



• August 15-18, 2010 • Dallas, Texas •
• Dallas Convention Center •



Mind the Situation
Where Change Happens

Stephen Bickel
D&R International, Ltd.

A bowl is a bowl. Or is it?

Ice cream social with 86 nutritional science experts

Half of experts



Medium-sized bowl,
medium ice cream scoop

Other half of experts

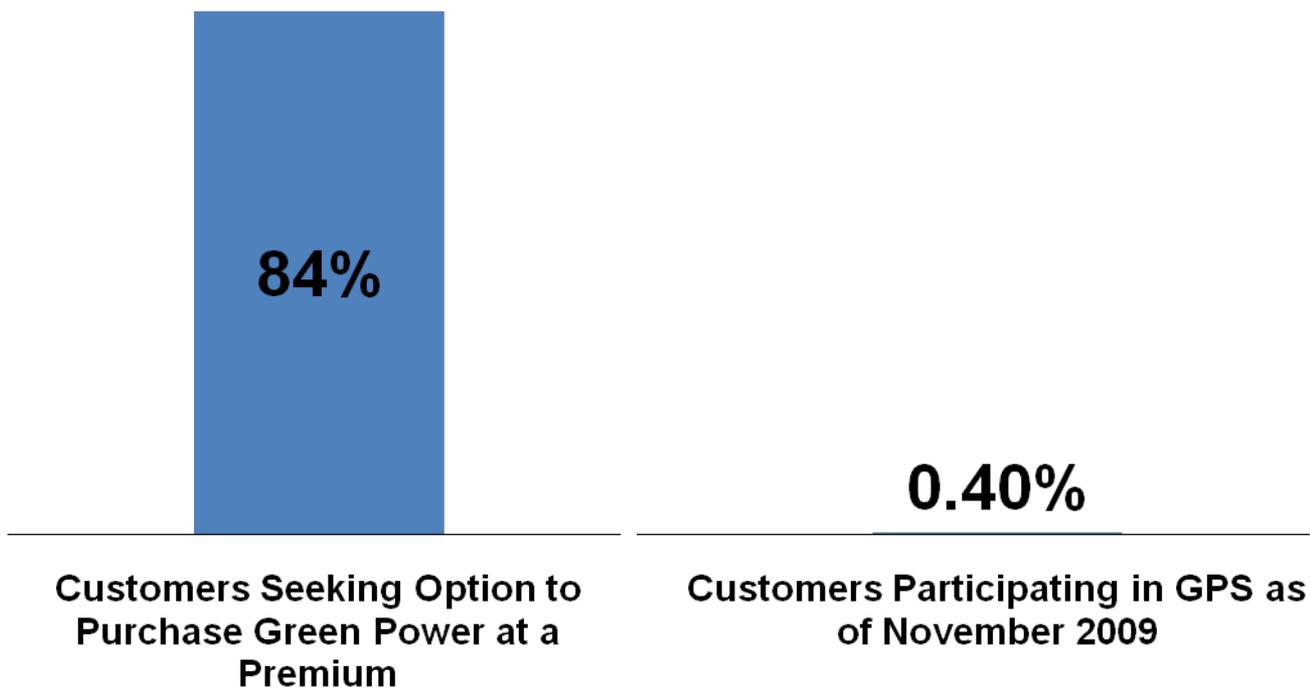


Large-sized bowl,
large ice cream scoop



**Ate 53% more
ice cream!!**

Is the customer always right?



