¹ Porath, C. & Conant, D.R. (2016).

²² Harter, J. K., et. al. (2013).

²³ Kompaso, S. M., & Sridevi, M. S. (2010).

²⁴ Sorenson, S. (2013).

²⁵ Kampkötter, P., & Marggraf, K. (2015).

²⁶ Bresman, H. (2015).

T&D can also happen by teaching others. One of the interviewees from another organization explained that their organization operationalizes this concept by having employees present the information they glean from training opportunities and conferences at team lunch-and-learns. Preparing and presenting newly-learned materials to colleagues not only reinforces the attendee's own understanding of the information, but also provides the rest of their team with an additional T&D opportunity.

3.5. Use Individualized T&D Plans

Best practices literature indicates that T&D is most effective when it is employee-driven.^{27,28} In practice, employee-driven T&D planning means that employees are empowered to select the T&D opportunities they would like to pursue including, but not limited to, in-house training, day-long workshops, and conferences. Organizations commonly support employee-driven T&D by allocating managers' time to work with employees on developing and implementing T&D plans, granting employees time to participate in T&D activities, and covering some or all of the cost of the T&D activities.

Employee-driven T&D plans are inherently individualized. The literature and our interviews with top organizations both identified individualized plans as the best approach to planning T&D activities.^{29,30} Since staff have varying skills, knowledge levels, and career goals, the most appropriate activities to enhance skills, fill knowledge gaps, and propel careers in desired directions, will necessarily vary from individual to individual.

One data source stated that effective T&D plans often incorporate opportunities for employees to highlight their skills. As one top organization suggested, T&D activities can include staff taking a skills inventory to determine who might be best suited for particular assignments, and communicating with them about the assignment. They can also involve talking with employees about the tasks they believe will best utilize their skills and making assignments based on those discussions. Findings from our interviews and the literature review show that employees who are given the opportunity to use their skills have a greater sense of autonomy and competence, are more engaged and productive,³¹ and perceive their jobs as more meaningful. These factors are major predictors of job satisfaction,³² especially for Millennials,³³ and overall well-being.^{34,35}

In addition, the Gallop meta-analysis found that employees are most engaged with their job, and more productive, when they can challenge themselves in their work.³⁶ T&D activities that create productive work challenges can include cross-training or stretch-assignments where staff tackle tasks somewhat beyond their current expertise or their comfort zone.

²⁷ The Society for Human Resource Management. (<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingemployees.aspx>)

²⁸ HR Council. (2018).

²⁹ Mooney, J. T. (2011).

³⁰ U.S. Office of Personnel Management (2013).

³¹ Harter, J. K., et. al. (2013).

³² Harter, J. K., Schmidt, et. al. (2013).

³³ Center for Generational Kinetics. (2015).

³⁴ Meyer, J. P., & Gagne, M. (2008).

³⁵ Gagné, M., & Deci, E. L. (2005).

³⁶ Harter, J. K., et. al. (2013).

3.6. Consider Modalities When Selecting T&D Activities

T&D activities take many forms, including conferences, cross-training, temporary assignments, online webinars and classes, and classroom or team-based instruction. When considering career-development and other training opportunities, best practices call for considering the degree of fit between the training sought and the mode in which the training is delivered.³⁷ For example, research shows that basic training and mandatory, repeated training for staff are often well suited to online formats. The organizations we interviewed noted online training allow employees to schedule sessions at their own convenience and at their own pace. However, interviewees also noted some online formats, such as webinars, may not receive an employee's full attention due to multitasking.

The research also shows that in-person courses are more likely than online courses to lead to greater learning due to their interactive nature. Thus, for the acquiring complex skills required for day-to-day work, face-to-face, interactive classroom training is usually the best option.

