Strategy for energy efficiency campaign

August 2015

ENERGY IS LIFE
BEE
CONSERVE IT

British
High Commission
New Delhi

Edelman

Contents

Executive Summary

The potential for reducing energy costs in India is estimated to be approximately Rs 50,000 crores (US$ 8.1 billion) annually. The Bureau of Energy Efficiency and Ministry of Power proposed executing a nationwide 2-year long consumer-focused campaign on energy efficiency in India to promote efficient utilisation of energy among different categories of electricity consumers. With this mandate, Edelman India Pvt Ltd was tasked with developing the strategy for a campaign that would motivate households, institutions and industries to save energy and embrace energy efficient behaviour and technologies.

To this effect, extensive primary and secondary research was conducted with 2,700 households and 50 industries across 10 cities in India to understand consumers' knowledge about energy efficiency, and to identify motivators that would encourage consumers to adopt energy efficient behaviours and technologies. The research found that consumers:

- Had low awareness and knowledge about energy conservation but said they were willing to be energy efficient if the benefits and practices were made evident to them
- Would be most motivated to be energy efficient if the benefits of energy efficiency were monetised, and fiscal and economic savings from energy efficient behaviours and technologies were made evident
- Were not universally aware of the government's efforts in promoting energy efficiency, including the standards and labels for helping them identify energy efficient products
- Did not rely on government sources alone for information about energy efficient products

Given these findings, it is necessary that any campaign must address the following imperatives in order to be effective:

- Emphasise the tangible benefits of energy efficiency while communicating specific actions that consumers need to take towards energy efficiency
- Make consumers conscientious about their energy consumption and its impact on their communities, workplaces and the nation
- Harness social influence to motivate individuals and communities to save energy
- Promote and enhance the credibility and reliability of government sources in supplying impartial information on energy conservation
- Engage influential stakeholders like media, salespersons and product manufacturers to promote impartial information on energy efficient behaviours and technologies
- Embed energy efficient practices amongst a wide variety of stakeholders. Familiarise them with their individual roles in achieving goals and targets for energy efficiency both at national and individual levels

The campaign should, in particular, drive messages about the need for, and benefits of, energy conservation for individual consumers. However, for certain groups' messages regarding the benefits to communities and the nation will also be important.

The following document describes in detail a strategy for implementing such a campaign, along with the approach, targets, resources, and implementation roadmap necessary for the effective execution of the communications-driven campaign.

Targeting semi-urban and urban consumers across the country over a period of 2 years, the proposed campaign will employ a wide variety of communication channels to promote messages

related to energy efficiency, including print, online, electronic and social media, as well as BEE-owned properties like the Energy Savers Portal.

Based on a review of the campaign's success in the first 2 years of targeted implementation, campaign activities will be expanded and reinforced across the nation.

1. Context

Energy is a key driver for the Indian economy, and a prime enabler of diverse sectors such as manufacturing, agriculture, healthcare and railways. A burgeoning population and rapid growth of economic activity also demonstrate the need for reliable, affordable and quality power. With demand for energy matching the pace for India's GDP growth, along with surging energy prices for both commercial and household consumers, reduction in energy intensity is a critical need.

Given the importance and significance of the issue, India's standing on energy sustainability measures could be stronger. While the country is currently a net importer, its energy intensity is also 1.5 times of the global average. With the potential to reduce consumption costs, national import burdens, and Greenhouse Gas Emissions and pollution, energy efficiency practices and technologies have proven they can play a vital role towards the nation's energy security and economic growth.

At the National Energy Conservation Day organised by Bureau of Energy Efficiency (BEE), Government of India on 14 December 2014, India's Minister of Power, Sh Piyush Goyal estimated that even 10% of electricity conserved through individual practice could yield savings of Rs 50,000 crores (US$ 8.1 billion) annually. These savings can, in turn, meet the growing energy demands of the country, and address the needs of the 300 million people in India who still lack electricity access.

To further this objective, BEE has proposed executing a nationwide 2-year long consumer-focused campaign on energy efficiency in India to promote efficient utilisation of energy among different categories of electricity consumers, including households, institutions and industries. The campaign will emphasise on generating interest, driving initiative and conversation on a mass movement towards energy efficiency in India, and thus facilitate a behavioural change among the public via a mass movement.

2. Consumer survey

a. Methodology

A survey was conducted between December 2014 and February 2015 to understand consumer perceptions and attitudes towards energy efficiency. The survey was designed to gauge existing attitudes of residential and industrial consumers towards energy conservation, and to identify behavioural triggers that would encourage adoption of energy efficient behaviour.

The survey was conducted in three stages:

1. ***Street corner intercept interview using a fully structured questionnaire administered in person***
   2,686 randomly-chosen households from 10 cities across the country were asked 25 open-ended and multiple-choice questions. Household samples consisted primarily of people who were the most likely energy consumers – people who were educated and earned income that was higher than national and state-level averages (**Annex I**)
2. ***Enterprise interview using a fully structured questionnaire administered in person***
   50 SME, Public and Private sector enterprises in Delhi, Mumbai, Odisha, Hyderabad, and Coimbatore were asked 20 open-ended and multiple choice questions (**Annex II**). Enterprises ranged across a wide variety of sectors: financial and business services, manufacturing, construction, transportation, agriculture, community and social service,

hospitality, publication, etc

3. ***Informal open-ended survey on Energy Conservation Day***
   Over 200 industrialists, government officials, parents, teachers and students on BEE's annual Energy Conservation Day were asked open-ended questions regarding energy efficiency (**Annex III**)

Respondents were asked questions to gauge their awareness and knowledge of, and attitudes towards, energy conservation. Respondents were also asked questions to gauge their level of motivation and initiative for energy conservation, and their understanding of BEE's tools for promoting energy efficiency.

b. Results

The surveys were conducted to establish consumer levels of awareness regarding energy consumption methods, concern for energy conservation, price sensitivity to energy efficient technologies, willingness to take proactive measures for energy efficiency, and social consciousness. The survey also attempted to determine how knowledge and understanding of the long-term economic, social, national and environmental benefits influenced attitudes and actions towards energy efficiency.

Survey results were hence evaluated on the aforementioned metrics. The conclusions have been summarised below:

LOW AWARENESS AND KNOWLEDGE ABOUT ENERGY EFFICIENCY: People's understanding of energy consumption was most accurate for appliances that they conscientiously use on a daily basis – Air conditioners (average accuracy of 88%), Computers (57%), TVs (53%), Phone chargers (46%), and Fans (44%) – against other appliances – geysers/water heaters (40%), microwaves (34%), fridges (28%), oil/grill heaters (17%), washing machines (21%), lights (19%), and conventional ovens (13%). People with higher disposable incomes were less likely to be accurate about energy loads of their appliances.

POSITIVE ATTITUDE TOWARDS ENERGY EFFICIENCY: While 97% of respondents were concerned about energy efficiency, and approx. 80% were able to cite at least one legitimate method for conserving energy, people maintain misconceptions about energy efficient behaviour.

The majority of respondents, 94%, stated that saving energy was important to them, and almost as many stated it would be important to others. However, importance of energy saving tended to be lower with older people and with smaller households, while income levels did not necessarily dictate the importance of energy saving.

Managers, administrators, and proprietors of several organisations were also interviewed, and the vast majority stated that they tried to save energy in the work place, and that energy efficiency was important to them, but could not demonstrate knowledge about how to conserve energy. Most of these companies also relied on use of energy efficient products for conserving energy.

The vast majority of respondents felt that they were the most energy conscious in their households, regardless of who paid the energy bills or made the purchasing decisions on appliances.

ECONOMIC MOTIVATIONS FOR ADOPTING ENERGY EFFICIENT BEHAVIOUR AND TECHNOLOGY: Savings in energy bills (48% ranked as most important), followed by concerns for rising imports (27%) and universal electricity access (27%), were the most frequently cited reasons

for being energy efficient by households. Concerns for the environment, availability of energy for future generations, and traditional values were the least cited.

Even industry representatives stated that they would be motivated to be energy efficient if the benefits were demonstrated to them, and if the government required them to do so. Impacts on bottom lines and GDP would be more influential in motivating change than environmental impact. Costs and lack of awareness were likely to be the key factors limiting adoption of energy efficient practices.

HIGH INITIATIVE FOR BEING ENERGY EFFICIENT: Respondents' levels of initiative were gauged by their self-stated removal of chargers from sockets once their mobile phones had completed charging – 82% of respondents responded in the affirmative. People with larger households, and higher incomes and electricity bills were the least likely to take this initiative, and the most educated were the most likely.

Respondents were also asked if standby mode was removed from their electronic appliances, such as TVs, by the removal of the on/off button from the remotes for these appliances. Approximately half of the respondents responded that they would not object to this change, with older respondents and respondents with higher incomes and electricity bills more likely to value the comfort and convenience of the on/off remote button to the prospective energy saving benefits yielding from this change.

PRICE SENSITIVTY LOWERS WITH SAVINGS POTENTIAL: Respondents were also asked whether they would choose to purchase an appliance that was expensive, but that offered long-term savings; nearly half said they would do so.

People with higher education levels, ages, incomes and household sizes were most likely to buy the most expensive and energy efficient options. People with 3-member households were the most willing to purchase the most energy efficient options, possibly due to heightened concerns regarding future and long-term planning, relatively higher levels of disposable incomes, and higher per capita costs than in larger households.

LOW KNOWLEDGE OF BEE'S TOOLS: Only 67% of respondents recognised the BEE 5-star label for consumer appliances, and of those, only 60% felt it was effective in influencing purchasing decisions. Of those who recognised the label, over 40% did not know what it meant.

71% of the people who claimed to be the key decision makers for purchasing appliances in their households recognised the label, and 65% of them said that the label influenced purchasing decisions.

Recognition of the label and its influence increased with electricity bills and education levels, but decreased with age. Businesspersons, supervisors, self-employed, and junior executives demonstrated the largest proportions for recognising the label and its influence.

TRUSTWORTHY SOURCES FOR ENERGY EFFICIENT TECHNOLOGIES: Respondents stated that they relied mostly on their immediate communities when researching consumer appliances, such as friends and family (50%), media (43%), and salespersons (20%), but were a lot more self-reliant in the final purchase. Other factors, such as budget, electrician's opinions, user reviews, opinions of non-government entities and product guarantee schemes, were a lot more influential on the final purchase decision than expected.

Respondents also did not rely on government sources extensively when researching appliances

(Central government sources – 3.5%, State government sources – 3.4%). That government's influence on the final purchase decision was marginally lower than during the research phase (Central government sources – 1.2%, State government sources – 1.1%) could also indicate that respondents did not view these sources as credible.

c. Challenges and enabling factors

The aforementioned research findings enabled a more holistic understanding of the factors influencing consumers' attitudes and decisions regarding energy efficiency, and hence highlighted the various situational concerns that a consumer-oriented campaign should consider to be effective. The opportunities and threats to such a campaign, and the strengths and weaknesses inherent to this environment have been summarised in Figure 1, and have been weighed in campaign strategy formulation.

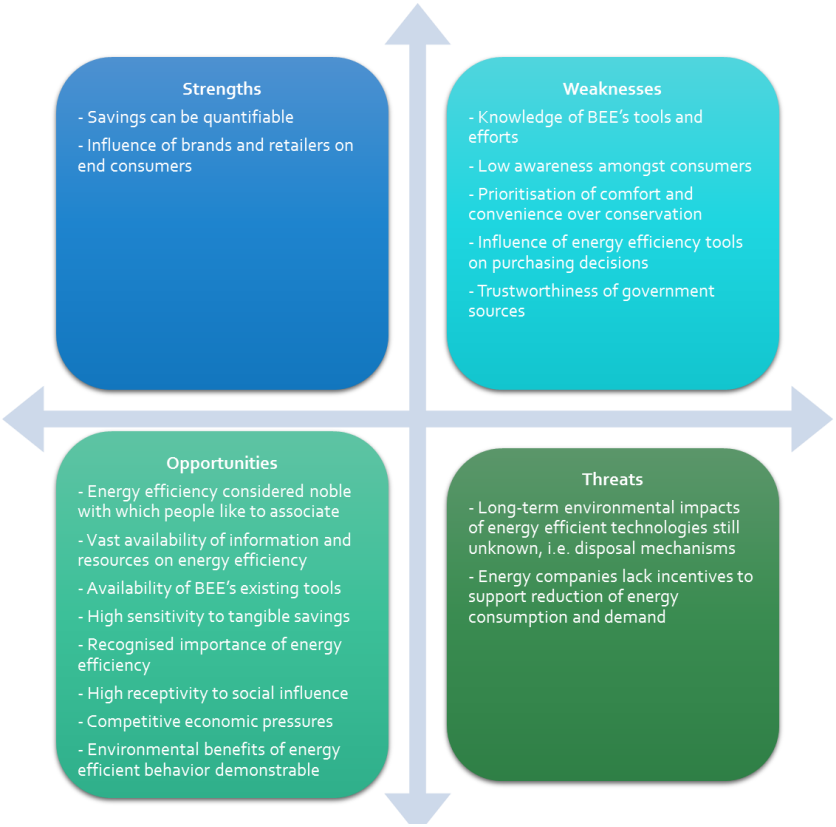

Figure 1 SWOT Analysis

Most significantly, the consumer campaign needs to optimise on the opportunities presented by the vast availability of existing resources on energy efficiency across several international mediums. The issue has gained significant prominence in Indian media due to the upcoming United Nations Framework Convention on Climate Change scheduled to be held in Nov-Dec 2015. The campaign especially needs to build on the power of knowledge and information, while demonstrating the quantifiable savings potential of energy efficiency. BEE's tools and efforts, awareness of which also needs to be heightened, need to be accordingly aligned for the campaign, while several influential stakeholders, including energy companies and retailers of electronic appliances, need to be motivated and incentivised to promote energy efficiency as a philosophy and practice.

d. Strategic imperatives

Given the landscape of strengths and opportunities for implementing a consumer-focused energy efficiency campaign, several imperatives need to be addressed to make the campaign strategy effective, as detailed below:

- **Emphasis on tangible benefits:** When questioned about values and ethics that households and businesses associated with energy efficiency, or about the inclusion of energy efficiency in sustainability plans, respondents were unable to provide adequate responses. On the other hand, respondents demonstrated that their motivations and willingness to take

initiative for conserving energy would increase significantly if the reductions in energy costs, increased availability of electricity, and economic benefits from these initiatives were demonstrated to them. Hence, ***knowledge and information on savings achieved by energy efficient practices and technologies need to be consistently reinforced to consumers***

- **Conscientiousness regarding energy consumption**: Survey respondents demonstrated knowledge about appliances that required effort and active daily use, while also indicating minimal concern for the impact of energy consumption patterns on the nation and the environment. Hence, consumers and stakeholders across the value spectrum need to be ***made aware of the amount of energy they consume, how they consume it, and the impacts of modified behaviour on their own communities, workplaces, and on the nation as a whole***. Campaigns to motivate energy efficient behaviour especially need to showcase that small, easy changes made by each entity - be they households, institutions or corporations - to their individual eco-systems will have high-magnitude and widespread impacts
- **Catalysing potential of social influence**: Throughout the survey, respondents consistently demonstrated that while they believe that they make wiser and more conscientious choices than their peers and neighbours, they are also influenced by the actions and advice of others. Hence, ***individuals' abilities to influence and outperform each other in saving energy needs to be emphasised*** to achieve measurable changes at community and nation-wide levels
- **High credibility of proximal stakeholder community**: Respondents referred to their friends, family members, media, salesperson, and product manufacturers most frequently for advice on optimal use and purchase of electronic appliances. Government sources were not as heavily cited for advising purchase decisions or for referencing information on energy efficient technologies. Hence, ***government sources need to be seen as promoting impartial information on energy conservation, while currently influential stakeholders need to similarly promote such information***.
  Additionally, product manufacturers need to more aggressively communicate the impact of products on the energy consumption and costs of households and corporations. ***Energy efficient practices need to be embedded with a wide variety of stakeholders, and they need to be familiarised with their individual roles in achieving goals and targets both at national and individual levels***

3. Strategy

The imperatives for consumer engagement so defined also provide concrete direction for the campaign, namely:

- Increasing awareness about energy consumption behaviour and technology
- Deepening knowledge and understanding about energy efficient practices
- Raising influence of energy efficiency tools
- Heightening government's credibility as a source on energy efficiency

a. Objectives

The strategy for the campaign thus addresses the issues and concerns raised above, and targets the following objective:

To increase adoption of energy efficient behaviour and technologies, and thereby reduce per capita energy consumption

Given the diversity of campaign target groups, ranging across socio-economic, cultural, geographic, gender, and age parameters, a segmented strategy that addresses the beliefs and attitudes of multifarious consumer groups is necessary to ensure an effective campaign in India. Survey respondents were hence categorised on their levels of knowledge about energy efficiency, willingness to take initiative towards energy efficiency, and level of importance granted to energy efficiency (ref: Figure 2).