Findings from >70 Years of Research

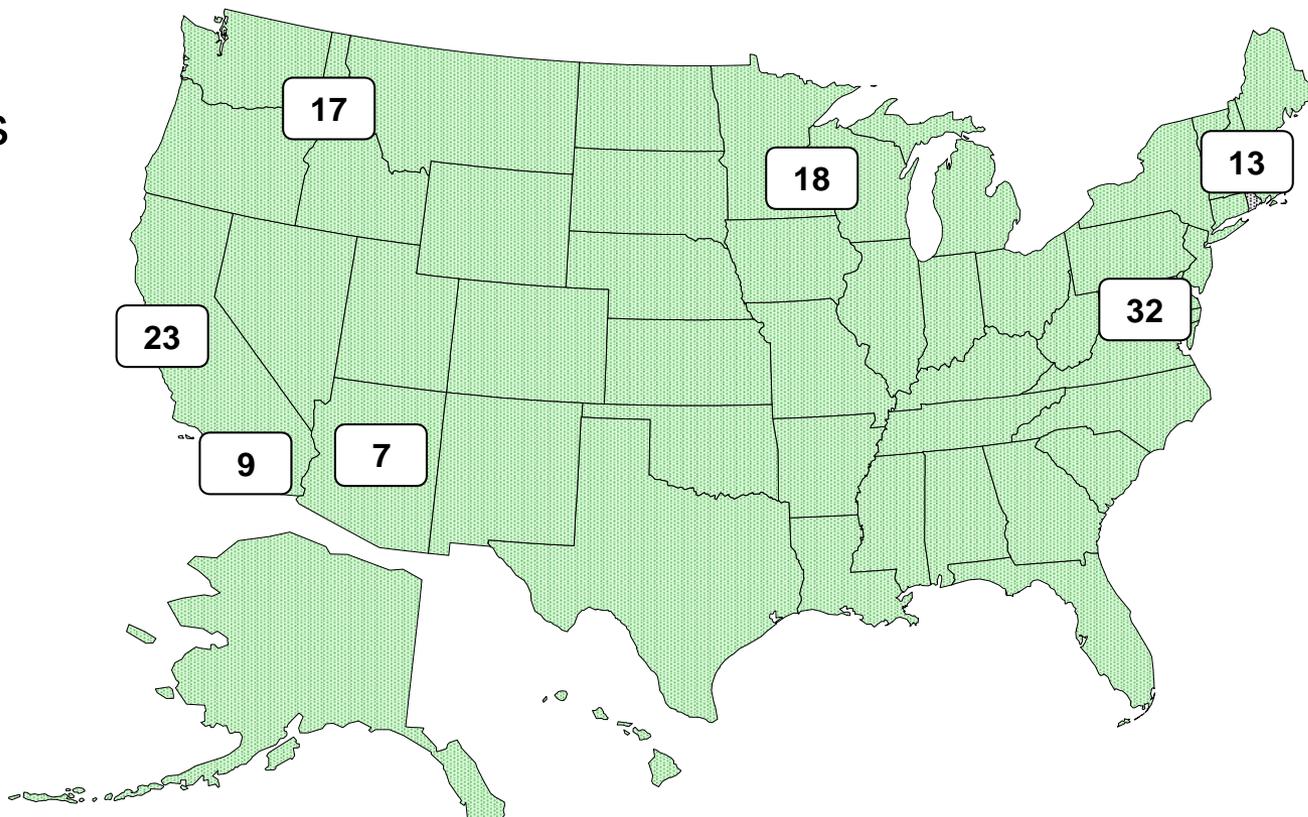
Changes in subtle and often small situational factors can translate into big differences in behavior.

Learn from what people do, not what they say.

Measuring Marketing Impacts

Study conducted by D&R for DOE ENERGY STAR®

- 3 signs
- 119 stores
- 3 weeks



ENERGY COST SAVINGS

SHOCKED BY YOUR ENERGY COSTS?



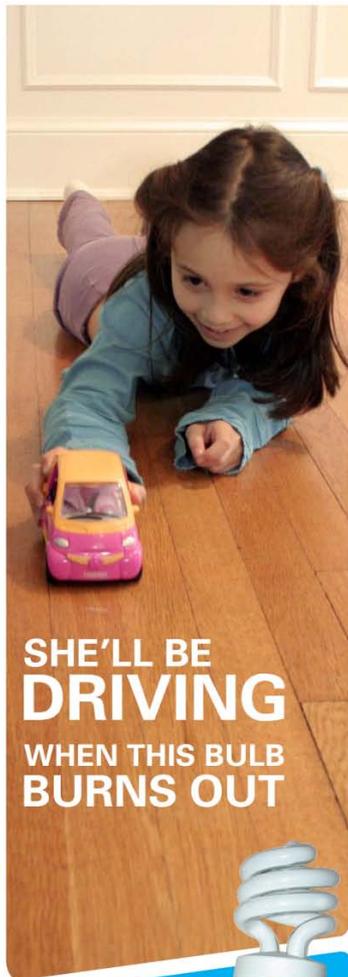
**BUY 5,
SAVE \$150
IN ENERGY COSTS**

ENERGY STAR® is a government-backed program that helps consumers identify the most energy-efficient products.