According to the literature, conference attendance does not necessarily increase learning but does provide other benefits such as networking and business development opportunities, gaining a broader perspective on one's industry, and facilitating co-worker friendships. The literature indicates friendship among coworkers is a predictor of employee engagement^{38, 39} and leads to better-performing staff.^{40, 41}

3.7. Conduct Post-Participation Assessments of T&D Activities

Our research revealed that top organizations often maintain a database of the T&D activities their employees have attended. These databases contain training/course titles and the names of sponsoring organizations. Staff then have the database available as a resource when developing their T&D plans. The literature suggests employee feedback about training experiences is a useful component for training resources. The Kirkpatrick Model, illustrated in Figure 1, is a widely-respected tool used to assess the effectiveness of T&D activities.⁴²

³⁷ Individual learning styles will also play a role in determining the best modality for a specific training, though that topic is beyond the scope of this report.

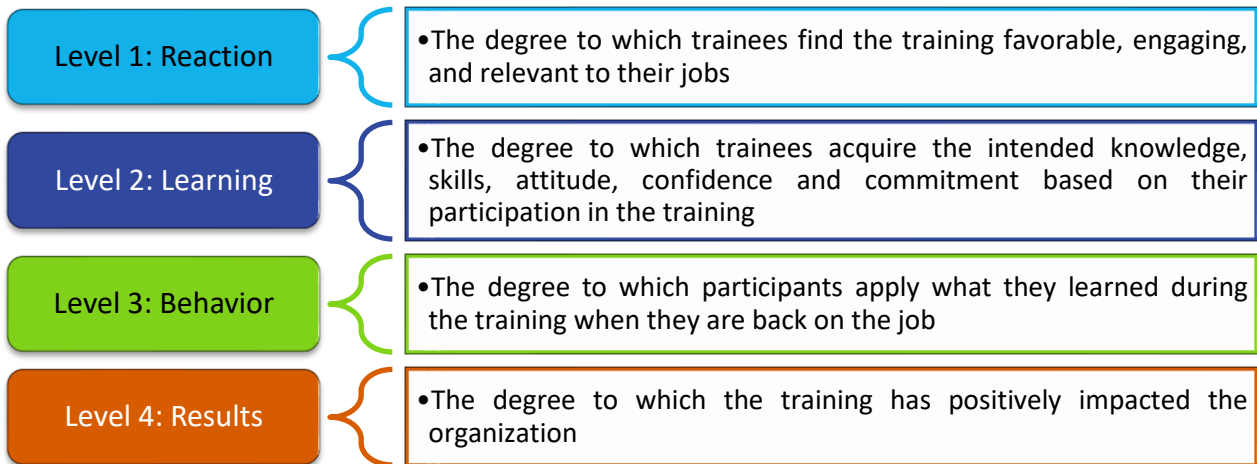
³⁸ Harter, J. K., et. al. (2013).

³⁹ Friedman, R. (2014).

⁴⁰ Jehn, K. A., & Shah, P. P. (1997).

⁴¹ Ozelik, H., & Barsade, S. (2011).

⁴² Kirkpatrick Partners. (2018).

Figure 1. The Kirkpatrick Model

3.8. Train for Leadership

Becoming an effective communicator and leader is a learned skill that takes time to acquire. One source from the literature review also noted that, “the best leaders are great teachers.”⁴³ Top organizations we spoke with, as well as the thrust of the T&D literature, concur that the best managers are trained to be leaders. Good leadership training is an effective way to ensure that managers are well equipped to advise staff on their T&D plans and, more broadly, on their career paths.

One organization we spoke with recommended Kouzes & Posner’s “Five Best Practices of Exemplary Leadership” as a helpful resource for developing an organization’s leadership.⁴⁴ Figure 2 illustrates the five most important and effective aspects of leaders in this model.

Figure 2. The Five Best Practices of Exemplary Leadership

⁴³ Finkelstein, S. (2018).

⁴⁴ Kouzes, J. M., & Posner, B. Z. (2006).

4. ENS's Current T&D Practices and Procedures

This chapter describes findings from our interviews with ENS staff. Through these discussions, staff provided their perceptions and insights about the:

1. ENS Working Environment and T&D
2. T&D Plan Development Process
3. Level of Follow-up on T&D Plans
4. Prioritization of T&D at ENS
5. Level of Post-T&D Knowledge Sharing and Assessment
6. Efficacy of Different T&D Formats

We describe ENS staff views on each of these topics below.