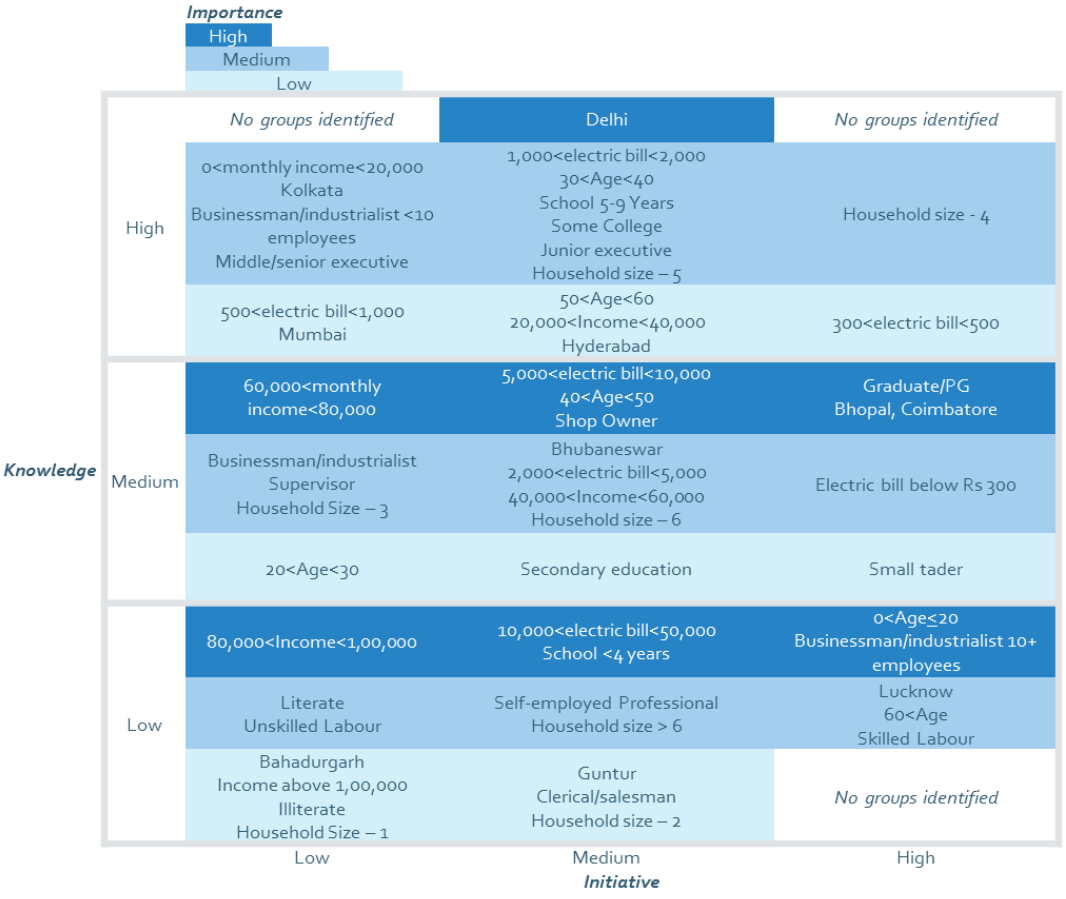

Figure 2 Survey respondents segmentation

Analysis of consumer responses on the three dimensions highlighted approaches for engaging with different consumer segments. Broadly, these approaches are defined as follows:

- **Practical**: Consumers indicate responsiveness to practical concerns regarding energy efficiency, such as the scarcity of energy resources and the overall costs to producers and consumers of generating additional capacity
- **External influences**: Consumers need to be informed about energy efficiency methods, and will need to be incentivised or penalised for efficient and inefficient behaviour. Consumers will also be receptive to efforts to heighten social influence
- **Self-interest**: Consumers will respond to demonstrations about how energy efficiency will benefit them at an individual financial level
- **Altruistic**: Consumers indicated responsiveness to the demonstration of the impact of energy efficiency efforts on the nation's economy and energy security, towards enabling energy access for populations and communities that currently lack access, and towards ensuring energy access for future generations

Several approaches may be simultaneously applicable for engaging with different stakeholder groups, as highlighted in Figure 3 below, to appeal to sentiments and to address varying levels of knowledge, initiative and importance towards energy efficiency.

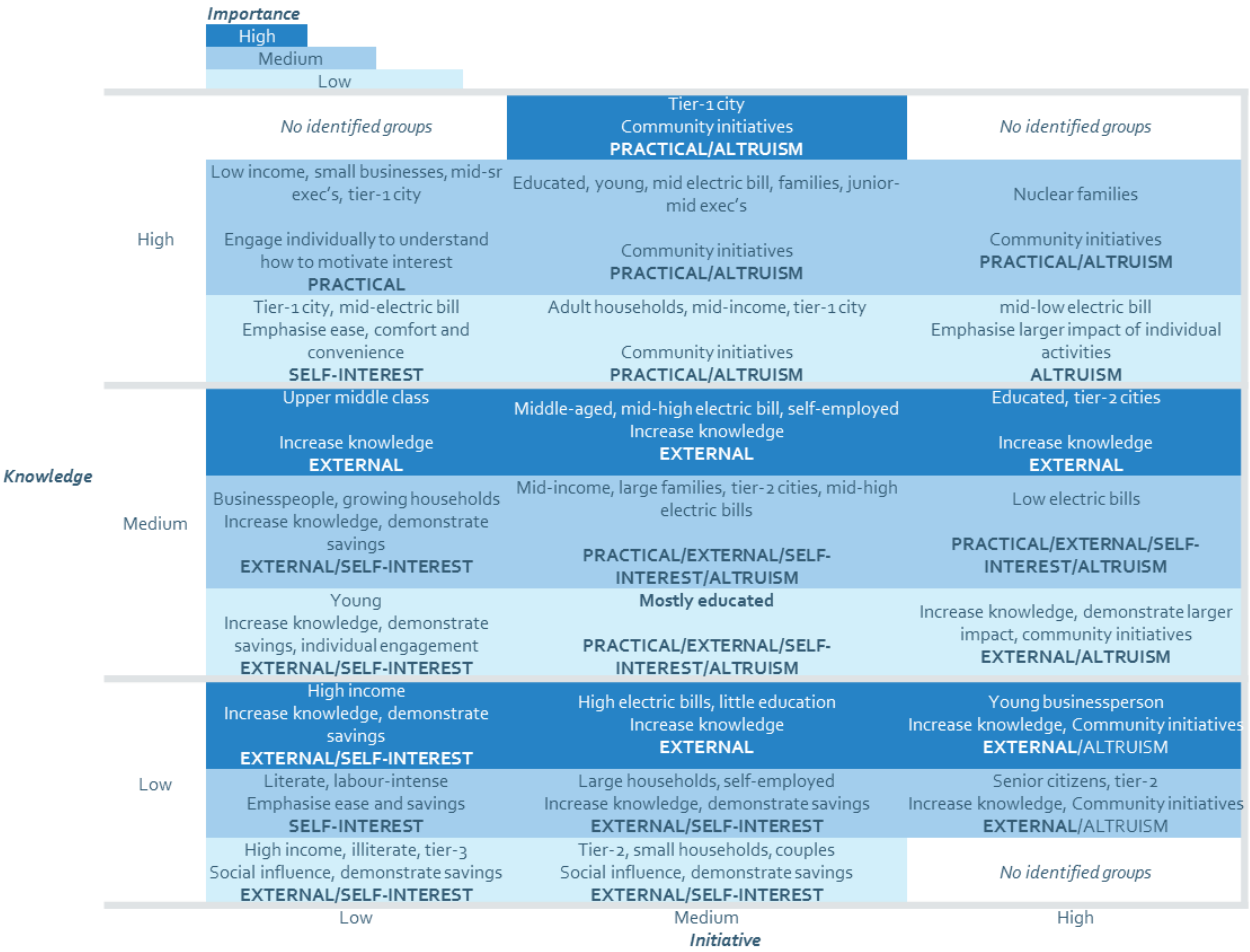

Figure 3 Segmented approach for engaging with consumers

b. Approach

While the target consumer segments demonstrated varied levels of knowledge, initiative, and importance towards energy efficiency, the consumer-focused campaign aims to facilitate the transformation of stakeholders into more responsible and conscientious users of energy. Users who will retain high levels of knowledge about methods and practices for being energy efficient will accord energy efficiency high importance and priority in their daily lives, and will be willing to take significant initiative towards being energy efficient and saving energy.

Upon achieving this stage, consumers would hence only need periodic reinforcement to continue to exercise energy efficient behaviour and choices.

The four approaches for engaging consumer segments outlined above – Practical, External, Self-interest, and Altruistic – aim to facilitate this transformation, thus guiding consumers along the evolutionary path of energy efficiency in a targeted manner – from heightening awareness, to changing attitude, to acting on the knowledge to be energy efficient, to internalising these actions as behaviours, and finally advocating to mobilise a social movement towards energy efficiency.

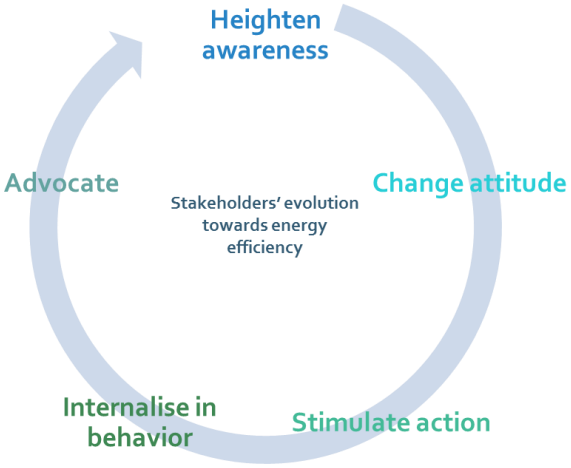

Figure 5 Evolutionary framework

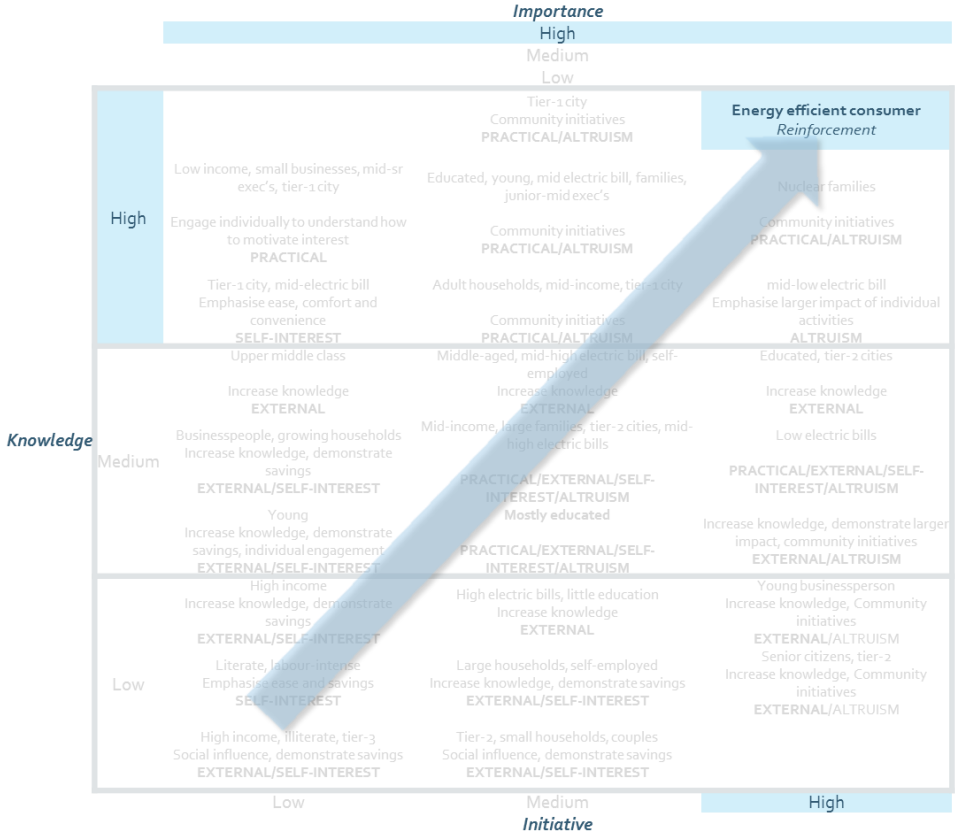

Figure 4 Evolution targets for stakeholder

The proposed strategic framework for the campaign is thus grounded in this evolutionary process, and aims to achieve behavioural changes, at the very least, in the target stakeholder group. A structured and targeted strategic campaign that will resonate with the wide variety of stakeholders at several levels, and that will utilise multiple communication channels, is thus proposed to be implemented in a concurrent and simultaneous manner over a 24-month period.

c. Strategy

As indicated above, the proposed approach focuses on the evolutionary transformation of stakeholders from stages of awareness to behavioural changes, and finally their involvement as advocates for energy efficient practices and technologies. The aforementioned consumer segmentation indicated that consumers were already positioned at different stages of the evolutionary process. The broad classifications of the consumer segments has been based on the following considerations:

- **Low levels of awareness**: Consumer segments that knew very little about energy efficiency, and had demonstrated low levels of knowledge, low-medium levels of initiative, and low-medium levels of importance in the survey. These respondents were predominantly from large households with adolescents and middle-aged adults from middle-high income backgrounds
- **Needed to change attitudes**: Consumer segments that were aware of energy efficient practices, but chose not to implement them. These individuals demonstrated low-medium levels of knowledge, low levels of initiative, and low levels of importance. These respondents were predominantly from small educated households with average ages between 20 and 40
- **Motivated to act**: Consumer segments that knew about the need for energy efficiency, but needed to be encouraged to take action. These individuals demonstrated medium levels of knowledge, medium levels of initiative, and low-medium levels of importance. These respondents were predominantly from mid-sized households with high electricity bills
- **Internalise as behaviour**: These consumer segments consciously tried to save energy, but only sporadically; these individuals need to be reminded to be energy efficient until it is second nature to them. These individuals demonstrated medium-high levels of knowledge, medium levels of initiative, and medium-high levels of importance
- **Advocate for energy efficiency**: These consumer segments consciously tried to save energy, and were in a position to influence others, as well. These individuals demonstrated medium-high levels of knowledge, medium-high levels of initiative, and medium-high levels of importance

It is expected that, as consumers are increasingly exposed to campaign activities that educate them about energy efficiency methods, they will undergo or experience a (sub)conscious shift in attitude, which will then encourage them to be more proactively conscious and responsible in their use of energy. The transformation of individuals will spur a similar change in communities and societies, eventually leading to the formation of communities that actively advocate for energy efficiency, both within and to external stakeholders. Hence, with time, activities focused on reinforcing energy efficient behaviour will be intensified vis-à-vis activities that focus on educating stakeholders on energy efficiency.

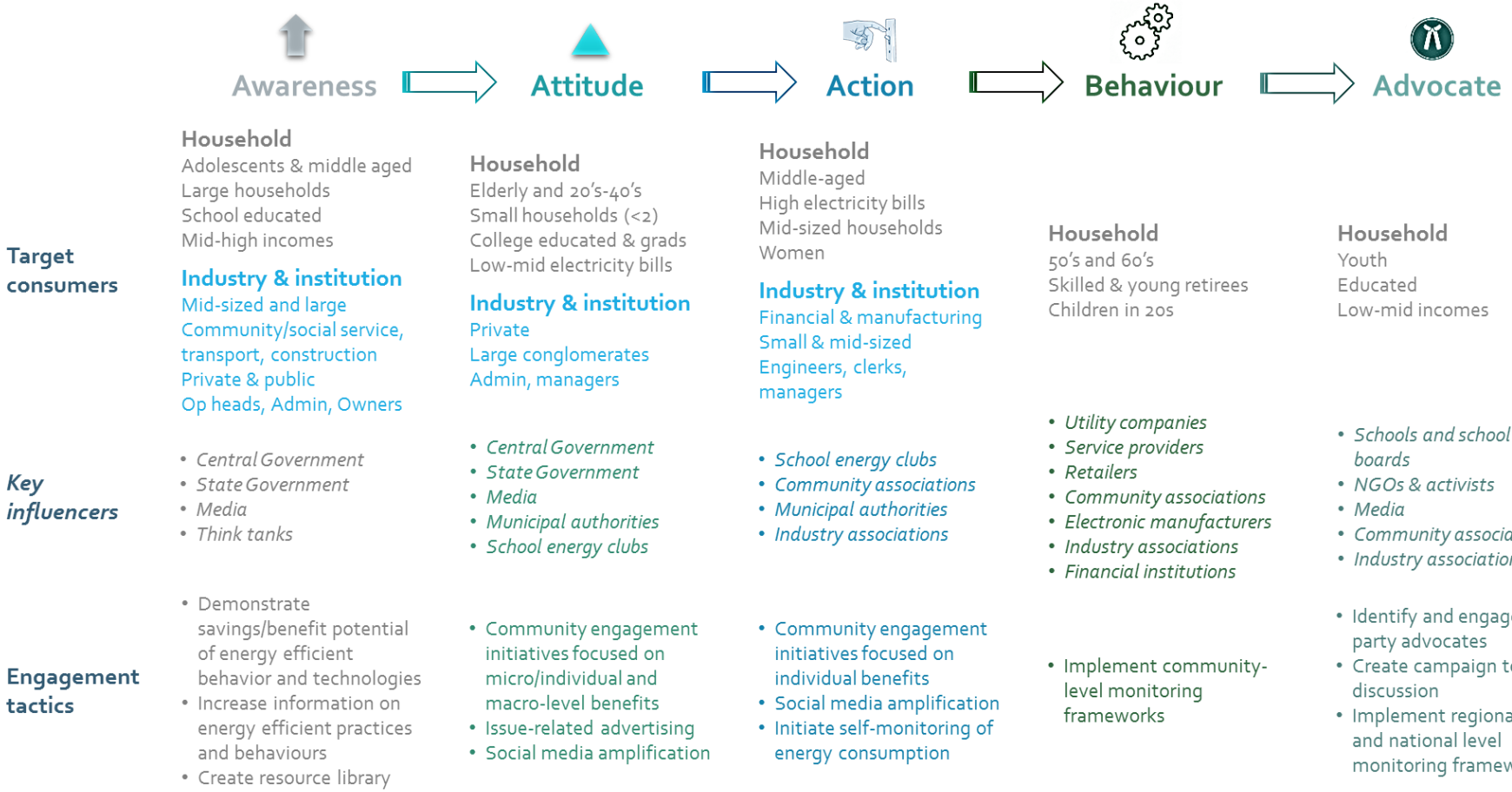

Figure 6 Structured and targeted campaign strategy

The strategic framework depicted in Figure 6 above thus aims to guide consumers from their position in the energy efficiency spectrum towards behavioural integration and advocacy by the end of the 2-year campaign. Along with the engagement tactics detailed for each stage of the transformation process, influencers and advocates will play a central role throughout the campaign, and will be fully integrated into the campaign's strategic framework to ensure effectiveness.

d. Messaging

In line with the aforementioned targeted and structured approach, we also recommend messages customised to the various consumer segments. Broadly, the various household consumers have been segmented based on the level of knowledge, initiative and importance stated and demonstrated during the consumer survey. Messages promulgated by BEE and its key influencers need to be coherent with the overall communication approach and aligned to the strategic objectives of the campaign. The following pillars have been developed to guide messages, and will be further elaborated and strengthened through proof points in messaging workshops.