*Assumes replacing five 60-watt incandescent bulbs with 13-watt CFLs, 8,000 hour average bulb-life, and \$0.10/kWh electric rate.

LONG LIFE



**SHE'LL BE DRIVING
WHEN THIS BULB
BURNS OUT**



**LASTS
7 YEARS!**

ENERGY STAR® is a government-backed program that helps consumers identify the most energy-efficient products.



*Assumes 8000-hour average bulb-life at 3 hours of use per day.

COMBINATION

SHE CAN CHANGE IT NEXT TIME.



Lasts 7 years!



**BUY 5,
SAVE \$150
IN ENERGY COSTS**

ENERGY STAR® is a government-backed program that helps consumers identify the most energy-efficient products.



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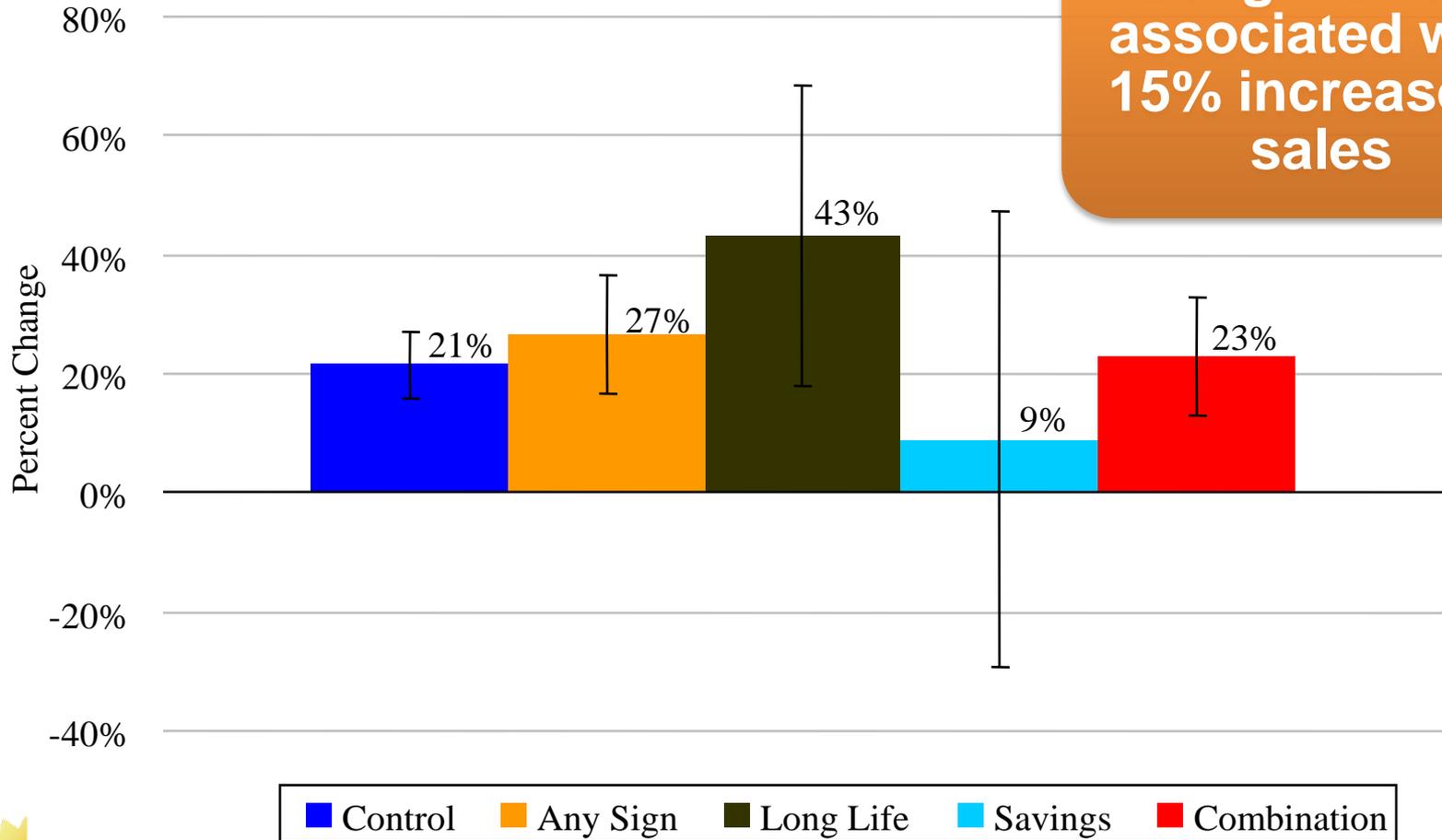
- ✓ Simple
- ✓ Vivid/
unexpected
- ✓ Specific/
concrete
- ✓ Credible
- ✓ Personal/
emotional