4.1. ENS Working Environment and T&D

Overall, interviewees described ENS as a forward-thinking, exciting, and collaborative organization that values its workforce. Most said they are eager to develop their skills and knowledge, that ENS supports T&D, and that they are able to pursue their career aspirations. One respondent explained:

"People can see ahead here. If they invest in people, they'll get better results. They'll continue to achieve and be successful."

Most interviewees noted that they can generally pursue the T&D opportunities they are interested in. Two interviewees also mentioned the HR department aids their professional development by sending employees suggestions and examples of training opportunities to consider. Respondents also appreciated the variety and number of T&D opportunities afforded to them, with one respondent saying:

"There are a few mandatory training courses here and lots of opportunity for voluntary ones."

Taken together, these staff perceptions are consistent with two T&D best practices discussed in Chapter 3 -- respect for all employees, and having ample T&D opportunities -- especially for a "young" organization where many employees are still early in their careers.

4.2. T&D Plan Development Process

Respondents agree that identifying T&D opportunities to include in their plans is largely the responsibility of each staff member. This type of employee-driven approach is consistent with the best practice of developing individualized T&D plans discussed in Section 3.5.

Most respondents said they have a great deal of freedom in their T&D choices, which is consistent with the best practice of providing ample T&D opportunities (see Section 3.4). They appreciate and prefer this largely self-directed approach to having management dictate a list of T&D activities. As one said:

"I really like that you can determine what you want your own training to be. My manager asked me what I wanted to learn, which is very open minded as opposed to being told this is what you're going to be trained in. I like that you set your own T&D goals/plan."

Still, several respondents suggested the ENS process could benefit from somewhat more structure and guidance. One, who had worked at another organization, explained:

"We have support, and can talk about training or opportunities, but there's no set out structure. Looking back on my previous team, it was nice to have structure. It was a goal with a plan."

And two others said:

"I don't think we've done a good job at ensuring what the strategy is and everyone knows how to access it. It's kind of fly by the seat of your pants. It's really driven by the individual."

"We might be able to do a better job of recommending what courses everybody should be taking, and why. Key courses for different roles."

Some respondents also talked about how a more formalized process might reduce any potential T&D disparities among employees. One suggested that those early in their careers, or less experienced, may find it difficult to identify the most beneficial T&D opportunities on their own. Others mentioned that more proactive, confident employees, and those able to communicate well with their managers, are likely to benefit more from a largely self-directed approach. Finally, a few respondents wanted clearer guidance on whether or not they could attend specific training opportunities or conferences due to their expense or distance from Nova Scotia.

All ENS interviewees described the same three steps they take at the beginning of a calendar year to prepare their plans:

1. Compile a list of T&D opportunities they would like to pursue in the current year in an Excel spreadsheet.
2. Work with their manager to finalize the list and create a formal T&D plan.
3. Submit the completed plan to HR for final approval.

While all the staff we interviewed understood and complied with the same three steps, their specific experiences varied within Steps 1 and 2. This variation was related to how involved their managers were in guiding their T&D activities.

Respondents described how they develop their own lists of the training opportunities, conferences, and workshops they would like to attend. They also reported they use multiple sources of information to develop their lists, such as information from professional organizations, their ENS colleagues, Google searches, and their own prior knowledge about industry-specific training opportunities. However, the amount of input about T&D they received from their managers varied, with only a few saying their managers participated in Step 1. One respondent, who had worked with multiple managers at ENS, said it was his/her experience that some managers provide a great deal of T&D guidance while other provide very little.

While several interviewees noted their managers were amenable to the T&D ideas they presented, the extent and content of T&D planning discussions between staff and their managers (Step 2) also varied. Two interviewees said their managers talk with them about how their T&D plan reflects their longer term career goals. However, a majority of interviewees said they did not discuss their long-term career goals with their managers in creating their T&D plans (for instance, moving into leadership or learning how to tackle big data sets), and believed such discussions would help employees see their future at ENS. As one interviewee said:

“More involvement from the managers would be important. The managers should know what the career goals are of employees.”