Umbrella — **India needs to save energy, which benefits everyone, and especially you**

	Saving energy is essential	Others have benefitted from saving energy	Saving energy is good for society	Saving energy is good for you
Household consumers	• *Energy is a scarce resource that needs to be conserved* • *Saving energy is cheaper than producing it* • *By saving energy today, you are prolonging its availability in the future*	• *Being energy efficient means being aware of your energy usage, and reducing it with practice and technology* • *Communities and households across regions/states/India have saved from reduced levels of energy intensity*	• *Energy efficiency serves the national good* • *Saving energy today will ensure it will be available to future generations* • *Reducing energy consumption will facilitate availability of energy to areas and populations that currently lack access*	• *Saving energy will save you money both in the short and long term* • *Being energy efficient is easy, and will not cause discomfort or inconvenience* • *Saving energy will reduce your electricity bills in the future*
Industry & institutional consumers	• Energy is a scarce resource that needs to be conserved • Saving energy is cheaper than producing it • By saving energy today, we are prolonging its availability in the future	• Being energy efficient entails being conscious of firm's energy consumption, and reducing it through behavior & technology that is adopted by all organisational levels and functions • Industries across various sectors in India/world have achieved reduced levels of energy intensity that benefited bottom lines	• Energy efficiency is an integral part of a firm's responsibilities to the nation and local communities • Energy efficiency has the potential to strengthen India's energy security status	• Saving energy will reduce operational expenditure in the short term, and capital expenditure in the long term • Saving energy is a risk-free endeavour

Figure 7 Campaign messaging house

BEE's efforts need to be positioned prominently in all communication efforts, with raising awareness and adoption of BEE's tools being a core objective

and outcome of the campaign. The support that BEE provides to stakeholders from across the value chain to improve the country's energy intensity statistics, and the measures the agency implements to strengthen India's energy security especially need to be highlighted.

e. Target geographies

While the campaign will be launched nationwide, we recommend that it be launched in phases in select areas across the nation to maximise effectiveness. Several marketing activities for the campaign will be launched pan-India, including advertisements and regional events for promoting campaign visibility. Nonetheless, we recommend that campaign activities be further intensified in areas where messages and efforts will be effective in transforming behaviours and attitudes towards energy efficiency,

These target cities for the campaign during the 2 years have been prioritised on the basis of the availability of power, consumption trends, urban population, rural electrification trends, and power tariffs. As such, areas that have the higher power availability-to-requirement ratios and consumption growth will be best positioned to understand how efficiency efforts are helping them reduce their overall demand; given their relatively higher end energy usage, urban populations will also be able to appreciate how efficiency measures are enabling wider energy access throughout the state; and, areas with higher power tariffs will be the most financially motivated to witness how energy efficiency measures are enabling them to reduce costs and save money.

The target geographies were hence identified through extensive research involving analysis and ranking of states and cities based on the following parameters:

Figure 8 Target areas and populations for campaign

- Ratio of the availability of power in the state to requirement in the state
- Per capita energy consumption trends
- Proportion of rural electrification, and related trends
- Power tariff (paise/kWH sold)
- Proportion of renewable energy to total installed capacity
- Level of initiative towards power sector reforms

The map summarises the results of the research, due to which the strategy currently targets 17 crore urban consumers and approximately 8 lakh industries. The parameters for identifying the target geographies and the profile of target industries have been detailed in **Annex IV** and **V**. Target industries in these areas span the industrial spectrum, including small-scale and large-scale industries and institutions, and include industries across sectors.

The cities thus identified will be the primary focus areas of the campaign and will act as hubs, wherefrom the campaign will then branch out to other smaller areas in that state. The hub-and-spoke method thus employed for campaign implementation would also render greater coordination amongst campaign centres across the city. The hub cities for the campaign have been identified based on the sizes of their urban population, diversity of economic activities, and prominence as political and administrative capitals of their respective states.

Table 1 Target hub and spoke cities for campaign

S. No	State/region	Hub city	Spoke cities
1.	National Capital Region	Delhi	Gurgaon, Noida
2.	Haryana	Chandigarh	Faridabad
3.	Madhya Pradesh	Bhopal	Indore
4.	Gujarat	Ahmedabad	Vadodara, Surat, Rajkot
5.	Maharashtra	Mumbai	Pune, Nagpur, Nashik
6.	Kerala	Kochi	Thiruvananthapuram, Kozhikode
7.	Tamil Nadu	Chennai	Coimbatore, Puducherry, Thiruchirapally, Salem, Madurai
8.	Andhra Pradesh	Hyderabad	Guntur, Vijayawada, Vishakapatnam, Warangal
9.	Orissa	Bhubaneswar	Cuttack
10.	West Bengal	Kolkata	
11.	Mizoram	Aizawl	
12.	Sikkim	Gangtok	
13.	Himachal Pradesh	Shimla	Kangra, Mandi, Solan, Sirmaur

S. No	State/region	Hub city	Spoke cities
14.	Jammu and Kashmir	Srinagar	Jammu
15.	Punjab	Chandigarh	Ludhiana, Amritsar, Gurdaspur, Jalandhar, Firozpur
16.	Rajasthan	Jaipur	Kota, Jodhpur
17.	Karnataka	Bangalore	Belgaum, Mysore, Tumkur, Gulbarga
18.	Assam	Dispur	Guwahati; Silchar, Digrugarh, Jorhat, Nagaon
19.	Meghalaya	Shillong	

f. Communication channels

The proposed strategy will employ a wide variety of channels, including:

- ***Print***: For amplifying campaign messages in newspapers, magazines, and trade publications through articles, advertisements and opinion editorials
- ***Hybrid***: For engaging a wider stakeholder base and expanding campaign reach and impact via online media, like news websites, and sector-specific websites
- ***Social media:*** For engaging a national and global stakeholder base that can interact with the campaign on a real-time basis, and hence also render it greater publicity through tools like Facebook, Twitter, LinkedIn, etc
- ***Owned***: For leveraging BEE's existing resources, including newsletters and websites, such as the BEE website and Energy Savers Portal, and for heightening BEE's credibility
- ***Electronic***: For rendering wider publicity and reach of campaign, including its messages, results and impact, through television and radio coverage and advertisements. BEE's existing radio show, "*Bachat Ke Sitaare*," might especially be leveraged for making information about energy efficiency more accessible through non-print mediums
- ***Experiential marketing***: For direct engagement with target audiences to encourage adoption of energy efficient behaviour and technologies. BEE's existing National Energy Conservation Day event may be leveraged to recognise achievements of consumer groups that have participated in the campaign, and states, industries and communities may be recognised for energy saved through the campaign
- ***Influencers****:* For leveraging influence of key stakeholders in encouraging behavioural and attitudinal changes towards energy efficiency. The table below outlines the stakeholders and influencers who need to be actively engaged throughout the campaign, and who can act in the capacities of information dissemination, advocacy, and consumer engagement programme partnership. The roles of the stakeholders in the campaign have also been defined.

Table 2 Key stakeholders and influencers in campaign

	Stakeholder	Rationale	Role in the campaign
1.	**Central government**	Establishing national policies while driving the campaign, the Central Government's active participation in the campaign and all initiatives in the energy efficiency space is critical to meeting goals of energy requirement in the country. Additionally, the Central Government is also empowered to create guidelines for energy efficiency practices that can be disseminated to and adopted by other government entities and consumers at large. Stakeholders to be involved in campaign efforts include: • Ministry of Power, due to focus on providing the policy and regulatory environment for promoting energy efficiency and reducing the capacity addition in the country • Ministry of Environment, Forests and Climate Change, due to mandate to implement policies pertaining to climate change. The Ministry is also the Designated National Authority for host country approvals for CDM processes for energy efficiency	• Drive awareness-raising activities with messages and collaterals focused on energy efficient practices and technologies, and on economic and environmental impacts of energy efficiency • Consistent knowledge sharing and relationship building with wider stakeholder group • Conduct own campaigns on similar themes of resource conservation and efficiency • Engage with own employees on activities that will promote energy efficiency
2.	**State government**	Their proximity and influence on target consumers necessitate active participation of state governments in target regions. While consumers have traditionally demonstrated greater receptivity to messages dispersed by State government than to those by Central government, States will also be the predominant beneficiaries of energy efficiency measures implemented by consumers. State government entities also play an active oversight and regulatory role in energy consumption patterns, and are hence well-positioned to monitor campaign effectiveness. Stakeholders to be actively involved in campaign efforts include: • Urban development and public works departments, due to their influence and engagement with municipal authorities, a key target stakeholder	• Engagement of municipal authorities in campaign • Engagement of local community and industry associations • Local nodal agencies for campaign • Ensuring and localising campaign message delivery to regional levels • Contribute information to strengthen the campaign messages • Engage with own employees on activities that will promote energy efficiency

	Stakeholder	Rationale	Role in the campaign
		• Energy and environment departments, due to their influence on state-level energy policies and related activities	
3.	**Energy Efficiency Services Ltd (EESL)**	EESL co-ordinates with consumers, agencies and other organisations to drive the promotion of energy efficient technologies through several projects across the country. EESL's projects have already witnessed encouraging results in reducing technology costs and energy consumption in select areas, and have been well-received by state and municipal authorities. The communications campaign can build upon the results –oriented momentum built by EESL.	• Driving messages on benefits of energy efficient technologies • Engaging with product manufacturers, and with municipal and state authorities • Increasing receptivity of State-level stakeholders to campaign messages
4.	**Multilateral agency**	Multilateral agencies have been implementing energy efficiency projects in various developing countries. Such agencies are bringing these practices to India to create the ecosystem for an energy efficient market in India. The World Bank has already partnered with BEE to drive the message of energy efficiency to Micro Small and Medium Enterprises (MSMEs) across the country through financing initiatives. The campaign can hence leverage the relationships and experiences that the joint BEE and World Bank projects have developed with MSMEs and financial institutions.	• Partnering in engagements with financial institutions and MSMEs • Showcasing campaign efforts in thought leadership platforms conferences and discussions
5.	**Municipalities**	While the vast majority of municipalities' funds are spent on electricity bills for operationalising public works efforts, the scope for municipalities to realise energy cost savings is significant. Given the motivation to save, and their proximity to the end energy consumers, municipal authorities need to be actively engaged as information mediums and advocates for energy efficiency, and are capable of demonstrating and sharing the economic benefits of efficiency with consumers. A key barrier is the lack of knowledge and skill sets among the operational staff, due to which municipal authorities need to be trained and actively engaged to increase awareness.	• Training and workshops on energy efficiency • Engaging with industry consumers and residential associations • Monitoring effectiveness of campaign

	Stakeholder	Rationale	Role in the campaign
6.	**Utility Companies**	With a focus on managing demands peak loads, utility companies, such as energy distribution companies (discoms), are gradually shifting to more energy efficient technologies and smart grids. So motivated to ensure quality and uninterrupted power supply to consumers, utility companies can play an important role in educating consumers, and in influencing attitudes and behavioural changes to energy consumption. Their credibility as sources of information on efficient energy use is also heightened given their positions as conduits to energy access.	• Knowledge dissemination and awareness raising • Community-level engagement with industry consumers and residential associations • Monitoring effectiveness of campaign • Programmes to encourage adoption of energy efficiency by industries
7.	**Financial Institutions**	Financial institutions were demonstrated to be amongst the most sensitive to the costs of energy consumption, and to the needs for energy conservation in the consumer survey. However, these institutions also perceive energy efficiency projects as high risk, and hence avoid and delay in funding these projects. As these institutions exercise influence over consumers, and can hence encourage adoption of energy efficiency practices and technologies by industries, they need to be sensitised to the viability of energy efficiency projects.	• Training and workshops on energy efficiency • Programmes to encourage adoption of energy efficiency by industries
8.	**Environmentalists and NGOs**	Knowledgeable on matters impacting the environment, environmentalists and related NGOs weigh influence over individuals' sentiments, and play key roles in the corporate responsibility visions of industries. Environmentalists can also be armed with significant context and information on the role energy efficiency can play on India's climate change efforts, and would hence be seen as credible sources by audiences inclined to strengthen India's environment and energy security status. These entities are also well-experienced in motivating communities into action on matters related to environment preservation and resource conservation, which can be leveraged during the campaign	• Community-level engagement with industry consumers and residential associations • Driving messages on benefits of energy efficient technologies
9.	**Media**	There is increasing interest in the media on energy efficiency stories. The national media has written about events and announcements made by the Government	• Amplify messages on benefits of energy efficient practices and

	Stakeholder	Rationale	Role in the campaign
		and/or multi-lateral bodies, as well as experts on the topic of energy efficiency. Interest in information on energy efficiency technology is evolving, and the media want to report benefits of energy efficient behaviours and technologies – for individuals, industries, and the nation's energy security and economic growth.	technologies • Interactions with campaign drivers and consumers to highlight the benefits of campaign • Recognise and publicise campaign achievements to improve receptivity to campaign efforts
10.	**Think tanks**	Think tanks that focus on matters of environmental preservation and energy security are seen as knowledgeable and credible agencies by stakeholder groups. Given their reputations as independent, internationally-renowned research agencies, think tanks and their faculty may be engaged to advocate for the macro-economic benefits of energy efficiency and conservation measures, especially to appeal to policy makers, industries, and consumers from an altruistic standpoint.	• Awareness raising activities, including participation in thought leadership platforms, conferences, and discussions associated with the campaign • Adopt themes to support campaigns efforts
11.	**Consumer interest organisations**	As advocates for consumers, consumer interest groups and organisations are well positioned to advise consumers on effective use of energy resources, and hence also showcase the benefits of energy efficiency to consumers. Such an organisation may hence be leveraged to participate in direct engagement initiatives. Given their influence on consumers, organisations may also be leveraged to publicise information regarding the needs and benefits to consumers from energy efficient practices and behaviour to amplify adoption and acceptability	• Amplify messages on energy efficient practices, and benefits thereof • Community-level engagement with households
12.	**School energy clubs**	Schools are key influencers in communities, advising youth and their families on a variety of socio-economic behaviours, while reflecting these behaviours and messages. Our consumer survey also found that children play a central role in determining household behaviours and energy appliance purchase decisions. Awareness instituted in children at younger ages will manifest energy efficient behaviours in Indian homes for longer durations, and associated messages will be	• Amplify messages on energy efficient practices, and benefits thereof • Drive generational messages of campaign • Community-level engagement with households

	Stakeholder	Rationale	Role in the campaign
		more effective. Additionally, BEE's student energy clubs at schools across the country have already proven to be effective in raising awareness and engendering energy efficient behaviour amongst students. Communities are already familiar with energy clubs, and will be the most receptive initially to messages through this medium of communication.	• Monitoring effectiveness of campaign
13.	**Industry associations**	As advocates and influencers of industries, industry associations may be leveraged to participate in direct engagement initiatives with industries, and to amplify and publicise information regarding the needs and benefits to industries from energy efficient practices and behaviour to amplify adoption and acceptability. Additionally, industry associations are also the most suited for identifying relevant specifications and challenges for energy efficient equipment and technologies, and will therefore also the best positioned for identifying issues inhibiting adoption.	• Amplify messages on energy efficient practices, and benefits thereof • Community-level engagement with industry consumers
14.	**Electric appliance manufacturers**	Manufacturers were identified as the 4th most trusted sources of information for energy efficiency of appliances in the consumer survey. While they are also closely regulated for the technologies they sell and the information they publicise, and are hence required to adhere to higher standards of accountability, their brand reputation and credibility greatly influence consumer's perceptions and decisions. Driving messages about the energy savings potential of their technologies, manufacturers' sales would also be enabled while advising consumers on adapting to the changing attitudes towards energy consumption and needs for energy conservation. Manufacturers would also be able to harness the opportunity to amplify messages about commitments to sustainability and social responsibility, thereby making their involvement in the campaign mutually	• Amplify messages on energy efficient practices, and benefits thereof • Community-level engagement with consumers • Monitoring effectiveness of campaign • Supply market data on purchasing preferences and habits of consumers

	Stakeholder	Rationale	Role in the campaign
		beneficial.	
15.	**Retailers**	Salespersons are the 3rd most trusted sources of information for energy efficiency of appliances, and also engage directly with consumers. As conduits for information to and from consumers, they also exercise significant influence over consumers' awareness and attitudes towards energy conservation. Nonetheless, retailers do need to be appropriately informed and incentivised for disseminating accurate and relevant information regarding energy conservation, and the delivery potential of appliances and equipment.	• Amplify messages on energy efficient practices, and benefits thereof • Training and workshops on energy efficient practices and technologies
16.	**Community associations**	Composed of the campaign's target audience, community associations are well positioned for monitoring changes in attitudes and actions of households, while also effectively capable of disseminating information. Additionally, engagement with community associations would also enable direct engagement with campaign target groups	• Amplify messages on energy efficient practices, and benefits thereof • Community-level engagement with households • Monitoring effectiveness of campaign
17.	**Technicians**	Unofficial advisors to households regarding energy consumption practices, service providers are uniquely positioned for providing households insight into how technologies use energy, and to also advise the manner in which technologies should be used to reduce energy consumption for ensuring longer-lasting use and effectiveness. These service providers include admin and maintenance persons, such as electricians and equipment repairman	• Amplify messages on energy efficient practices, and benefits thereof • Advocacy and workshops for promoting campaign messages\ • Educate consumers on energy efficient practices and technologies

g. Implementation framework

Given the complexity of the campaign and the various elements it incorporates, we recommend a structured implementation framework that focuses on pacing activities related to preparation, evaluation and amplification of the campaign on a quarterly basis. The preparation phase incorporates collection of relevant information, identification of relevant stakeholders, formulation of monitoring and evaluation frameworks, collateral and resource development, and finalisation of the campaign design. While priming of internal resources and procurement of necessary external resources are expected to be completed in the first phase, outreach to target stakeholders will be initiated in the second phase. Pilot projects may be implemented in several

locations across the country to evaluate effectiveness of campaign activities, which may then be reviewed by the end of the first year of the campaign.