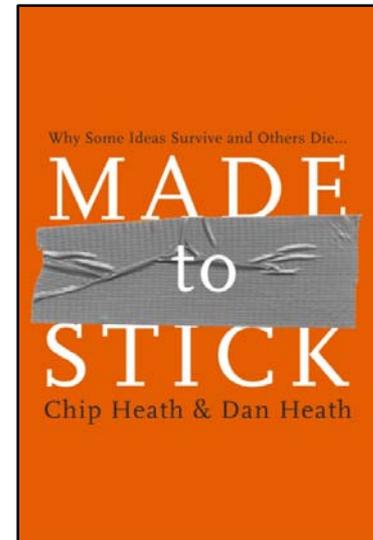
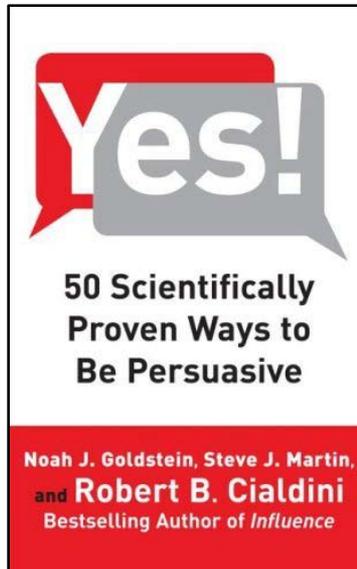
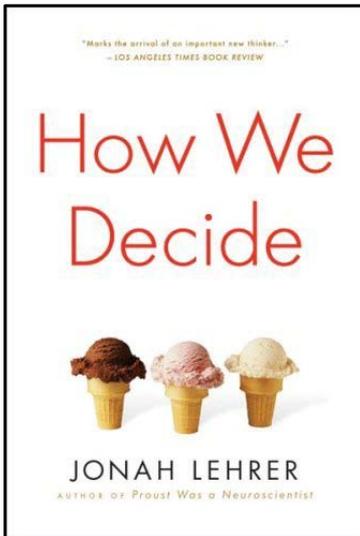
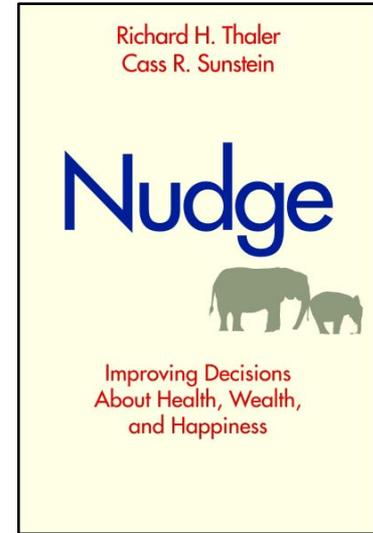
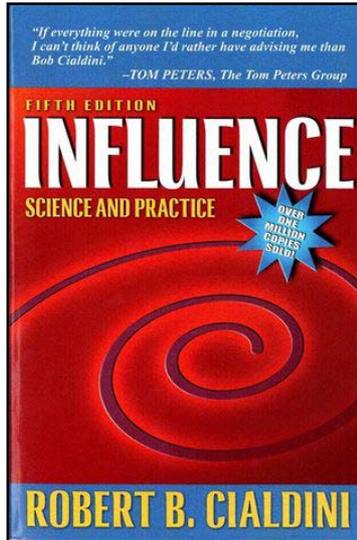
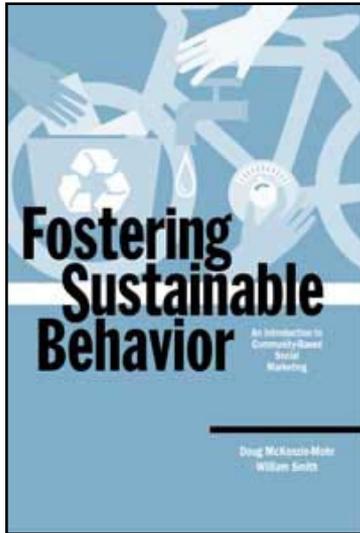