Similarly, the interviewees reported that while some managers discuss how the T&D plan fits with ENS’s mission, or “purpose statement,” others do not. Notably, while the majority of interviewees felt their career goals are tied to the organization’s overarching purpose, their depth of understanding of ENS’s purpose statement varied. Some had a very pragmatic understanding – i.e., to save energy – while others described a more aspirational understanding that encompassed how energy is connected to a better lifestyle and future for all Nova Scotians. Although based on a small sample, those with a more limited view of ENS’s purpose more often thought they would need to, at some point, pursue their career goals outside of ENS.

Overall, more than half of respondents said the T&D planning process could be more successful if staff received more guidance from their managers. Such guidance would help employees ensure that their training aligns with their career goals, as well as with ENS’s purpose statement and strategic plan. Connecting T&D with career goals, and with ENS’s organizational purpose and strategic plan, is also an important component of fostering big picture thinking as described in Section 3.2.

4.3. Level of Follow-up on T&D Plans

Findings from the interviews show that individual staff and managers take different approaches to following up on T&D plans throughout the year. While a few said they revisit their T&D plan with their managers throughout the year, the remainder said they revisit their T&D plan on their own, or do not revisit their plan until they begin to prepare the subsequent year’s plan. More frequent communications between staff and managers about T&D activities would align ENS practices more consistently with the communications best practice discussed in Section 3.2.

Two interviewees whose managers did not follow up with them over the course of the year specifically mentioned they would benefit from receiving feedback and direction from their managers on their T&D plan more than once a year (when they develop a new plan). They felt that instituting a mid-year T&D check-in would improve ENS’s T&D practices. One said simply:

“It would have been nice to have a mid-year or quarterly review to know where you’re at.”

And another stated:

“We need to make time for talking about it, meeting about it, following up on goals. Now it’s just setting goals and talking about them twelve months later. Pay increases are tied to the goals, so it doesn’t feel like it’s much in my control.”

4.4. Prioritization of T&D at ENS

While all respondents agreed ENS values T&D for employees, several indicated that T&D may be overlooked in day-to-day practice, as suggested in Sections 4.2 and 4.3 above. A few respondents thought this was simply due to a lack of time, either on their part or on the part of their manager. A few others indicated that their tightly-packed work schedules preclude them from attending some of the training opportunities included in their plans.

Still, a few respondents felt their managers did not place a high priority on T&D when they did not set aside time to discuss their annual plan or to follow up with them on their T&D progress throughout the year. Respondents stated:

“If it’s something we hold high and value then it should be something we pay a little more attention to.”

“The issue is how you make it a priority.”

To ensure that T&D is successful, and that T&D opportunities are realized, respondents desired more time to seek out opportunities, and to discuss their career goals in the context of their T&D plans with their managers. These actions are consistent with ensuring the best practice that employees have a clear picture of the future of the organization.

4.5. Level of Post-T&D Knowledge Sharing and Assessment

All interviewees said that upon their return from T&D activities, they discussed their experiences in a variety of ways with their colleagues. Some said they had in-depth discussions, while others gave briefer feedback. Among those who gave brief feedback, a few respondents mentioned they did not have an opportunity to sufficiently discuss their take-aways from the training with their managers, and how the information they gleaned may have been useful to discuss, although they did not indicate why.

Most interviewees also reported that they share or offer to share the information they gained from T&D activities with other ENS staff. Knowledge sharing happens more formally within some teams than others. For example, several interviewees explained that staff on their team share conference or training learnings with the rest of the team at lunch-and-learn meetings. Another respondent explained he/she had become an in-house technical expert in a specific area due to a training opportunity and that other staff now come to him/her for technical guidance when needed.

A few respondents also offered that ENS does not formally track and assess how useful staff found specific T&D activities or whether they would recommend them to others. They suggested that a central resource that outlines training opportunities (e.g., courses, webinars), and provides feedback from other staff who have completed the training, would help them in developing their T&D plans.

“I don’t want to spend too much time looking for those courses. So [it would be helpful] if we had a portal I could go in and see all the courses which other people have taken in a similar situation as me.”