Hence, by the end of the first year of the campaign, a select proportion of the target stakeholder group would have been exposed to the campaign, and may be in a position to advise the effectiveness of campaign activities. By the beginning of the second year, energy monitoring tools, such as mobile apps, may be launched to intensify campaign activities, and to expand the impact of the campaign to wider areas and demographics. During the second year, the campaign may be implemented to target the remainder of the 18 crore consumer base across the country. The effectiveness of the campaign may be evaluated through changes in macro-level indicators at the end of the second year, following which decisions may be made on continued use of campaign tools and activities for reinforcing messages and behaviours amongst target groups.

Figure 9 illustrates the quarterly phases described above.

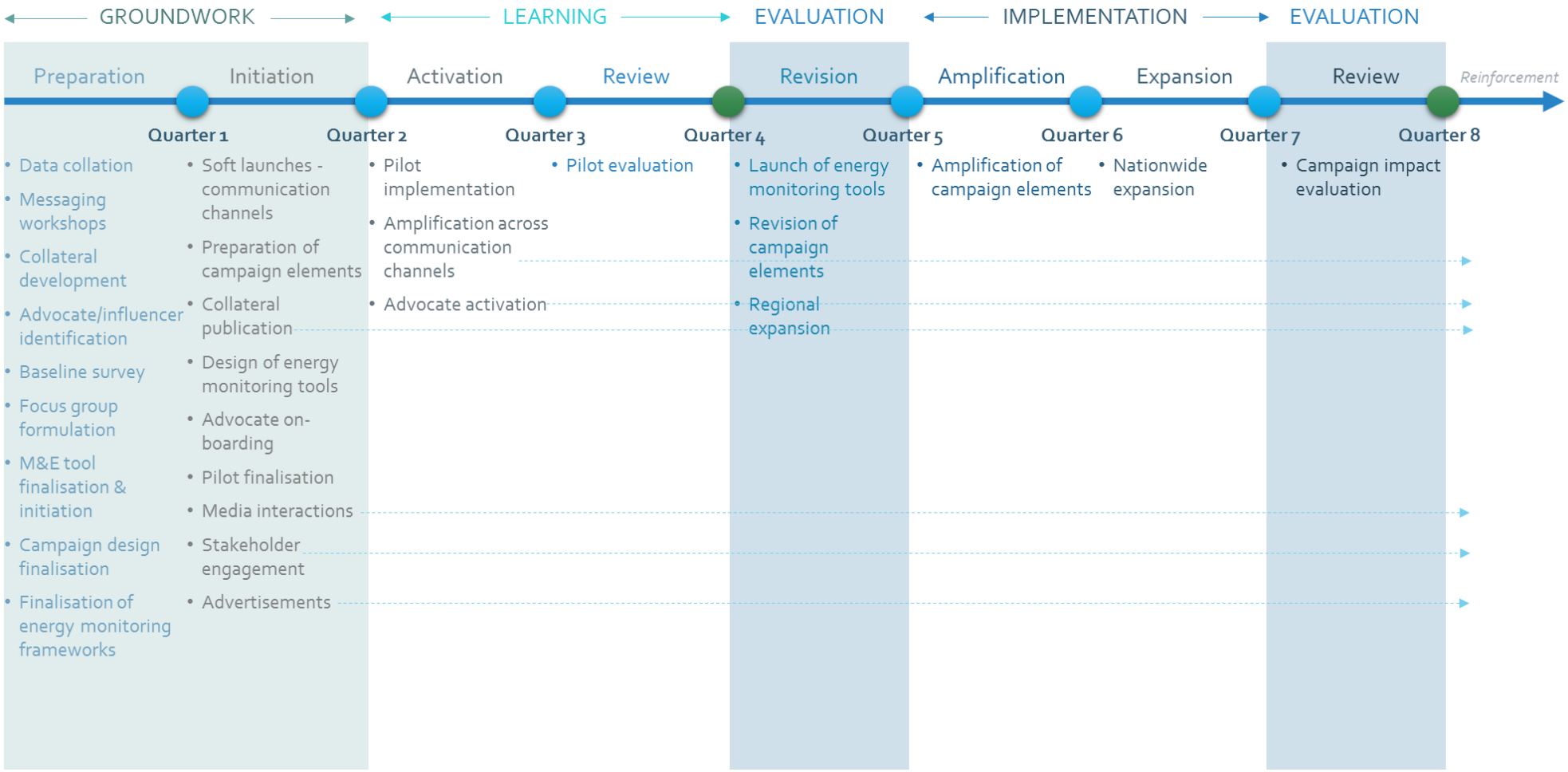

Figure 9 Campaign implementation phases

Campaign implementation will require the combined efforts of BEE and of the various programmes that enable realisation of BEE's mandate under the Energy Conservation Act. The following sections detail a campaign implementation roadmap to assist in the oversight and management of the campaign.

i. Bureau of Energy Efficiency

BEE will be the key driver of the campaign, and any and all stakeholders involved in the campaign will derive direction from BEE's activities. Given the importance of BEE's role, the following roadmap outlines BEE's activities before, during and after the campaign.

Table 3 Implementation roadmap for BEE

Month	Activity	Output
	PRE-CAMPAIGN	

	• **Campaign proposal preparation**
	  ○ Description of nation's energy efficiency scenario
	  ○ Demonstrated impact of BEE's activities
	  ○ Rationale for consumer focused communications campaign
	  ○ Identification of SMART campaign targets
	  ○ Finalisation of campaign budget
	  ○ Identification of campaign energy efficiency tools
	  ○ Determination of terms of reference for procurement of external resources
	• **Presentation and submission of proposal to Ministry of Power**
	• **Procurement of external resources for following capabilities**
	  ○ Media relations
	  ○ Content development
	  ○ Creative design
	  ○ Employee engagement
	  ○ Social media
	  ○ Advertising
	  ○ Event management
	  ○ Website development and maintenance
	  ○ Research, monitoring and evaluation
	  ○ Campaign tool development
	• **Identification and hiring of necessary internal resources**
	  ○ BEE campaign communications committee
	  ○ Spokesperson(s)
	  ○ Nationwide campaign coordinator
	  ○ Resident knowledge experts
		• **Budget allocation and approval from Ministry of Power**
		• **Organisation of internal resources**
		• **Procurement of external resources**

Month	Activity	Output
	○ Media representative ○ Advertising coordinator ○ Staff administrator	
	PREPARATION	
(1)	• **Messaging preparation** ○ Finalisation of core messages and pillars ○ Identification of proof points from across BEE programs • **Collateral development** ○ Identification of campaign collaterals and knowledge resources necessary for targeting stakeholder groups • **Stakeholder mapping** ○ Mapping and engagement plan for consumers, advocates, influencers and enabling stakeholders in campaign target geographies • **Communication channel development** ○ Development of plan for distributing and publishing campaign messages across communication channels and platforms, including roadmap for print and digital media engagement ○ Development of plan for monitoring effectiveness of communication channels and platform • **Experiential marketing plan** ○ Implementation plan for activities and target group engagement initiatives related to raising awareness, changing attitudes, stimulating action, self-monitoring of energy consumption, and for recognising achievements by communities, states, and municipalities • **Campaign tool design** ○ Design of energy efficiency measurement tool for campaign • **Capacity building plan** ○ Identification of training needs of BEE resources to ensure effective campaign execution ○ Development of capacity building programmes for BEE resources, and for campaign advocates and influencers • **Monitoring and evaluation** ○ Identification of campaign performance targets ○ Finalisation of implementation plan for monitoring and evaluation activities ○ Development of baseline and annual monitoring surveys ○ Development of plan for focus group implementation	• **List of necessary campaign collaterals and knowledge resources** • **Stakeholder map** • **Campaign implementation plans, including for stakeholder engagement, communication channel utilisation (including advertisements and creatives), experiential marketing, capacity building, and campaign monitoring and evaluation**

Month	Activity	Output
	○ Development of formats for monitoring adoption of energy efficiency by industries ○ Identification of auditors, industry bodies and municipalities for participation in monitoring and evaluation activities ○ Development of formats for weekly and monthly perception monitoring of campaign ○ Development of formats for weekly monitoring of stakeholder engagement in campaign activities	
(2)	• **Messaging preparation** ○ Messaging workshops with BEE teams for finalisation of campaign messages • **Collateral development** ○ Development of campaign collaterals and knowledge resources necessary for targeting stakeholder groups • **Stakeholder engagement** ○ Initiate engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel development** ○ Framework for media database for campaign ○ Development of resource library framework ○ Preparation for campaign's presence across digital domains ○ Development of print, video and audio advertisements for campaign's consumer segments • **Experiential marketing plan** ○ Preparation for activities and target group engagement initiatives related to raising awareness, changing attitudes, stimulating action, and self-monitoring of energy consumption • **Campaign tool development** ○ Design of energy efficiency measurement tool for campaign • **Capacity building** ○ Initiate employee engagement programmes for BEE teams ○ Training of spokesperson(s) • **Monitoring and evaluation** ○ Implementation of baseline survey ○ Organisation of focus groups ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Development of formats for monitoring adoption of energy efficiency by industries	• **Media database framework** • **Agreements for advocate and stakeholder participation in campaign** • **Spokesperson and BEE team trainings** • **Baseline survey** • **Focus groups** • **Stakeholder interviews**

Month	Activity	Output
	○ Engagement with auditors, industry bodies and municipalities for participation in monitoring and evaluation activities ○ Development of formats for weekly and monthly perception monitoring of campaign ○ Development of formats for weekly monitoring of stakeholder engagement in campaign activities	
(3)	• **Messaging preparation** ○ Messaging workshops with BEE teams for finalisation of campaign messages • **Collateral development** ○ Finalisation of campaign collaterals and knowledge resources necessary for targeting stakeholder groups • **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel development** ○ Media tracking in campaign database ○ Development of resource library ○ Development of print, video and audio advertisements for campaign's consumer segments • **Experiential marketing plan** ○ Preparation for activities and target group engagement initiatives related to raising awareness, changing attitudes, stimulating action, and self-monitoring of energy consumption • **Campaign tool development** ○ Design of energy efficiency measurement tool for campaign • **Capacity building** ○ Training of spokesperson(s) ○ Capacity building programmes for advocates, influencers and enabling stakeholders participating in the campaign • **Monitoring and evaluation** ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Analysis of data from baseline survey, focus groups and stakeholder interviews ○ Finalisation of formats for monitoring adoption of energy efficiency by industries ○ Engagement with auditors, industry bodies and municipalities for participation in monitoring and evaluation activities	• **Final campaign messages** • **Campaign collaterals and knowledge resources** • **Energy efficiency knowledge resource library** • **Media database** • **Agreements for advocate and stakeholder participation in campaign** • **Final design for campaign energy efficiency tool** • **Trainings for advocates, influencers and enabling stakeholders** • **Reports on baseline survey, focus groups and stakeholder interviews**

Month	Activity	Output
	○ Finalisation of formats for weekly and monthly perception monitoring of campaign ○ Finalisation of formats for weekly monitoring of stakeholder engagement in campaign activities	
	INITIATION	
(4)	• **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements ○ Media tracking in campaign database ○ Publication and population of resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Activation of campaign's digital identity • **Experiential marketing plan** ○ Finalisation of activities and target group engagement initiatives related to raising awareness, changing attitudes, stimulating action, and self-monitoring of energy consumption • **Campaign tool development** ○ Design of energy efficiency measurement tool for campaign • **Pilot design** ○ Identification of activities - for raising awareness and monitoring energy consumption behaviour at individual and community levels - and target areas in which pilot projects to be implemented ○ Development of pilot implementation plan • **Monitoring and evaluation** ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Engagement with auditors, industry bodies and municipalities for monitoring and evaluation of energy efficiency adoption ○ Weekly and monthly perception monitoring of campaign ○ Weekly monitoring of stakeholder engagement in campaign activities	• **Publication of campaign messaging and collaterals** • **Finalisation of experiential marketing plan** • **Target areas for pilot** • **Campaign initiation in digital and electronic media** • **Monitoring and evaluation reports**
(5)	• **Pilot design** ○ Initiate engagement with government, municipal and industry stakeholders in target areas in which pilot projects to be implemented	• **Publication of campaign messaging and collaterals** • **Stakeholder engagement for**

Month	Activity	Output

	• **Stakeholder engagement**
	  ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities
	• **Communication channel activation**
	  ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements
	  ○ Initiate media engagement with spokesperson interviews
	  ○ Media tracking in campaign database
	  ○ Publication of collateral and knowledge resources on resource library
	  ○ Release of print, video and audio advertisements for campaign's consumer segments
	  ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites
	• **Experiential marketing plan**
	  ○ Pre-pilot preparation of activities for target group engagement initiatives
	• **Campaign tool development**
	  ○ Design of energy efficiency measurement tool for campaign
	• **Monitoring and evaluation**
	  ○ Focus groups
	  ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency
	  ○ Weekly and monthly perception monitoring of campaign
	  ○ Weekly monitoring of stakeholder engagement in campaign activities
		pilot programs
		• **Monitoring and evaluation reports**
		• **Media engagement for spokesperson(s)**

(6)	• **Pilot design**
	  ○ Finalise pilot implementation plan
	• **Stakeholder engagement**
	  ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities
	• **Communication channel activation**
	  ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements
	  ○ Media engagement with spokesperson interviews
	  ○ Media tracking in campaign database
	  ○ Publication of collateral and knowledge resources on resource library
		• **Pilot implementation plan**
		• **Publication of campaign messaging and collaterals**
		• **Stakeholder engagement for pilot programs**
		• **Monitoring and evaluation reports**
		• **Media engagement for spokesperson(s)**

Month	Activity	Output
	○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites • **Experiential marketing plan** ○ Pre-pilot preparation of activities for target group engagement initiatives • **Campaign tool development** ○ Design of energy efficiency measurement tool for campaign • **Monitoring and evaluation** ○ Focus groups ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Engagement with auditors, industry bodies and municipalities for monitoring and evaluation of energy efficiency adoption ○ Weekly and monthly perception monitoring of campaign ○ Weekly monitoring of stakeholder engagement in campaign activities ○ Analysis of all monitoring and evaluation data	
	ACTIVATION	
(7)	• **Pilot implementation** ○ Soft launch of campaign across select geographies and target groups • **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements ○ Media engagement with spokesperson interviews ○ Media tracking in campaign database ○ Publication of collateral and knowledge resources on resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites • **Experiential marketing implementation** ○ Implementation of target group engagement initiatives in line with pilot implementation plan	• **Pilot project implementation** • **Community engagement initiatives**

Month	Activity	Output

	• **Campaign tool development**
	  ○ Design of energy efficiency measurement tool for campaign
	• **Monitoring and evaluation**
	  ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency
	  ○ Weekly and monthly perception monitoring of campaign
	  ○ Weekly monitoring of stakeholder engagement in campaign activities	

(8)	• **Pilot implementation**
	  ○ Campaign pilot implementation across select geographies and target groups
	• **Stakeholder engagement**
	  ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities
	• **Communication channel activation**
	  ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements
	  ○ Media engagement with spokesperson interviews
	  ○ Media tracking in campaign database
	  ○ Publication of collateral and knowledge resources on resource library
	  ○ Release of print, video and audio advertisements for campaign's consumer segments
	  ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites
	• **Experiential marketing implementation**
	  ○ Implementation of target group engagement initiatives in line with pilot implementation plan
	• **Campaign tool development**
	  ○ Design of energy efficiency measurement tool for campaign
	• **Monitoring and evaluation**
	  ○ Focus groups
	  ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency
	  ○ Weekly and monthly perception monitoring of campaign
	  ○ Weekly monitoring of stakeholder engagement in campaign activities
		• **Pilot project implementation**
		• **Community engagement initiatives**

(9)	• **Pilot implementation** ○ Campaign pilot implementation across select geographies and target groups • **Stakeholder engagement**	• **Pilot project implementation** • **Community engagement initiatives**

Month	Activity	Output
	○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements ○ Media engagement with spokesperson interviews ○ Media tracking in campaign database ○ Publication of collateral and knowledge resources on resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites • **Experiential marketing implementation** ○ Implementation of target group engagement initiatives in line with pilot implementation plan • **Campaign tool testing** ○ Testing of energy efficiency measurement tool for campaign • **Monitoring and evaluation** ○ Focus groups ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Engagement with auditors, industry bodies and municipalities for monitoring and evaluation of energy efficiency adoption ○ Weekly and monthly perception monitoring of campaign ○ Weekly monitoring of stakeholder engagement in campaign activities ○ Analysis of all monitoring and evaluation data	• **Prototype testing of energy efficiency measurement tool**
	REVIEW	
(10)	• **Pilot implementation** ○ Campaign pilot implementation across select geographies and target groups • **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication	• **Pilot project implementation** • **Community engagement initiatives** • **Prototype testing of energy efficiency measurement tool**

Month	Activity	Output
	channels, including articles in media and print advertisements ○ Media engagement with spokesperson interviews ○ Media tracking in campaign database ○ Publication of collateral and knowledge resources on resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites • **Experiential marketing implementation** ○ Implementation of target group engagement initiatives in line with pilot implementation plan • **Campaign tool testing** ○ Testing of energy efficiency measurement tool for campaign • **Monitoring and evaluation** ○ Initiate development of annual campaign report, including research with state and municipal authorities regarding achievements of energy efficiency from pilot projects ○ Initiate annual survey to test effectiveness of campaign in improving attitudes and initiative levels towards energy efficiency	
(11)	• **Pilot implementation** ○ Campaign pilot implementation across select geographies and target groups • **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements ○ Media engagement with spokesperson interviews ○ Media tracking in campaign database ○ Publication of collateral and knowledge resources on resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites	• **Pilot project implementation** • **Community engagement initiatives** • **Prototype testing of energy efficiency measurement tool**