Interviewees also suggested that managers could draw on this resource as they guide staff in developing T&D plans.

While these knowledge sharing and feedback activities do not formally assess the effectiveness of T&D activities, as suggested as a best practice in Section 3.7, they are consistent with it and with the high-performance, high engagement culture that ENS wishes to cultivate.

4.6. Efficacy of Different T&D Formats

All interviewees appreciated the T&D opportunities they have had through ENS and found them beneficial overall. At the same time, respondents said they had found some T&D formats to be more useful than others. As described in Section 3.6, actively considering the best modality for T&D activities is a best practice.

All of the respondents who attended conferences reported they were very helpful for networking, to get a better sense of current industry issues and the strategies used at other similar organizations, and for business development. Two respondents described the benefits of conferences this way:

“I think the other benefit is just networking. It’s getting to know other people, whether they’re in your industry or not. It’s having the ability to leverage some of those relationships. You get to know people in your industry that you can trade information with or you can share best practices.”

“I get a lot out of going to conferences. It’s a good way to quickly get an idea of where other organizations are on different issues, how many of them have adopted certain practices, and what the contentious issues are that academics and other organizations are still working out. That contextual understanding helps us make better strategic decisions about what to focus on and when.”

None of the respondents mentioned they boosted their technical knowledge through conference attendance.

With regard to other T&D activities, over half of interviewees found in-person, classroom-based training more helpful than online courses and webinars, explaining that in-person sessions led to greater engagement with the material. Interviewees also described an unexpected, additional benefit of in-person training: the ability to get to know co-workers and even develop better relationships with them. As one staff member explained:

“If you go on training with someone that you don’t normally work with, especially an external training opportunity with only two people from the organization, it’s an opportunity for bonding that may not otherwise happen. Depending on the content of the training there may be some exercises that exposes you to different aspects of a person or helps you understand the way they work more.”

This is an important training benefit, given that research indicates having a close friend at work is a predictor of high job engagement and better job performance.

5. Conclusions and Recommendations

Conclusion 1: ENS's T&D planning process enables employees to follow a T&D best practice of personalizing their plans based on their individual skills and goals.

Recommendation 1-1: As ENS's T&D planning process evolves, ensure its focus continues to be on personalized plans that include opportunities tailored to each individual.

Conclusion 2: While having self-directed individualized T&D plans is consistent with best practice, the level of T&D guidance that managers provide varies widely. Respondents thought it was important that staff have in-depth discussions with their managers about their career goals and how those goals fit with ENS's overarching purpose and future, and then to ensure those factors are reflected in T&D plans. These steps will help ensure the T&D best practice of fostering big picture thinking.

Recommendation 2-1: Provide greater support to managers charged with guiding staff in T&D by: clearly defining the manager role in T&D plan development; setting clear expectations for the T&D guidance managers provide throughout the year; and training managers to help staff articulate their career goals and to act as career counselors. Such training will enable managers to provide more insightful career guidance, better align T&D plans with ENS's purpose and strategic plan, recommend more relevant and useful T&D opportunities, and help reduce disparities in the T&D support individual staff receive.

Conclusion 3: ENS supports and values T&D, and staff appreciate the T&D opportunities ENS affords them. However, when time is tight, and staff are under pressure to complete other tasks, T&D can become a lower priority at ENS. This affects both T&D planning and attendance at scheduled training sessions. It also affects how well ENS can maintain the T&D best practice of demonstrating respect for all employees. In addition, staff would like more regular communication over the course of the year about progress toward their career goals and how they related to T&D activities; this type of clear and frequent communications is consistent with T&D best practices.

Recommendation 3-1: Consistent with the T&D best practice of clear and frequent communications, encourage managers to demonstrate that T&D is an organizational priority by urging them to more frequently block off time to focus on T&D planning discussions with staff. Managers could schedule quarterly or semi-annual short check-in meetings to assess staff progress in implementing their T&D plans and to adjust the plans mid-year if needed.

Recommendation 3-2: To the greatest extent possible, enable staff to stick to their scheduled T&D events. Encourage managers to help staff find assistance with day-to-day work when that work encroaches on scheduled T&D sessions.