Month	Activity	Output

	• **Experiential marketing implementation**
	  ○ Implementation of target group engagement initiatives in line with pilot implementation plan
	• **Campaign tool testing**
	  ○ Testing of energy efficiency measurement tool for campaign
	• **Monitoring and evaluation**
	  ○ Development of annual campaign report
	  ○ Focus groups
	  ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency
	  ○ Weekly and monthly perception monitoring of campaign
	  ○ Weekly monitoring of stakeholder engagement in campaign activities
	  ○ Annual survey to test effectiveness of campaign	

(12)	• **Pilot implementation**
	  ○ Campaign pilot implementation across select geographies and target groups
	• **Stakeholder engagement**
	  ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities
	• **Communication channel activation**
	  ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements
	  ○ Media engagement with spokesperson interviews
	  ○ Media tracking in campaign database
	  ○ Publication of collateral and knowledge resources on resource library
	  ○ Release of print, video and audio advertisements for campaign's consumer segments
	  ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites
	• **Experiential marketing implementation**
	  ○ Implementation of target group engagement initiatives in line with pilot implementation plan
	• **Campaign tool testing**
	  ○ Finalisation of energy efficiency measurement tool for campaign
	• **Monitoring and evaluation**
		• **Pilot project implementation**
		• **Community engagement initiatives**
		• **Finalisation of energy efficiency measurement tool**
		• **Annual campaign report**
		• **Annual monitoring and evaluation report**

Month	Activity	Output
	○ Focus groups ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Engagement with auditors, industry bodies and municipalities for monitoring and evaluation of energy efficiency adoption ○ Annual survey to test effectiveness of campaign ○ Weekly and monthly perception monitoring of campaign ○ Weekly monitoring of stakeholder engagement in campaign activities ○ Annual monitoring and evaluation report ○ Finalisation of annual campaign report, including recommendations for revisions and course corrections in campaign design and implementation	
	REVISION	
(13)	• **Communication plan revision** ○ Revision of campaign communication plans based on findings from annual campaign and monitoring and evaluation reports • **Campaign implementation** ○ Implementation of campaign activities in target regions around pilot sites • **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements ○ Media engagement with spokesperson interviews ○ Media tracking in campaign database ○ Publication of collateral and knowledge resources on resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites • **Experiential marketing implementation** ○ Revision of experiential marketing plan based on findings from annual campaign and monitoring and evaluation reports	• **Communication campaign plan revision** • **Regional campaign expansion** • **Revision to community engagement initiatives** • **Launch of energy efficiency campaign tool**

Month	Activity	Output
	○ Implementation of target group engagement initiatives in line with revised campaign implementation plan • **Campaign tool launch** ○ Launch of campaign energy efficiency tool • **Monitoring and evaluation** ○ Weekly and monthly perception monitoring of campaign ○ Weekly monitoring of stakeholder engagement in campaign activities	
(14)	• **Campaign implementation** ○ Implementation of campaign activities in target regions around pilot sites • **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements ○ Media engagement with spokesperson interviews ○ Media tracking in campaign database ○ Publication of collateral and knowledge resources on resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites • **Experiential marketing implementation** ○ Implementation of target group engagement initiatives in line with in line with revised campaign implementation plan • **Campaign tool launch** ○ Regional launches of campaign energy efficiency tool • **Monitoring and evaluation** ○ Focus groups ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Weekly and monthly perception monitoring of campaign	• **Campaign implementation at regional levels** • **Regional launches of energy efficiency campaign tool**

Month	Activity	Output
	○ Weekly monitoring of stakeholder engagement in campaign activities	
(15)	• **Campaign implementation** ○ Implementation of campaign activities in target regions around pilot sites • **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements ○ Media engagement with spokesperson interviews ○ Media tracking in campaign database ○ Publication of collateral and knowledge resources on resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites • **Experiential marketing implementation** ○ Implementation of target group engagement initiatives in line with revised campaign implementation plan • **Campaign tool launch** ○ Regional launches of campaign energy efficiency tool • **Monitoring and evaluation** ○ Focus groups ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Engagement with auditors, industry bodies and municipalities for monitoring and evaluation of energy efficiency adoption ○ Weekly and monthly perception monitoring of campaign ○ Weekly monitoring of stakeholder engagement in campaign activities ○ Analysis of all monitoring and evaluation data	• **Campaign implementation at regional levels** • **Regional launches of energy efficiency campaign tool**
	AMPLIFICATION & EXPANSION	
(16)	**MONTHS 16-21**	• **Amplification of campaign**

Month	Activity	Output

(17)
(18)
(19)
(20)
(21)
	• **Campaign implementation**
	  ○ Amplification of campaign activities in target regions around pilot sites
	  ○ Expansion of campaign activities to national levels
	• **Stakeholder engagement**
	  ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities
	• **Communication channel activation**
	  ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements
	  ○ Media engagement with spokesperson interviews
	  ○ Media tracking in campaign database
	  ○ Publication of collateral and knowledge resources on resource library
	  ○ Release of print, video and audio advertisements for campaign's consumer segments
	  ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites
	• **Experiential marketing implementation**
	  ○ Implementation of target group engagement initiatives in line with revised campaign implementation plan
	• **Monitoring and evaluation**
	  ○ Focus groups
	  ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency
	  ○ Engagement with auditors, industry bodies and municipalities for monitoring and evaluation of energy efficiency adoption
	  ○ Weekly and monthly perception monitoring of campaign
	  ○ Weekly monitoring of stakeholder engagement in campaign activities
	  ○ Analysis of all monitoring and evaluation data
		activities
		• **Campaign expansion to national levels**

	REVIEW	
(22) (23)	**MONTHS 22-24** • **Campaign implementation**	• **Campaign implementation at national levels**

Month	Activity	Output
(24)	○ Implementation of campaign activities to national levels • **Stakeholder engagement** ○ Ongoing engagement with advocates, influencers and enabling stakeholders for participation in campaign activities • **Communication channel activation** ○ Distribution and publication of knowledge resources and collaterals across communication channels, including articles in media and print advertisements ○ Media engagement with spokesperson interviews ○ Media tracking in campaign database ○ Publication of collateral and knowledge resources on resource library ○ Release of print, video and audio advertisements for campaign's consumer segments ○ Amplification of campaign's digital identity, including monitoring of activity related to campaign website and social media sites • **Experiential marketing implementation** ○ Implementation of target group engagement initiatives in line with revised campaign implementation plan ○ National-level event for recognising campaign achievements • **Monitoring and evaluation** ○ Focus groups ○ Stakeholder interviews for awareness, attitudes and initiatives on energy efficiency ○ Engagement with auditors, industry bodies and municipalities for monitoring and evaluation of energy efficiency adoption ○ Annual survey to test effectiveness of campaign ○ Weekly and monthly perception monitoring of campaign ○ Weekly monitoring of stakeholder engagement in campaign activities ○ Development and finalisation of annual monitoring and evaluation report ○ Development and finalisation of annual campaign report, including recommendations for revisions and course corrections in campaign design and implementation • **Post-campaign follow-up** ○ Development of plan for routinely reinforcing campaign messages following campaign	• **Overall campaign review** • **Recognition of campaign achievements**
POST-CAMPAIGN		

Month	Activity	Output
(25) onwards	• **Post-campaign follow-up** ○ Implementation of plan for routinely reinforcing campaign messages following campaign	

Given its intensity and complexity, the campaign would require active participation and cooperation of each of BEE's programmes and programme teams. The roles of some of BEE's programmes in campaign implementation have been outlined below.

ii. Standards & labelling program

A consumer-focused program, the standards and labelling programme (S&L program) under the Scheme for Energy Efficiency Labelling aims to inform consumers on the consumption and energy loads of various electronic appliances, thereby enabling them to make informed choices about marketed household equipment. Launched in 2006, the scheme encourages manufacturers and importers of electronic equipment to voluntarily apply for a label that rates appliances on their energy performance. To date, the scheme has created labels for 19 appliances, of which 15 can voluntarily opt for labels (room air conditioners, direct cool refrigerators, induction motors, agricultural pump sets, ceiling fans, domestic LPG stoves, electric geysers, colour television sets, washing machines, computers, ballasts, office equipment, diesel monoset agricultural pumps, solid state inverters, and diesel generators), while 4 are mandated to bear the label (Frost free refrigerators, tubular, fluorescent lamps, room air conditioners, and distribution transformers). The scheme also entails independent testing of equipment by NABL-accredited laboratories.

In addition to the labels, the S&L programme has also developed several tools and published information for consumer use. A ready-reckoner of information has been developed for retail locations to make information easily accessible to consumers and retailer alike, while a weekly radio program, "*Bachat Ke Sitaare*," promotes purchase of energy efficient equipment labelled with BEE's 5-star label. Additionally, under this program, BEE is also developing a mobile software application that will provide real-time information on the authenticity of labels and energy consumption of electronic appliances, along with customer reviews of different types of appliances.

Given the extensive level of interaction with product manufacturers, retailers, and regulatory authorities, the programme is well positioned to advise on information that is directly relevant to consumers, and enable development of messages and monitoring tools that will motivate retailers and product manufacturers to promote the benefits of energy efficient technologies. Additionally, the programme team will also need to advise the effectiveness of campaign monitoring and evaluation tools, especially in understanding changes in market shares of energy efficient technologies. The program's radio programme may be marketed more aggressively, and leveraged to amplify campaign messages. Specific activities by the S&L programme team during each of the campaign phases have been detailed below:

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
PREPARATION	• Identification of proof points regarding savings potential of energy efficient technologies • Identification of proof points regarding energy efficient practices • Identification of collaborative manufacturers and retailers • Amplification of *Bachat Ke Sitaare* radio program • Identification of SMART targets to gauge effectiveness of campaign in promoting energy efficient technologies • Impact evaluation of star-label programs • Collateral development • Ideation of consumption monitoring app
INITIATION	• Initiate outreach and engagement with product manufacturers, energy monitoring tool developers, and retailers • Initiate outreach to regulatory bodies for advocate on-boarding • Advise development of energy monitoring tool • Collateral and message publication across communication channels • Advise pilot project development
ACTIVATION	• Engage with retailers for promotion of 5-star labels • Engage with product manufacturers for use of 5-star labels • Participation in community engagement initiatives for promotion of energy efficient technologies and 5-star labels • Advise development of energy monitoring tool
REVIEW	• Impact evaluation of campaign on 5 star-label adoption • Participation in community engagement initiatives for promotion of energy efficient technologies and 5-star labels • Engage with product manufacturers for use of 5-star labels • Advise development of energy monitoring tool
REVISION	• Engage with retailers and communities to promote use of energy monitoring tool • Engage with product manufacturers for use of 5-star labels
AMPLIFICATION	• Engage with retailers and communities to promote use of energy monitoring tool • Engage with product manufacturers for use of 5-star labels
EXPANSION	• Engage with retailers and communities to promote use of energy monitoring tool • Engage with product manufacturers for use of 5-star labels
REVIEW	• Impact evaluation of campaign on market for energy efficient technologies • Engage with retailers and communities to promote use of energy monitoring tool • Engage with product manufacturers for use of 5-star labels

iii. Perform Achieve Trade

Announced by the Government of India under the National Mission on Enhanced Energy Efficiency (NMEEEE) in 20008, the Perform Achieve Trade scheme (PAT) is an innovative effort to improve the energy efficiency of industries in energy-intensive sectors. The scheme employs a market-based mechanism that allows large industries and facilities to trade energy savings certificates, and hence targets achieving the energy efficiency improvement targets defined in the Energy Conservation Act 2001.

Participation in the scheme is mandatory for designated consumers, predominantly large industries in the following sectors - aluminium, cement, chlor-alkali, fertilisers, iron and steel, pulp and paper, railways, textiles and thermal power plant, which constitute approximately a third of India's total energy consumption. In its first phase of implementation from April 2012-March 2015, the scheme is targeting 4.05% reduction in Specific Energy Consumption metrics, or annual savings of 6.686 Million tons-of-oil-equivalent (toe), from 478 facilities. Each of these facilities is granted energy saving certificates for exceeding their individual plant's savings targets, which in turn can be traded with under-performing facilities, or that can be banked for future use.

While monitoring and verification of organisation's energy use through independent evaluation and audits are central to the scheme's implementation, the scheme also provides industries support in various capacities to enable achievement of SEC targets, including empanelment of accredited energy auditors, financing for energy efficiency endeavours through the Energy Efficiency Financing Platform (EEFP), and capacity-building and awareness workshops for industries and end consumers.

Implementation and management of the scheme hence entail extensive interaction with several stakeholders in state governments (state development authorities), auditors, discoms and utilities, financing entities and industries across the value chain. The PAT programme team can hence play a central role in advising awareness and engagement activities with industries, auditors, utility companies, and state regulatory authorities, especially as influencers and advocates of energy efficient practices and technologies. Specific activities by the PAT programme team during each of the campaign phases have been detailed below:

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
PREPARATION	• Identification of proof points regarding monetary benefits of energy savings • Identification of nodal officers in state bodies • Identification of workshop opportunities with industries, state agencies, financial institutions and auditors • Identification of SMART targets to gauge effectiveness of campaign in promoting energy efficient technologies and practices • Impact evaluation of PAT programs • Collateral development

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
	• Elements for M&E tools
INITIATION	• Initiate outreach and engagement with state nodal officers, financial institutions and auditors • Advise M&E tool development • Collateral and message publication across communication channels • Advise pilot project development • Advise development of energy monitoring tool
ACTIVATION	• Direct outreach to industries for energy efficient technology adoption • Direct outreach to auditors, utility companies and financial institutions for advocating for energy efficient practices • Advise development of energy monitoring tool
REVIEW	• Impact evaluation of campaign on adoption of energy efficient technologies and practices • Impact evaluation of campaign on financing of energy efficiency projects • Impact evaluation of campaign on voluntary energy audits being opted by companies • Impact evaluation of campaign on energy loads with discoms and utility companies • Advise development of energy monitoring tool
REVISION	• Engage with industries and utility companies to promote use of energy monitoring tool
AMPLIFICATION	• Direct outreach to industries for energy efficient technology adoption • Direct outreach to auditors, utility companies and financial institutions for advocating for energy efficient practices • Engage with industries and institutions to promote use of energy monitoring tool • Direct outreach to state governments for amplification of campaign activities
EXPANSION	• Direct outreach to industries for energy efficient technology adoption • Direct outreach to auditors, utility companies and financial institutions for advocating for energy efficient practices • Engage with industries and institutions to promote use of energy monitoring tool • Direct outreach to state governments for amplification of campaign activities
REVIEW	• Impact evaluation of campaign on adoption of energy efficient technologies and practices • Impact evaluation of campaign on financing of energy efficiency projects • Impact evaluation of campaign on voluntary energy audits being opted by companies • Impact evaluation of campaign on energy loads with discoms and utility companies • Engage with industries and institutions to promote use of energy monitoring tool • Direct outreach to state governments for amplification of campaign activities

iv. Buildings

The buildings programme at BEE enables commercial buildings to optimise energy supply to reduce their energy load. While commercial buildings currently accounts for 30% of electricity use, consumption by these buildings is expected to grow at twice the annual growth rate of India's electricity sector.

BEE thus defined energy standards for commercial buildings with connected loads over 100 kW, establishing the voluntary Energy Conservation Building Code (ECBC) in 2007. Urban local bodies and state governments enforce the code; to date, 7 states have notified the code (Rajasthan, Odisha, Uttarakhand, Punjab, Andhra Pradesh, Karnataka, and UT of Puducherry), 8 have amended it for their respective states (Uttar Pradesh, Kerala, Chhattisgarh, Gujarat, Tamil Nadu, Haryana, Maharashtra and West Bengal), and 7 more states have proposed adopting the code (Himachal Pradesh, Bihar, Assam, Tripura, Jharkhand, Goa, and Madhya Pradesh).

Additionally, a voluntary star-rating programme for buildings has also been developed, featuring energy audits of commercial buildings and award of a star-rating label for viable and eligible buildings, including hospitals, office buildings, BPOs, and shopping malls.

Given the program's focus on industrial and institutional stakeholders, the buildings programme team will play a central role in expanding outreach and intensifying adoption of campaign messages amongst commercial establishments and state governments. Specific activities by the buildings programme team during each of the campaign phases have been detailed below:

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
PREPARATION	• Identification of proof points regarding building consumption • Identification of nodal officers in state bodies • Identification of relevant communication channels • Identification of SMART targets to gauge effectiveness of campaign in promoting energy efficient buildings • Impact evaluation of ECBC and star-label programs • Collateral development • Elements for M&E tools
INITIATION	• Initiate outreach and engagement with state nodal officers • Advise M&E tool development • Collateral and message publication across communication channels • Advise pilot project development • Advise development of energy monitoring tool

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
ACTIVATION	• Direct outreach to industries and institutions for ECBC and star-label adoption • Advise development of energy monitoring tool
REVIEW	• Impact evaluation of campaign on ECBC and star-label adoption • Advise development of energy monitoring tool
REVISION	• M&E tool launch • Engage with industries and institutions to promote use of energy monitoring tool
AMPLIFICATION	• Direct outreach to industries and institutions for ECBC and star-label adoption • Direct outreach to state governments for amplification of campaign activities • Engage with industries and institutions to promote use of energy monitoring tool
EXPANSION	• Direct outreach to industries and institutions for ECBC and star-label adoption • Direct outreach to state governments for amplification of campaign activities • Engage with industries and institutions to promote use of energy monitoring tool
REVIEW	• Impact evaluation of campaign on ECBC and star-label adoption • Engage with industries and institutions to promote use of energy monitoring tool • Direct outreach to state governments for amplification of campaign activities

v. Demand Side Management

Aimed at transforming the market for energy efficient technologies, BEE's various Demand Side Management projects focus on driving consumer demand, affordability and accessibility to lighting products, agricultural pumpsets, and energy efficiency measures, such as energy audits. Partnering predominantly with distribution companies and financial institutions for implementation, the program's interventions are targeted at end consumers to drive down consumption and demand for power.

Currently, the programme focuses on agricultural and municipal energy consumers. While replacing inefficient agricultural pump sets with star-rated counterparts for farmers in Maharashtra, Gujarat, Haryana, Punjab and Rajasthan in partnership with Energy Service Company (ESCOs) and distribution companies, the programme achieved energy savings of 40%; the programme is being expanded for implementation in 3 more states across the country. Additionally, the programme is also implementing several initiatives to raise awareness of farmers, including establishment of pump replacement centres and distributing information at local events and *melas*.

Additionally, the programme team is also sensitising municipal corporations, contractors, engineers, and officers on energy management for lighting,

buildings, sewage, and water supply. The BEE DSM programme for municipalities covers 175 municipalities in the country by conducting investment grade energy audits and preparing detailed project reports for energy efficiency projects.

In partnership with Energy Efficiency Services Ltd (EESL), BEE has also implemented DSM projects for promoting energy efficient lighting solutions in homes and municipalities. Two flagship projects are being implemented to promote LED lights across the nation: a scheme for LED bulb distribution to households under the Domestic Efficient Lighting Programme (DELP), and a National Programme for LED-based Street Lighting. With a target to equip 10 crore households with 2 LED bulbs, each, and retrofit 90 lakh streetlights across India by 2016, the combined impact of the Government's two initiatives could help the country achieve energy savings to the tune of nearly 13 billion KWh annually. Completed projects have already resulted in energy savings of over 80 million KWh and a drop of over 70% in LED prices in 6 months.

The DSM programme teams interact extensively with ESCOs, utility companies, municipal and state authorities. The programme team can hence play a central role in engaging these stakeholders as advocates and influencers, and in the development of information and collaterals and identification of relevant communication channels. Specific activities by the DSM programme team during each of the campaign phases have been detailed below:

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
PREPARATION	• Identification of proof points regarding benefits of energy efficient technologies • Identification of nodal officers in state bodies • Identification of workshop opportunities with ESCOs, municipal authorities and utility companies • Identification of relevant communication channels • Identification of SMART targets to gauge effectiveness of campaign in promoting energy efficient technologies • Impact evaluation of DSM programs • Collateral development • Elements for M&E tools
INITIATION	• Initiate outreach and engagement with state nodal officers, ESCOs, municipal authorities and utility companies • Advise M&E tool development • Collateral and message publication across communication channels • Advise pilot project development
ACTIVATION	• Direct outreach to ESCOs, municipal authorities and utility companies for promoting energy efficient technology
REVIEW	• Impact evaluation of campaign on energy efficient technology adoption
REVISION	• M&E tool launch • Engage with municipal authorities to promote use of energy monitoring tool
AMPLIFICATION	• Direct outreach to ESCOs, municipal authorities and utility companies for promoting energy efficient technology

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
	• Direct outreach to state governments for amplification of campaign activities • Engage with municipal authorities to promote use of energy monitoring tool
EXPANSION	• Direct outreach to ESCOs, municipal authorities and utility companies for promoting energy efficient technology • Direct outreach to state governments for amplification of campaign activities • Engage with industries and institutions to promote use of energy monitoring tool
REVIEW	• Impact evaluation of campaign on ECBC and star-label adoption • Engage with industries and institutions to promote use of energy monitoring tool • Direct outreach to ESCOs, municipal authorities and utility companies for promoting energy efficient technology • Direct outreach to state governments for amplification of campaign activities

vi. Energy efficiency for MSMEs

While the MSME sector is afflicted by low energy efficiency norms, financing difficulties prohibit investment in energy efficiency endeavours. In an effort to mitigate the investment risks to financial institutions and MSMEs, and hence promote adoption of equipment and practices that will reduce the energy consumption of this sector, BEE's joint project with the World Bank and Global Environmental Facility called, Financing Energy Efficiency at MSMEs, aims to create a viable mechanism for synergies between MSMEs, energy auditors, consultants and financial institutions. The project hence focuses on building capacity and awareness amongst the aforementioned stakeholders, supporting DPRs and audits for energy efficiency projects, and creating knowledge resources for the 30 MSME clusters across the country.

Given the extent of interaction with MSMEs, auditors and financing institutions, programme teams will play a vital role in targeting MSMEs consumers during the campaign. Specific activities by the MSME programme team during each of the campaign phases have been detailed below:

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
PREPARATION	• Identification of proof points regarding monetary benefits of energy savings • Identification of workshop opportunities with MSMEs, financial institutions and auditors • Identification of SMART targets to gauge effectiveness of campaign in promoting energy efficient technologies and practices • Impact evaluation of MSME programs • Collateral development • Elements for M&E tools

CAMPAIGN IMPLEMENTATION PHASE	ROLES OF PROGRAMMES IN CAMPAIGN
INITIATION	• Initiate outreach and engagement with financial institutions and auditors • Advise M&E tool development • Collateral and message publication across communication channels • Advise pilot project development • Advise development of energy monitoring tool
ACTIVATION	• Direct outreach to industries for energy efficient technology adoption • Direct outreach to MSMEs, auditors, utility companies and financial institutions for advocating for energy efficient practices • Advise development of energy monitoring tool
REVIEW	• Impact evaluation of campaign on adoption of energy efficient technologies and practices • Impact evaluation of campaign on financing of energy efficiency projects • Impact evaluation of campaign on voluntary energy audits being opted by companies • Impact evaluation of campaign on energy loads with discoms and utility companies • Advise development of energy monitoring tool
REVISION	• Engage with MSMEs, financial institutions and utility companies to promote use of energy monitoring tool
AMPLIFICATION	• Direct outreach to MSMEs for energy efficient technology adoption • Direct outreach to auditors, utility companies and financial institutions for advocating for energy efficient practices • Engage with industries and institutions to promote use of energy monitoring tool • Direct outreach to state governments for amplification of campaign activities
EXPANSION	• Direct outreach to MSMEs for energy efficient technology adoption • Direct outreach to auditors, utility companies and financial institutions for advocating for energy efficient practices • Engage with industries and institutions to promote use of energy monitoring tool • Direct outreach to state governments for amplification of campaign activities
REVIEW	• Impact evaluation of campaign on adoption of energy efficient technologies and practices • Impact evaluation of campaign on financing of energy efficiency projects • Impact evaluation of campaign on voluntary energy audits being opted by MSMEs • Impact evaluation of campaign on energy loads with discoms and utility companies • Engage with MSMEs to promote use of energy monitoring tool • Direct outreach to state governments for amplification of campaign activities

vii. Implementation schedule

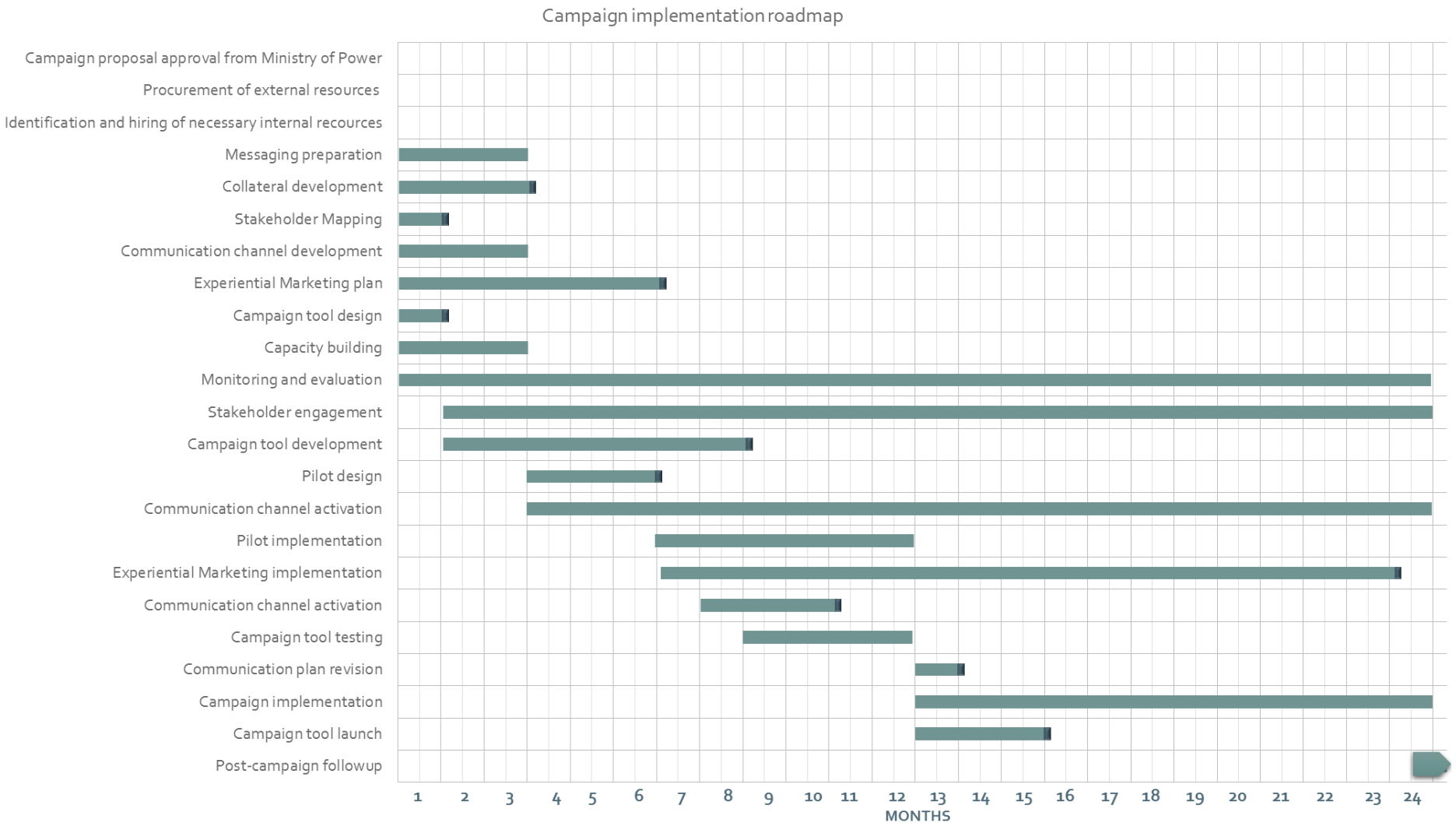

Figure 10 Timeline for implementation of campaign activities

4. Resource needs

a. Manpower

In order to implement the aforementioned campaign, BEE will need to train and hire staff internally, while also procure the services of external providers. The scope of the assignments and capability requirements have been detailed below.

Campaign Requirement	Scope	Skills & capabilities
Communications committee	A central committee comprising of members from across BEE's programmes to direct and anchor BEE's overall communication efforts	• Strategic planning
Spokesperson(s)	Recognised, knowledgeable experts who will effectively represent BEE for all media/public communication-related efforts, front campaign and deliver BEE's messages to the public at large	• Communication • Expertise in energy efficiency sector • Fluency in English and Hindi
Nationwide campaign coordinator	A central coordinators who will implement communication committee's decisions, while also managing nationwide implementation of the campaign	• Project management • Knowledgeable of all of BEE's programs • Experience in implementing large-scale projects at a national level • Detail-oriented
Resident knowledge experts	Senior members from each BEE programme who will provide information and data for validating campaign messages, and will be central stakeholder coordinators for their respective programs	• Sector knowledge • Intimate knowledge of specific BEE programs
Media representative	Dedicated resource within BEE who will liaison with media and communications partners for all of BEE's media-related activities during the campaign	• Knowledgeable of media industry • Media coordination • Communication • Detail-oriented • Fluency in English and Hindi
Advertising coordinator	Dedicated resource within BEE who will coordinate with communication partners and DAVP for implementing advertising programmes related to campaign	• Knowledgeable of advertising for government • Creativity • Detail-oriented
Staff administrator	Dedicated resource within BEE who will address administrative needs of BEE staff	• Project implementation

Campaign Requirement	Scope	Skills & capabilities
	during campaign, including necessary travel, logistics, etc	• Planning • Coordination
Media relations	External media relations team will support representative in daily liaison with media, preparation and distribution of press releases, media monitoring, etc	• Media network across India • Media coordination • Media training • Public relations and communication
Content developer	External team will assist in development of wide variety of marketing and knowledge content and collaterals, including providing creative design services, related to campaign	• Creative • Knowledge management • Collateral development • Research and analysis • Knowledgeable of energy sector
Digital media	External digital media team will be responsible for developing and maintaining all social and owned media content related to campaign	• Digital media management
Event coordinator	External event coordination firm will be responsible for identifying, planning, and delivering upon all opportunities for experiential marketing during the campaign	• Event planning, preparation, coordination and implementation • Monitoring
Public Affairs	Eternal public affairs team will be responsible for identifying, planning, and delivering upon all stakeholder engagement and outreach programmes related to campaign	• Stakeholder mapping and engagement • Issues management
Creative designer	External design team will be responsible for embellishing appeal and visibility of all content developed for campaign	• Creative • Knowledgeable of software design tools
Employee engagement	External employee engagement team will be responsible for identifying, planning, and delivering upon all training and workshops for BEE staff on understanding and adopting campaign messages	• Training • Strategy development • Planning
Tool developer	External technology development team will design and deliver tools to address campaign needs and accordingly in consultation with BEE programme managers	• Technology development (software) • Knowledgeable of energy sector
Researcher	External research team will conduct primary research, including surveys and focus groups, for monitoring and evaluating campaign progress	• Strategic planning • Market research

Availability of the resources at BEE, and indicative timelines for their procurement, have been detailed below.

S. No.	Campaign Requirement	Existing capacity	Remarks
a.	Communications committee	N	**Internal capacity exists**. This committee will comprise of members from across BEE's programs
b.	Spokesperson(s)	Y	**Internal capacity exists.** Spokesperson(s) will need to be identified and then trained to effectively front campaign and deliver BEE's messages
c.	Nationwide campaign coordinator	Y	**Internal capacity exists.** Individuals who have organised the annual Energy Conservation Day event may be considered
d.	Resident knowledge experts	Y	**Internal capacity exists.** Senior members from each BEE programme will need to be identified, and will be central stakeholder coordinators for their respective programs
e.	Media representative	Y	**Internal capacity exists**. Representative will need to be trained on media engagement, outreach, and database use
f.	Advertising coordinator	Y	**Internal resource exists.** Existing resources may be utilised
g.	Campaign administrator	Y	**Internal resource exists.** Existing resources may be utilised
h.	Media relations	N	**External**. Media relations firm will support representative in daily liaison with media, preparation and distribution of press releases, media monitoring, etc
i.	Campaign executor	N	**External**. Executing firm will perform all implementation modalities of campaign
j.	Content developer	N	**External**. Developer will assist in development of wide variety of marketing and knowledge content
k.	Digital media manager	N	**External.** Digital media manager will be responsible for developing and maintaining all social and owned media content
l.	Event coordinator	N	**External.** Coordinating firm will be responsible for identifying, planning, and delivering upon all opportunities for experiential marketing during the campaign
m.	Public Affairs	N	**External.** Coordinating firm will be responsible for identifying, planning, and delivering upon all stakeholder engagement and outreach programs
n.	Creative designer	N	**External.** Designer will be responsible for embellishing appeal and visibility of all content developed
o.	Employee engagement consultant	N	**External.** Coordinating firm will be responsible for identifying, planning, and delivering upon all training and workshops for BEE staff on understanding and adopting campaign messages
p.	Workshop trainer	N	**External.** Coordinating firm will be responsible for identifying, planning, and delivering upon all internal trainings and workshops for BEE staff on campaign
q.	Energy efficiency tools developer	N	**External**. Developer firm would have to understand campaign needs and design

S. No.	Campaign Requirement	Existing capacity	Remarks
			and deliver tools accordingly in consultation with BEE programme managers
r.	Researcher	N	**External**. Research firms would have to conduct primary research, including surveys and focus groups, for monitoring and evaluating campaign progress

b. Financial

Given the extent and scope of work involved, financial resources may be allocated based on the extent of desired impact of the strategy. Financial expenditure for campaign execution may be budgeted as follows:

Low impact

Such a campaign will entail limited awareness activities, including advertisements, stakeholder and media engagements, and experiential marketing. Due to lower levels of outreach, marketing collateral developed for the campaign will also be considerable lesser. Consumer awareness from campaign efforts, while expected to be fairly high in the short term, might not translate to significant behavioural changes in the long term. Expected costs for conducting such a campaign:

Activity	Year 1 (INR lakh)	Year 2 (INR lakh)	Total (INR lakh)
Capacity building and training workshops for BEE, support teams and external stakeholders	30.60	50.30	80.90
Stakeholder & influencer engagement	30.00	30.00	60.00
Media and editorial content development	30.00	60.00	90.00
Media outreach, tracking and engagement	80.00	100.00	180.00
Marketing collateral development	200.00	300.00	500.00
Monitoring and evaluation	65.00	55.00	120.00
Experiential marketing	187.50	562.50	750.00
Advertisements	750.00	1750.00	2500.00
Administrative costs	221.34	241.55	462.89
Owned and digital media management	1000.00	1000.00	2000.00
Energy efficiency tool development and promotion	1500.00	1500.00	3000.00

Activity	Year 1 (INR lakh)	Year 2 (INR lakh)	Total (INR lakh)
Crisis preparedness & management	40.00	15.00	55.00
CAMPAIGN BUDGET	**4,134.44**	**5,664.35**	**9,798.79 (INR Ninety-Eight Crore)**

Moderate impact

Such a campaign will entail moderate levels of awareness activities for advertisements, stakeholder and media engagements, and experiential marketing. Costs for conducting such a campaign:

Activity	Year 1 (INR lakh)	Year 2 (INR lakh)	Total (INR lakh)
Capacity building and training workshops for BEE, support teams and external stakeholders	38.60	74.30	112.90
Stakeholder & influencer engagement	50.00	60.00	110.00
Media and editorial content development	70.00	80.00	150.00
Media outreach, tracking and engagement	100.00	150.00	250.00
Marketing collateral development	300.00	450.00	750.00
Monitoring and evaluation	65.00	55.00	120.00
Experiential marketing	318.75	956.25	1275.00
Advertisements	1800.00	4200.00	6000.00
Administrative costs	399.54	432.65	832.19
Owned and digital media management	2000.00	2000.00	4000.00
Energy efficiency tool development and promotion	3000.00	3000.00	6000.00
Crisis preparedness & management	40.00	15.00	55.00
CAMPAIGN BUDGET	**8,181.89**	**11,473.20**	**19,655.09 (INR One Hundred and Ninety-Six Crores)**

High Impact

Such a campaign will entail significant emphasis on awareness activities, including advertisements, stakeholder and media engagements, and experiential marketing. Due to significantly higher levels of outreach, marketing collateral developed for the campaign will also be considerable higher. Consumer awareness from campaign efforts in the short term can be expected to translate into significant behavioural changes in the long term due to intensified exposure to messages and activities related to energy efficiency. Expected costs for conducting such a campaign:

Activity	Year 1 (INR lakh)	Year 2 (INR lakh)	Total (INR lakh)
Capacity building and training workshops for BEE, support teams and external stakeholders	52.60	116.30	168.90
Stakeholder & influencer engagement	80.00	100.00	180.00
Media and editorial content development	100.00	150.00	250.00
Media outreach, tracking and engagement	120.00	140.00	260.00
Marketing content development	400.00	600.00	1,000.00
Monitoring and evaluation	65.00	55.00	120.00
Experiential marketing	1000.00	3000.00	4000.00
Advertisements	2750.00	7250.00	10,000.00
Administrative costs	578.64	626.45	1,205.09
Owned and digital media management	3000.00	3000.00	6000.00
Energy efficiency tool development and promotion	5000.00	5000.00	10,000.00
Crisis preparedness & management	40.00	15.00	55.00
CAMPAIGN BUDGET	**13,140.24**	**18,995.25**	**33,238.99 (INR Three Hundred and Thirty-Two Crores)**

The above costs would include the following to varying degrees:

Capacity building and training	• Messaging • Spokesperson training • Media training • Employee engagement • Crisis preparedness and scenario mapping • Training for external stakeholders

	• Familiarisation trips
Stakeholder & influencer mapping and outreach	• Familiarisation trips • Participation in speaker and industry platforms
Content development	• Brochures & flyers • Newsletters • Videos – training, news releases • Mementos • Thought leadership • Media tool kit development
Media outreach and engagement	• Press releases, information notes • Database development • Bridge building • One-on-one interviews • Media tracking • Media engagement workshops • Familiarisation trips
Monitoring and evaluation	• Primary and secondary research • Annual report development • Focus group organisation • Energy consumption monitor • Follow-ups on energy audits • Media monitoring
Owned and digital media management	• Development of content • Digital media management
Advertisements	• Design and development of print and non-print advertisements • Release and publication of advertisements
Energy efficiency tools development	• Design, development and testing of mobile apps
Experiential marketing	• Regional programme launch events • Community engagement programs
Administrative	• Travel and lodging for BEE staff • Familiarisation trips for media and stakeholders, including travel and lodging

- Content printing, publication and distribution
- Owned media development and maintenance
- Social media presence establishment and maintenance

5. Monitoring and evaluation framework

The effectiveness of campaign efforts can be measured through identification of core outcomes in the immediate and long-term. The desired outcomes can be defined as follows:

- Heightened awareness about energy efficiency and BEE's tools
- Noticeable, quantified reduction in municipal energy loads, and in state and national energy consumption figures
- Noticeable, quantified increase in number of organisations conducting energy audits
- Increases in sales of energy efficient electronic products
- Visibility and citations of BEE in media and public engagement forums
- Engagement of community associations, schools, industry bodies, advocates and influencers in campaign

While it is recommended that specific, quantifiable and periodic targets and success indicators for the same be defined, frameworks for monitoring and evaluating effectiveness of the campaign can nonetheless be defined.

Focus	Outcome	Tools	M&E frequency	Sample
Knowledge	Heightened awareness about energy efficiency and BEE's tools	Surveys	• Beginning 2 months of campaign • At end of 1st year of campaign • At end of 2nd year of campaign	• Urban households • Industries • Institutions
		Focus groups	8 - once every quarter during campaign	5-10 in size selected from: • Urban households • Industries • Institutions
		Stakeholder interviews	16 - two every quarter during campaign	Selected from: • Opinion leaders • Policy/regulatory stakeholders • Utility companies • Product manufacturers
Adoption	Reduction in municipal energy loads	Energy consumption monitor Energy audits	Quarterly	Target municipalities
	Increase in number			• Industry bodies

Focus	Outcome	Tools	M&E frequency	Sample
	of organisations conducting energy audits			• Collation of information from organisations across regions and sectors
	Increases in sales of energy efficient electronic products			• Industry bodies • Collation of information from producers across regions and sectors
Energy security	Reduction in state and national energy consumption	Annual reports	Once a year	• PWD and energy departments of targeted state governments • Central government – Ministry of Power, New and Renewable Energy
Engagement	Visibility and citations of BEE in media and public engagement forums	Content analysis for SoV	Weekly	Social and traditional media, publications, thought leadership, conferences (domestic and international)
		Perception and opinion tracking with identified stakeholders	Monthly	
	Engagement of community associations, schools, industry bodies, advocates and influencers in campaign	Influencer & advocate map	Weekly	Campaign advocates and influencers

6. Annexures

Annex I: STREETCORNER CONSUMER SURVEY QUESTIONNAIRE

Energy Saving Study 2014	Questionnaire	January / 2015/SRC

Informed Consent:

Namaste. My name is _____ and I am working with Sigma Research, a Social Research organization. We are conducting a study for Edelman and the British High Commission, findings will be utilized to develop a communications programme for Bureau of Energy Efficiency, Government of India.

I want to emphasize that the information provided by you will be kept completely confidential and will only be used for programme purpose. The information will be securely stored and nobody outside the project team will have access to this information. The interview will take about 15 minutes.

Before we begin could you please tell us the occupation and education of the Chief Wage Earner of your household. PROBE, CLARIFY AND CHECK SEC. IF SEC D AND E SAY THANK YOU AND MOVE TO NEXT CONTACT.

I would like to point out that there is no right or wrong answer. We are interested in your views, so please feel comfortable to voice how you honestly feel about the questions.

Finally, I'd like to remind you that I am just an interviewer and not an expert on anything we discuss today, rather your views and opinions are most important to us.

Participation in this survey is voluntary and you may withdraw your participation at any point. However, we hope you will complete the survey, as your opinion is important. During the interview process if you are not able to understand any question please feel free to ask me to repeat. Are there any questions before we begin?

Do you agree to participate in this study?
Agreed to participate — 1 CIRCLE AND CONTINUE
Does not agree to participate — 2 CIRCLE AND KEEP Q'RE FOR SUBMISSION

RECORD CWE OCCUPATION, EDUCATION AND SEC CODES.

Occupation	Education	SEC

City	Bahadurgarh 1	Bhopal 2	Bhubaneswar 3			
	Coimbatore 4	Delhi 5	Guwar 6			
	Hyderabad 7	Kolkata 8	Lucknow 9			
	Mumbai 10					
Locality						
Name of respondent						
Mobile Number						
Email id						
Date of Interview						

Name of Interviewer (INT): _____ Name of Supervisor (SUP): _____

FIELD CENTRE INFORMATION											
	D	D	M	M	Y	Y	STARTING TIME				
FIRST VISIT INTV DATE							ENDING TIME				
SECOND VISIT INTV DATE							STARTING TIME				
							ENDING TIME				
SUPCODE			INT CODE				CHECKED CODE				

ACCOMPANIED CALL	Y 1 N 2	BY CODE				SIGN	
SPOTBACK CHECK	Y 1 N 2	BY CODE				SIGN	
SCRUTINY FIELD	Y 1 N 2	BY CODE				SIGN	
ANALYSIS OBSERVATION: EXTENT OF PROBLEM				NO /MINOR 1 MILD 2 SEVERE 3			
SCRUTINY : ANALYSIS		YES 1		NO.....2		RE :	

SECTION 1

DETAILS OF RESPONDENT. ALL RESPONSES IN THIS SECTION WILL BE SINGLE RESPONSE

101. Age (in completed years)	Years	
101a. Gender	Male 1 Female 2	
102. What is the highest educational level you have completed?	No formal education	1
	Primary (Up to class V)	2
	Middle (Up to class VIII)	3
	Matriculate (Up to class X)	4
	Higher Secondary (Up to class XII)	5
	Graduate	6
	Post Graduate	7
103. What is / was your main occupation?	Unskilled Labour	1
	Casual labour	2
	Skilled (e.g. carpenter, plumber, tailor)	3
	Petty Trader (small shop, Hawker)	4
	Government Service	5
	Private Service	6
	Retired from Private Service	7
	Retired from State Govt Service	8
	Retired Central Govt Servant (PSU / Autonomous Organization Under State / Central Govt / Nationalized Bank / University / Hospital)	9
	Self Employed Professional	10
	Business	11
	Home Maker	12
	Others (Specify)	90
104. What is your average monthly income?	Rs.	
105. What is your average monthly electricity bill range? (in Rs) PLEASE VERIFY AND ENSURE THE BILLING PERIOD TO BE ONE MONTH	Below 500	1
	501 – 500	2
	501 – 1000	3
	1001 – 2000	4
	2001 – 5000	5
	5001 – 10000	6
	10001 – 30000	7
	30001 – 50000	8
	Above 50001	9
106. No. of persons staying with you?		

SECTION 2

Q No	Question	Coding Category	Skip
201	Please look at the electrical appliances listed on this card and rank them on the basis of extent of consumption of electricity in a day, with 1 being the highest. **SHOW CARD 201. IGNORE THE ONES RESPONDENTS SAYS "NOT HEARD OR NOT AWARE". TICK AWARE COLUMN AND RANK ONLY THE ONES AWARE OF.**	**Electrical Equipment** / **Aware** / **Rank** Air Conditioner Heaters (oil and grill) Microwave Conventional oven Fridge TV Fan Mobile phone charger Computer Lights (table and ceiling) Geyser / water heater Washing machine	
202	a) Do you think or try to minimize the use of electricity / energy? b) How do you minimise the use of electricity / energy? **MULTIPLE RESONSE POSSIBLE. RECORD VERBATIM FIRST AND THEN POST CODE THE RESPONSES.**	Yes — 1 No — 2 → Skip to Q203 **RECORD VERBATIM** **POST CODE** Unplugging your appliances when you're not using them — 1 Switching off unnecessary Lights — 2 Keeping your windows open with screens to reduce indoor summer temperatures — 3 Either turning on your fan and A/Cs to increase the rate at which your homes cool in the summer — 4 Lowering heater settings to between 60-70 degrees in the winter — 5 Replace old gas-run appliances with Star Labelled products — 6 Switching off appliances when not in use — 7 Turn off the main switch when leaving home — 8 Turn off the light of the room when leaving — 9 Switch off the TV using only the remote — 10 Switch off the TV from the plug point — 11 Keep the water geyser on throughout the day — 12 Turn on the water geyser only when required — 13 Use CFL / LED bulbs — 14 Use normal fluorescent bulbs — 15 Maintain stipulated time for certain equipment — 16 Others (Specify) _____ — 17	
203	Where does saving energy rank in your life's priorities? Please indicate the response on a ten point scale with 1 being not at all important and 10 being very important. **CIRCLE THE APPROPRIATE RESPONSE.**	1 – Not at all important / Doesn't rank in my priorities 2 3 4 5 6 7 8 9 10 – Very important / Ranks very high	
204	Where does saving energy rank in other people's life priorities? Please indicate the response on a ten point scale with 1 being not at all important and 10 being very important. **CIRCLE THE APPROPRIATE RESPONSE.**	1 – Not at all important / Doesn't rank in priorities 2 3 4 5 6 7 8 9 10 – Very important / Ranks very high	
205	Do you use a cell phone?	Yes — 1 No — 2 → Skip to Q207	
206	Do you unplug your cell phone charger from the socket after charging is complete or do you just pull your phone from the charger?	Unplug the charger from the socket — 1 Just pull out the phone — 2	
207	Do you own a TV with a remote?	Yes — 1 No — 2 → Skip to Q210	
208	What if the on / off button is removed from the remote so that every time you have to switch on / off the TV completely and not leave it in stand-by mode? Please indicate your response on a ten point scale with 1 being very unhappy and 10 being very pleased. **CIRCLE THE APPROPRIATE RESPONSE.**	1 – Very unhappy 2 3 4 5 6 7 8 9 10 – Very pleased	
209	What if the on / off button is removed from the remote so that every time people would have to switch on/off the TV completely and not leave it in stand-by mode? Please tell us how other people might feel / respond on a ten point scale with 1 being very unhappy and 10 being very pleased. **CIRCLE THE APPROPRIATE RESPONSE.**	1 – Very unhappy 2 3 4 5 6 7 8 9 10 – Very pleased	
210	Why would you consider adopting energy conservation practices? Please mention the reasons? Any other?	**RECORD VERBATIM**	

Q No	Question	Coding Category	Skip
	PROBE AND RECORD VERBATIM AND THEN CODE IN THE ORDER OF MENTION IN THE FIRST (SPONT) COLUMN AS 1, 2, 3 SHOW THE CARD. Now please tell me from this list which is the most important reason? And the next? RANK THE OPTIONS IN ORDER OF PRIORITY as 1, 2, 3		
211	Why would other people consider adopting energy conservation practices? Please mention the reasons? Any other? PROBE AND RECORD VERBATIM AND THEN CODE IN THE ORDER OF MENTION IN THE FIRST (SPONT) COLUMN AS 1, 2, 3 SHOW THE CARD. Now please tell me from this list which is the most important reason? And the next? RANK THE OPTIONS IN ORDER OF PRIORITY as 1, 2, 3	RECORD VERBATIM	
212	ONLY ASK TO THOSE WHO HAVE RESPONDED "INFLUENCED BY TRADITIONAL VALUES, CULTURAL ETHOS" IN Q210 OR Q211, EITHER IN	RECORD VERBATIM	

	Spont answer	Aided
Energy conservation helps increasing availability of electricity for larger population		
Energy generation has environmental impacts. Through energy conservation we can reduce the energy demand and this will help improve environment		
Energy conservation helps reducing energy import requirements and hence there is larger economic benefits		
Energy conservation helps reducing my energy/ electricity bills		
Energy conservation will help increasing availability of energy, better environment for our future generation		
Influenced by traditional values, cultural ethos		
Others (list additional) _____		

Q No	Question	Coding Category	Skip
	SPONTANEOUS OR AIDED What are some of those traditional values, cultural ethos that influence adoption of energy conservation practices in day to day life?		
213	Please look at this card that has four different options of buying a TV set with price, monthly savings and savings in electricity bill in two years' time. Which one of these options will you choose? SHOW CARD 213 AND CIRCLE APPROPRIATE ANSWER IN FIRST COLUMN.		
214	Please look at this card that has four different options of buying a TV set with price, monthly savings and savings in electricity bill in two years' time. Which one of these options do you think will other people choose? SHOW CARD 213 AND CIRCLE APPROPRIATE ANSWER IN FIRST COLUMN.		
215	Please recall the last time you bought an electric appliance. Who was the decision maker in that case? SINGLE CODE		
216	Who pays for the electricity bill in your household? SINGLE CODE		
217	Of all the members of your household, who is the most conscious of energy conservation? SINGLE CODE		
218	Do you recognise this logo? Have you seen it when you have shopped for appliances? SHOW CARD 218 AND RECORD RESPONSE.		
219	What do you understand about it?		

Appliance options	Upfront purchase cost (MRP)	Monthly savings	Saving from 2-year electricity bill
1	Rs 5,000	-	-
2	Rs 8,000	Rs. 200	Rs 4,800
3	Rs 10,000	Rs. 300	Rs 7,200
4	Rs 15,000	Rs. 525	Rs 12,600

Appliance options	Upfront purchase cost (MRP)	Monthly savings	Saving from 2-year electricity bill
1	Rs 5,000	-	-
2	Rs 8,000	Rs. 200	Rs 4,800
3	Rs 10,000	Rs. 300	Rs 7200
4	Rs 15,000	Rs. 525	Rs 12,600

Self	1
Parent	2
Spouse	3
Child / Children	4

Self	1
Parent	2
Spouse	3
Child / Children	4

Self	1
Parent	2
Spouse	3
Child/ Children	4

Seen	1	
Not seen	2	Skip to Q220

Q No	Question	Coding Category	Skip
	RECORD VERBATIM. Anything else?		
220	Do you think that this logo influences purchase decisions of other people?	Yes 1 No 2	
221	What are the 3 most important things people should do to save energy? MULTIPLE RESONSE POSSIBLE. RECORD VERBATIM FIRST AND THEN POST CODE THE RESPONSES.	RECORD VERBATIM POST CODE Unplugging your appliances when you're not using them 1 Switching off unnecessary lights 2 Keeping your windows open with screens to reduce indoor summer temperature 3 Either turning on your fan and A/Cs to increase the rate at which your homes cool in the summer 4 Lowering heater settings to between 60-70 degrees in the winter 5 Replace old gas/oil appliances with Star Labelled products 6 Switching off appliances when not in use Maintain stipulated time for certain equipment 7 Turn off the main switch when leaving home 8 Turn off the light of the room when leaving 9 Switch off the TV using only the remote 10 Switch off the TV from the plug point 11 Keep the water geyser on throughout the day 12 Turn on the water geyser only when required 13 Use CFL/LED bulbs 14 Use normal fluorescent bulbs 15 Others (Specify) _____ 16	
222	What do you feel government should do to improve energy conservation and efficiency? RECORD VERBATIM.		
223	While deciding on the last electrical equipment that you purchased, which sources of information did you refer to for reliable and trustworthy information? MULTIPLE RESPONSES POSSIBLE. RECORD AND POST CODE	RECORD VERBATIM Central Government Sources 1 State Government Sources 2 NGOs 3 Product manufacturers 4 Utility Companies 5 Friends and Family 6 Media 7 Salesmen 8 Others (Specify)_____	

Q No	Question	Coding Category	Skip
224	Why did you trust the above-mentioned sources of information? RECORD VERBATIM.		
225	Which was the one source of information that you found most reliable in taking your final purchase decision? RECORD VERBATIM.		