Conclusion 4: Employees would benefit from a more systematized and reliable way to view T&D opportunities and to understand which are most suitable and beneficial to them.

Recommendation 4-1: Develop an online repository/database of relevant training opportunities, preferably with an indication of the usefulness of the training for others at ENS (if available). Provide employees access to the list of training opportunities to help them prepare their T&D

plans, generate enthusiasm for learning opportunities, and envision a more expansive career or different paths.

Conclusion 5: Though employees share their experiences and learning from T&D activities with other staff through a variety of forums, their feedback is not formally tracked and used for subsequent T&D planning.

Recommendation 5-1: Develop a way to consistently communicate employee feedback about past training sessions. This feedback could be housed in an online repository that all employees and managers can access. Managers could refer to the repository in their conversations with employees to ensure that employees are aware of the feedback and make use of this valuable resource. Doing so will help other ENS employees—and the managers providing guidance – identify the T&D opportunities they think are worthwhile to pursue.

Recommendation 5-2: For in-house training opportunities that staff conduct, collect attendee feedback so the training opportunities can be improved.

Conclusion 6: Some staff have a deep understanding of the ENS purpose statement and strategic plan, are proactively “futuring,” and are eager to pursue T&D activities that will help ENS meet industry changes and challenges, while other staff are less able to see ENS’s future and envision their role in it.

Recommendation 6-1: Use additional methods to broadcast the future of ENS and the skills that staff need to succeed. Make any podcasts and presentation materials available so that staff who were unable to attend organization-wide meetings have access to the information, and so those who were able to attend have the information available for reference.

Recommendation 6-2: Provide inspiration to employees and help them keep the big picture in mind by periodically reminding them about ENS’s purpose statement and strategic plan. This could be accomplished by reading the purpose statement at all-organization meetings, and by posting the statement and ENS’s strategic plan in the lunch room or other high-traffic places.

Recommendation 6-3: Ensure leadership training and other skills required for leading ENS into the future (such as understanding and using big data) are identified and emphasized in T&D employee-manager discussions and in any T&D database that is developed (see Recommendation 4-1).

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Appendix B. Other Organization Interview Guide

B.1. Introduction

Thanks for taking the time to talk today. I work for Research Into Action in Portland, Oregon. On behalf of our client, Efficiency Nova Scotia (ENS), we are talking with organizations who are recognized as leaders in offering their employees cutting edge training and development (T&D) opportunities. Our goal is to provide ENS with insights about best practices for training and development.

Our talk will take about 30 minutes but it can be shorter if needed.

I'd like to audio record this interview so I can refer to it later to ensure the accuracy of my notes. We will use the recording internally at Research Into Action; we will not provide it to Efficiency Nova Scotia. Is it OK for me to record the interview?

Before we start, I want to mention we often use quotes from our interviews – without names attached -- in our reports. We use these quotes to illustrate key points and to make them more interesting and readable. At the end of our talk today I will ask if you:

1. Agree to being quoted anonymously
2. Agree to being quoted anonymously, subject to your review and approval of the quote(s)
3. Do not want to be quoted

B.2. Roles and Responsibilities

Q1. Let's start with a bit about you. Can you please tell me your title and briefly describe your role and responsibilities at (organization)? How long have you been in that role?

B.3. T&D Philosophy and Strategies

Q2. Now I have a few big picture questions. How would you describe your organization's philosophy and goals for training and career development activities for your employees? How does that philosophy work with your organizational mission? With your work culture?

Q3. Overall, what systems, policies, and processes do you have in place to guide and encourage your employees to make use of T&D opportunities? [*Probe: Who is involved? What processes are used? What resources are available?*] Are there any improvements you'd like to make to these systems, policies, and processes?

Q4. What are the key T&D strategies you use to help employees stay current in their jobs? [*Listen for/possibly probe for: mentoring, career planning services, employee skills inventory, paid internships, subsidies for professional accreditation*], Of these strategies, have you found any to be more important than others?

- Q5. What are the key T&D strategies you use to help employees be prepared for future needs of the organization? [*Listen for/possibly probe for: mentoring, career planning services, employee skills inventory, paid internships, subsidies for professional accreditation*], Of these strategies, have you found any to be more important than others?
- Q6. What are the key T&D strategies you use to help employees envision, plan, and reach their near- and long-term career goals? [*Listen for/possibly probe for: mentoring, career planning services, employee skills inventory, paid internships, subsidies for professional accreditation.*] Of these strategies, have you found any to be more important than others?)
- Q7. We did a literature review to discover what others have identified as “best practices” for T&D within organizations. I’d like to briefly run these best practices by you to get your insights on how important each one is, and if important, what steps your organization takes to make that practice a reality. (*If needed: Some of them overlap with what you’ve already told me, so please bear with me.*) The first one is:
1. Giving employees the opportunity to see the bigger picture of the organization, including activities that address the organization’s mission and the steps the organization is taking to achieve that mission.
 2. Conducting organizational futuring with employees, such as discussions or activities that focus on future challenges and predicted changes for the organization.
 3. Encouraging frequent communication and feedback among employees at all levels of the organization, including activities that increase employee feelings of inclusion, value, and engagement.
 4. Providing clear guidelines about how to meet work goals, including activities that foster regular employer-employee communications and clearly articulated indicators of success.
 5. Demonstrating respect for all employees, including activities that address work/life balance, create a constructive, safe workplace culture, and help employees thrive and grow in their jobs.
 6. Developing individualized T&D plans for each employee or at least classes of employees, including activities that foster employee-driven approaches.
 7. Giving employees tasks/projects that allow them to use their skills and abilities, and, when possible, allowing them to select the tasks/projects they work on, including tasks/projects (such as cross-training) that will challenge them.

B.4. Concluding Questions

To wrap-up I have a few general questions for you.

- Q8. Overall, of all the factors we’ve discussed, what do you think are the most important ingredients of your T&D approach – the ones that make your organization a T&D leader?
- Q9. What further improvements would you like to make to your T&D activities? Why?
- Q10. Can you refer to me any underlying theory, literature, or resources that have helped your organization develop your T&D philosophy, goals and practices?

- Q11. Finally, are there any other topics or insights about T&D at your organization that we haven't discussed that you'd like to mention now?
- Q12. Those are all the questions I have for you. Before we close, I want to check with you about using your quotes – anonymously – in our report to illustrate key points and to make them more interesting and readable. We will do everything we can to protect your confidentiality. Please tell me if you:
1. Agree to being quoted anonymously
 2. Agree to being quoted anonymously, subject to your review and approval of the quote(s)
 3. Do not want to be quoted

Thanks for your time. Your insights have been very helpful.

Appendix C. ENS Staff Interview Guide

C.1. Introduction

Thanks for taking the time to talk today. I work for Research Into Action and we have been asked by Efficiency Nova Scotia (ENS) to evaluate your organization's training and development (T&D) practices and procedures. As part of that, we are interviewing staff like you so we can learn more about ENS's T&D at ENS.

Our talk will take about 45 to 60 minutes.

I'd like to audio record this interview so I can refer to it later to ensure the accuracy of my notes. We will use the recording internally at Research Into Action; we will not provide it to Efficiency Nova Scotia. Is it OK for me to record the interview?

Before we start, I want to mention we often use quotes from our interviews – without names attached -- in our reports. We use these quotes to illustrate key points and to make them more interesting and readable. At the end of our talk today I will ask if you:

1. Agree to being quoted anonymously
2. Agree to being quoted anonymously, subject to your review and approval of the quote(s)
3. Do not want to be quoted

If you want to refer me to specific documents to answer any of my questions, that's great – I'm happy to look things up if I know where to get the information.

Do you have any questions before we get started?

C.2. Roles and Responsibilities

- Q1. Let's start with a bit about you. Can you please tell me your title and briefly describe your role and responsibilities at ENS?
- Q2. Have your job title or responsibilities changed in the last year? If so, how?
- Q3. How would you define your career goals at ENS for the next few years? [*Probes: additional responsibilities, specific job title, learning new skills, learning more about specific topics.*]

C.3. T&D Planning

Now, I'd like you to think back over the past year or so about various experiences you've had with Training and Development (T&D) activities, both in how you planned for T&D and the activities you undertook.