REMARKS / COMMENTS

- THANK AND CLOSE -

Annex II: **ENTERPRISE INTERCEPT SURVEY QUESTIONNAIRE**

ENERGY SAVING STUDY

SEMI-STRUCTURED QRE FOR INDUSTRIES

STATE	
DISTRICT	
CITY	
LOCATION	
NAME OF RESPONDENT	
DATE OF INTERVIEW	
NAME OF INTERVIEWER	
NATURE OF INDUSTRY	SME / PRIVATE / PUBLIC

INTRODUCTION

Namaste. My name is _____ and I am working with Sigma Research, a Social Research organization. We are conducting a study for Edelman and the British High Commission, findings will be utilised to develop a communications programme for Bureau of Energy Efficiency, Government of India.

I want to emphasize that the information provided by you will be kept completely confidential and will only be used for programme purpose. The information will be securely stored and nobody outside the project team will have access to this information. The interview will take about 30 minutes.

Before we begin, I would like to point out that there is no right or wrong answer. We are interested in your views, so please feel comfortable to state how you honestly feel about the questions.

Finally, I'd like to remind you that I am just an interviewer and not an expert on anything we discuss today, rather your views and opinions are most important to us.

Participation in this survey is voluntary and you may withdraw your participation at any point. However, we hope you will complete the survey, as your opinion is important. During the interview process if you are not able to understand any question please feel free to ask me to repeat. Are there any questions before we begin?

Agreed to participate..... 1 **Does not agree to participate**..... 2

1. Number of years company has been in operation: _____ years

2. Type of industry.

Agriculture & allied 1	Manufacturing 2	Energy 3	Financial & business services 4	Community & social service 5
Metals 6	Construction 7	Transportation- 8	Real estate 9	Hospitality 10
Publication 11	Others 99			

3. How many employees are working with your company in India?

   1-100 101-500 501-1000 1000+

4. Please tell me more about your working experience in this ORGANISATION / DEPARTMENT / OFFICE ? **PROBE : NO. OF YEARS WORKING, ROLE, FUNCTION ETC**

5. In your work function, do you address the issue of saving energy ? **PROBE**, IF YES, please describe the measures that you take on behalf of the organisation for energy saving?

6. How important is energy conservation and efficiency to your organisation compared to other organizational priorities ? Please answer on a scale of 1 to 10 where 1 is not at all important and 10 is very important.

   1 2 3 4 5 6 7 8 9 10

7. How aligned is it to the energy conservation, efficiency initiative of the nation ? **PROBE.** Anything else ?

8. What are the actions taken in terms of making this organization / office building / factory energy efficient ? **PROBE AND AID WITH OPTIONS BELOW.**

Incorporate energy efficiency in	Energy audits 2	Energy Conservation Building Code	Use of energy efficient	Use of energy efficient	Promoting awareness and adoption of	Budget for energy	Any other emerging

corporate vision 1		3	(Star Rated products) products 4	lighting 5	energy conservation behaviour amongst employees 6	efficient options 7	area 8

9. What is your organisation's corporate vision or policy for energy conservation and efficiency? PROBE Anything else ?

10. When did you last get an energy audit done ? RECORD YEAR.

11. What are the reasons behind your organisation adopting various steps to improve energy conservation and efficiency ? PROBE AND AID WITH OPTIONS BELOW.

Increasing energy / electricity bills 1	Understanding of benefits to the institution as well as larger benefits to the nation 2	Inspired by action taken by peer organisations 3	Government's policy interventions/ instructions 4	Others(SPECIFY)––––––

12. Who takes the decisions regarding energy conservation and efficiency in your organization ?

Company Board 1	MD / CEO / COO 2	CFO 3	Administration Head 4	Shareholders 5	Others

13. Who is most conscious about energy conservation and efficiency in your organization ?

Company Board 1	MD / CEO / COO 2	CFO 3	Administration Head 4	Shareholders 5	Others(SPECIFY)

14. Are the employees of this organization concerned about energy conservation ? IF YES, how ? PROBE Anything else ?

15. How important are energy conservation and efficiency to other organisations in your industry ? Please answer on a scale of 1 to 10 where 1 is not at all important and 10 is very important.

1 2 3 4 5 6 7 8 9 10

16. Are you aware of other organizations / your peers adopting energy conservation and efficiency practices? IF YES, PROBE What are the kind of initiatives that they have taken ?

17. What do you think are the factors behind others adopting various steps to improve energy conservation and efficiency ? PROBE. Anything else ?

Increasing energy / electricity bills 1	Understanding of benefits to the institution as well as larger benefits to the nation 2	Peer comparisons / pressures 3	Initiatives/ policy interventions 4	Energy audit 5	Others(SPECIFY)_____

18. What do you think stops some of the other organisations from adopting (more) initiatives to promote energy conservation and efficiency ? PROBE AND AID WITH OPTIONS BELOW.

Absence of company's / organisational vision 1	Lack of understanding of the benefits 2	High cost of adoption of technology and solutions 3	Lack of awareness of energy conservation practices 4

19. What according to you is the factor that will inspire these organisations to look at adopting various steps to improve energy conservation and efficiency? RECORD VERBATIM. PROBE. IF RESPONDENT IS UNABLE TO ANSWER SHOWING CARD WITH ALL OPTIONS AND RANK IN ORDER OF PRIORITY.

Energy conservation helps reducing energy bills and hence reduce operations expenditure	Energy conservation and efficiency exhibits the organisations commitment to sustainability	Energy generation has environmental impacts. Through energy conservation we can reduce the energy demand and this will help improve environment	Energy conservation helps reducing energy import requirements and hence there is larger economic benefits	Energy conservation will help increasing availability of energy, better environment for our future generation	Others

20. What do you think the government should do to promote energy conservation and efficiency amongst institutions /companies? PROBE THRICE Anything else ?

ANY ADDITIONAL INFORMATION

THANK AND CLOSE

Annex III: NATIONAL ENERGY CONSERVATION DAY SURVEY QUESTIONNAIRE

1. Name:

2. **Your gender**

☐ Male

☐ Female

3. **Your age**

☐ 20- 25 years

☐ 25- 30 years

☐ 30- 35 years

☐ 35- 40 years

☐ 40+ years

4. Email ID:
5. Contact number:
6. Why do you choose to implement energy conservation practices in your home and office?
7. What factors do you think would influence others to adopt energy conservation practices?

Annex IV: PARAMETERS FOR IDENTIFYING CAMPAIGN TARGET AREAS

State/ UT	Electricity Availability (Percentage)	Per Capita Consumption (As on 2011-12)	Per Capita Consumption Growth (CAGR)	Rural Electrification Percentage (Census 2011)	Rural Electrification Growth (Census 2011 - Census 2001)	Tariff (Paise/kWh Sold)	Renewable : Total installed capacity
Northern Region							
Chandigarh	100.00	1217	-3.93%	NA	NA	NA	0.477064
Delhi	99.65	1587	2.29%	NA	NA	407	0.094133
Haryana	99.72	1628	6.15%	87%	8%	326	0.181311
Himachal Pradesh	99.10	1289	8.13%	97%	3%	432	0.935146
Jammu & Kashmir	79.98	1015	5.99%	81%	6%	335	0.715135
Punjab	99.30	1799	3.62%	95%	6%	320	0.436958
Rajasthan	99.47	927	9.42%	58%	14%	326	0.357849
Uttar Pradesh	87.59	450	5.70%	24%	4%	348	0.312754
Uttarakhand	98.07	1232	11.75%	83%	33%	366	0.848145
Western Region							
Chhattisgarh	99.47	1320	7.14%	70%	24%	309	0.062354
Daman & Diu	100.00	7785	-2.75%	NA	NA	NA	0
Dadar & Nagar Haveli	100.00	13767	0.68%	NA	NA	NA	0
Goa	99.43	2025	-0.71%	NA	NA	313	0.000125
Gujarat	100.00	1663	4.55%	85%	13%	422	0.189387
Madhya Pradesh	100.00	672	2.92%	58%	-4%	384	0.299798
Maharashtra	97.39	1204	4.31%	74%	9%	494	0.249192
Southern Region							

State/ UT	Electricity Availability (Percentage)	Per Capita Consumption (As on 2011-12)	Per Capita Consumption Growth (CAGR)	Rural Electrification Percentage (Census 2011)	Rural Electrification Growth (Census 2011 - Census 2001)	Tariff (Paise/kWh Sold)	Renewable : Total installed capacity
Andhra Pradesh	92.48	1157	7.60%	90%	30%	338	0.290946
Karnataka	93.64	1081	6.05%	87%	15%	433	0.523099
Kerala	98.92	594	6.14%	92%	26%	350	0.535484
Lakshadweep	100.00	550	6.42%	NA	NA	NA	0
Pondicherry	100.00	2125	-4.63%	NA	NA	298	0
Tamil Nadu	95.19	1277	3.41%	91%	20%	339	0.49008
Eastern Region							
Andaman & Nicobar Islands	75.00	501	1.81%	NA	NA	NA	0.147017
Bihar	97.48	134	8.05%	10%	5%	464	0.110555
Jharkhand	99.26	790	3.69%	32%	22%	349	0.085692
Orissa	98.13	1146	11.50%	36%	19%	447	0.307004
Sikkim	100.00	886	10.70%	90%	15%	320	0.722045
West Bengal	99.63	564	7.27%	40%	20%	536	0.15836
North-Eastern Region							
Arunachal Pradesh	95.45	683	17.96%	55%	10%	319	0.807229
Assam	92.68	250	7.39%	28%	11%	494	0.403509
Manipur	95.65	236	3.89%	61%	8%	286	0.483146
Meghalaya	89.11	658	3.76%	52%	22%	343	0.850549
Mizoram	97.29	507	25.48%	69%	25%	421	0.469799
Nagaland	95.56	257	8.24%	75%	18%	350	0.698276
Tripura	98.76	254	7.25%	59%	27%	363	0.180139
ALL INDIA	**96.17**	**884**	**5.52%**	**55%**		**387**	0.296479

Annex V: INDUSTRIAL PROFILE OF TARGET GEOGRAPHIES

Based on the analysis of parameters identified in mentioned in Annex IV, the industrial ecosystem in target states was examined for profiling the small and large scale businesses, and hence for understanding campaign impacts. The state-wise data is as follows:

Jammu & Kashmir
Although driven predominantly by agriculture and allied activities, Jammu and Kashmir's economy has grown with the manufacturing and services sector in the state. Business service (125), construction (45), and trading (34) companies have significantly driven the prominence of the state's textile, forest- and agro-based, as well as cement industries.

Himachal Pradesh
Considered amongst the fastest growing economies in India, Himachal also has the highest proportion of renewable energy to total installed capacity in the country. Hydroelectric projects hence drive much of the state's economic activity, with 52 companies comprising the state's construction sector. Industrial activity in the state is also driven by business services (110) and trading companies (49).

Punjab
While agro-based industry has predominantly driven the state's economy, nearly 400 registered units in business services, over 194,000 small scale industrial units, and nearly 200 trading units enable the state's textile, sugar, dairy, chemical and machinery industries.

Rajasthan
IT, mining, tourism and manufacturing sectors have driven the state's economic growth. Business service (718), real estate (499), construction (374), and trading (345) industries operate prominently in the state.

Haryana
Haryana is a predominantly agricultural state with few heavily industrial areas, such as Faridabad and Gurgaon. Industrial activity in the state is hence driven by 2,904 companies that are operating in areas of Business Services (1476), Real Estate and Renting (464), Trading (406), Community, Personal and Social Services (316) and Construction (242). Faridabad is one of the fastest developing industrial areas in Haryana with many manufacturing and engineering establishments, housing over 51,000 small and large scale industries.

Gujarat
Gujarat is one of the largest industrial states in West India after Maharashtra. The state has five major industrial centres - namely Ahmedabad, Vadodara, Surat, Jamnagar and Rajkot. The major industries in which the 3,269 companies operate in the state are Business Services (1119), Trading (774),

Manufacturing (metals, chemicals and products) (687), Construction (348), and Manufacturing (machinery and equipment) (341). Ahmedabad, Vadodara, Surat, Jamnagar and Rajkot collectively house over 85,000 small, medium and large scale industries operating in the textile, information technology, energy, pharmaceuticals, gems and jewellery and trading industries.

Maharashtra

Maharashtra is often termed the Industrial Capital of India. The state has 13,688 registered companies in Business Services (8412), Construction (1589), Trading (1433), Community, Personal and Social Services (1417) and Real estate and Renting (837). The major industrial hubs are Mumbai, Pune, Kolhapur, Aurangabad, Amravati, Nagpur, Nashik and Solapur. Collectively, these cities house more than 3,50,000 small, medium and large scale industries in manufacturing, IT, textile, power and other service sectors.

Andhra Pradesh

Andhra Pradesh is another promising industrial destination. The state is home to 1,507 registered companies in sectors such as Business Services (756), Construction (262), Agriculture and Allied activities (201), Trading (160), Manufacturing (Metals, Chemicals and Products) (128). Five of the state's larger cities – Hyderabad, Guntur, Vijayawada, Vishakhapatnam and Warangal - maintain close to 25,000 industries at MSME and large scale levels. The major industries in which these are engaged are IT, agriculture, real estate, pharmaceuticals, and iron and steel.

Tamil Nadu

Tamil Nadu is a very important state in South India with respect to industrial development. The state has 5,099 companies in important sectors such as Business Services (3077), Trading (721), Construction (538), Community, personal and Social services (456) and Real estate and renting (307). Also, the six main cities – Chennai, Madurai, Coimbatore, Salem, Tiruppur and Trichy - are home to over 85,000 industries in areas like IT, agriculture, electronics, manufacturing and construction.

Karnataka

Known for its flourishing IT industry, nearly 4,000 business service industries thrive in the state. Mining, Quarrying, Manufacturing, Construction, Electricity, Gas and Water supply activities are the second-largest economic drivers for the state

Orissa

Top 5 Industries are Business Services (388), Construction (192), Trading(185), Community, Personal and social services(87),Manufacturing (food stuffs) (74). Major cities – Bhubaneswar and Cuttack with 4000 industries in IT, telecom, retail, and steel

Sikkim

The most important industry is tourism, with the capital city being Gangtok, also the main economic centre. Sikkim has around 20 small and medium industrial set-ups.

West Bengal
In West Bengal, the majority of industries are registered in the Business Services (2450), Real Estate and Renting (2150), Trading (1433), Construction (851), and Community, personal and social services (371) sectors. Major cities are Kolkata and Asansol with close to 20,000 industries operating in IT, textiles, gems and jewellery, manufacturing and steel.

Meghalaya
Predominantly an agrarian economy, the state is currently focusing on tapping into its vast hydroelectric power potential.

Mizoram
In Mizoram, the top industries where companies are registered are Manufacturing (food and textiles) (2), Construction (1), and Finance (1). The capital of Mizoram, Aizawl is the major economic centre with over 25 industries in majorly government and tourism sectors.

Madhya Pradesh
Madhya Pradesh is also known as the heart of India because of its central location. It is gradually emerging as the preferred destination for industrialisation. The five major sectors in which 1,470 companies are registered are Business Services (554), Construction (246), Trading (242), Real Estate and Renting (236), and Manufacturing (Metals, Chemicals and other products) (192). Also, three major cities in Madhya Pradesh – Bhopal, the capital city, Indore and Jabalpur - house close to 15,000 small, medium and large scale industrial set-ups working in the heavy electrical industry, Handicrafts, IT, Banking and Finance, Manufacturing, Agriculture and Defence ordinance industries.

Delhi
Delhi is the Capital of India and also the seat of the Central Government. In Delhi, major industries include Business Services(6992), Trading (2111), Real estate and renting (2005), Community, personal and social services (1575), and Construction (1097). Also, there are over 2,00,000 industries operating in the sectors of IT, Construction, Power, Real Estate, Hospitality and Tourism.

Chandigarh
Chandigarh is the joint capital of both Punjab and Haryana and a preferred investment destination due to its easy accessibility. The major industries in which companies operate in Chandigarh include Business Services (248), Trading (105), Community, personal and social services (67), manufacturing (metals, chemicals and products) (60) and real estate and renting (39). There are over 30,000 small, medium and large scale industries in Chandigarh in IT, manufacturing and government sectors.

Dadra & Nagar Haveli
The major industries in which companies operate in this Union Territory are Manufacturing (Machinery and Equipment) (5), Manufacturing (metals, chemicals and products) (5), Business services (3), Community, personal and social services (2), and Construction (2). The major sectors are Tourism,

agriculture and forestry, which house about 100 industries.

Daman & Diu

The major sectors in which companies are registered are electricity, gas and water (4), business services(2), trading (2), finance(1), community, social and personal services (1), and manufacturing (metals, chemicals and products)(1). The important industry in Daman and Diu is Tourism with about 100 small and medium scale industries operate here.

Lakshadweep

The major sources of income in Lakshadweep are Fisheries, Tourism and Desalination, which are driven by 200 small scale industries.

Pondicherry

In Pondicherry, the major industries where companies are registered are Business services (44), Trading (11), Manufacturing (food stuff) (9), manufacturing (metals, chemicals and products) (9), and Community, personal and social services (7). Also, the important industries are tourism and agriculture in which close to 200 industries are involved.