- Q4. First, how do you learn about the types of training and development opportunities that might be useful in your work and career at ENS?

- Q5. For your most recent T&D plan, what process did you go through to develop the plan? Who did you work with – or get input from – to develop your plan? [*If anyone*] How helpful was input and guidance from those you worked with?
- Q6. For your most recent T&D plan, what goals or objectives did you have in mind, if any? [*If any*] Do you feel your T&D plan reflected those goals and objectives?
- Q7. How, if at all, will the T&D activities help you in your current job? Why do you say that?
- Q8. How, if at all, will the T&D activities help you achieve the career goals we discussed a few minutes ago? Why do you say that?
- Q9. Were there any activities, topics, or opportunities you would have liked to include in your most recent T&D plan but didn't? [*Probe: What new skills or additional knowledge, if any, would you like to gain over the next two years?*] [*If so*] What were they? Why weren't they included in your T&D plan?
- Q10. How do you ensure you follow your T&D plan over the course of a year? How does your manager, or an ENS HR staff member, track your progress in meeting your T&D goals throughout the year?

C.4. Recent and Desired T&D Activities

- Q11. Thinking back over the conferences you've attended in the past couple of years, how helpful have they been in terms of your career development? Why do you say that?
1. Did you attend any pre- or post-conference workshops? [*If so*] How helpful were those?
 2. Have you used any of the information from the conference, including any workshops, in your job? Please explain.
 3. How, if at all, did you share your experience at the conference with other ENS staff?
- Q12. Thinking about the job-related classes, workshops, or webinars you attended in 2017, how helpful were they overall to your career development? Why do you say that? [*Probes: Online or in person? Format (e.g., large lecture, small classroom, etc)? Designed for individuals, a team, or other?*]
1. Have you used any of the information from these activities in your job? Please explain.
 2. How, if at all, did you share any of the information from these activities with other ENS staff?
- Q13. [*If sharing information mentioned in Q11.3 or Q12.2*] You mentioned that you shared information from the conference, class, workshop, or webinar with your colleagues. Do staff who attend such events typically share that information with other staff? How?
- Q14. Again, over the past couple of years, have you participated in any other types of training and development activities, such as having an interim or temporary assignment or being cross-trained for another function? If so, please describe that activity and how useful it was to you.
- Q15. Overall, looking back over the past couple of years and the training and development opportunities you've participated in, were there any additional or unexpected benefits that you received from these activities? [*Probes, if needed: networking and professional connections.*]

- Q16. Over the past couple of years, were there any job-related training or career development activities you would have liked to pursue, but didn't? What were they? Why were you unable to pursue them?

C.5. ENS as a High Performance, High Engagement Workplace

- Q17. How would you describe the overall working environment at ENS? [*Probes: What do you perceive as ENS' workplace values? What types of activities demonstrate those values?*]
- Q18. How well does that working environment contribute to your career development and goals?
- Q19. How would you describe ENS's mission? How do you see your career goals being tied ENS's overall mission? Why do you say that?
- Q20. What changes do you think the energy efficiency industry will experience over the next couple of years? How do see your T&D activities relating to these industry changes?

C.6. Concluding Questions

To wrap-up I have a few general questions for you.

- Q21. What do you think is most effective about ENS's current approach to T&D for its employees?
- Q22. What suggestions do you have for improving ENS's current approach to T&D, both for employees and for supervisors?
- Q23. Is there anything about ENS's T&D practices and procedures at ENS that we have not discussed that you would like to mention?
- Q24. Those are all the questions I have for you. Before we close, I want to check with you about using your quotes – anonymously – in our report to illustrate key points and to make them more interesting and readable. We will do everything we can to protect your confidentiality. Please tell me if you:
1. Agree to being quoted anonymously
 2. Agree to being quoted anonymously, subject to your review and approval of the quote(s)
 3. Do not want to be quoted

Thanks for your time.