National home improvement retailer in Maryland

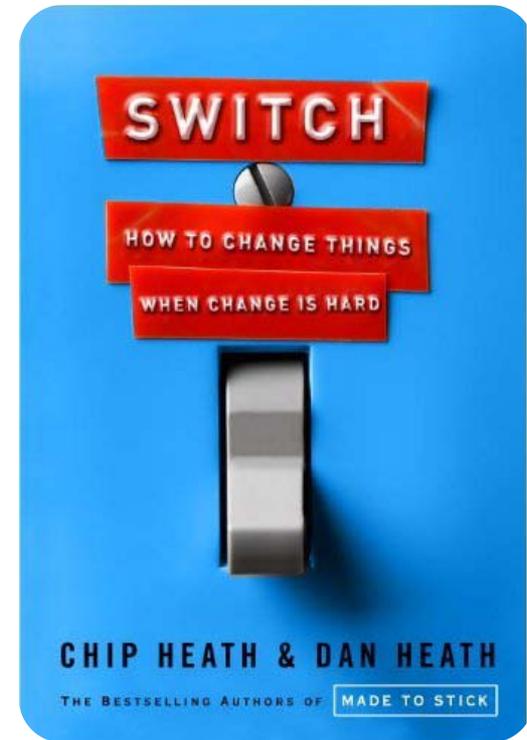
Results

**“Long life” sign
associated with
15% increase in
sales**





THE SWITCH FRAMEWORK IN THEORY



Situational Factors

“Most problems are situation problems, not people problems, but we tend to view them as people problems.”

Chip Heath and Dan Heath *Switch* (2010)

We are of two minds.

Rider

Rational
Reflective
Planner



Elephant

Emotional
Automatic
Intuitive/impulsive

The Elephant

- Strong and enduring
- Easily distracted



The Rider

- Great planner and strategist
- Spins his wheels/paralysis by analysis



Making a Switch

- Direct the rider
- Motivate the elephant
- Shape the path

Direct the **Rider**

Provide clear direction:

- Find the bright spots
- Script the critical moves
- Point to the destination



Motivate the **Elephant**

- Find the feeling
- Shrink the change
- Grow your people



Shape the Path



- Change the situation
- Build habits
- Rally the herd

THE SWITCH FRAMEWORK IN ACTION

Shape the **Path**

The best solutions require no action at all and retain freedom of choice.

Shape the Path

2006

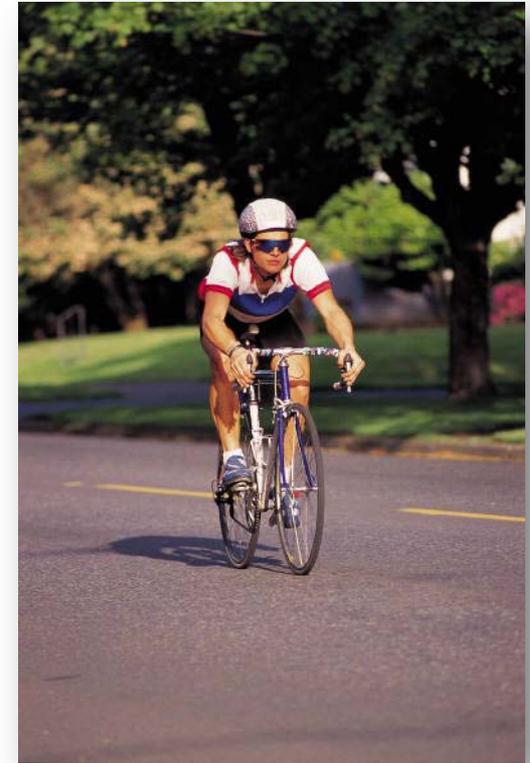
- 30% of eligible workers never enrolled in company's 401K plan
- 3 years to reach 70%
- 10% of workers set match below max

Today

- 98% of workers are enrolled in companies using Save More Tomorrow 401K
- 3 months or less to reach 90%

Shrink the Change

Sometimes one change is enough.



Find the Feeling

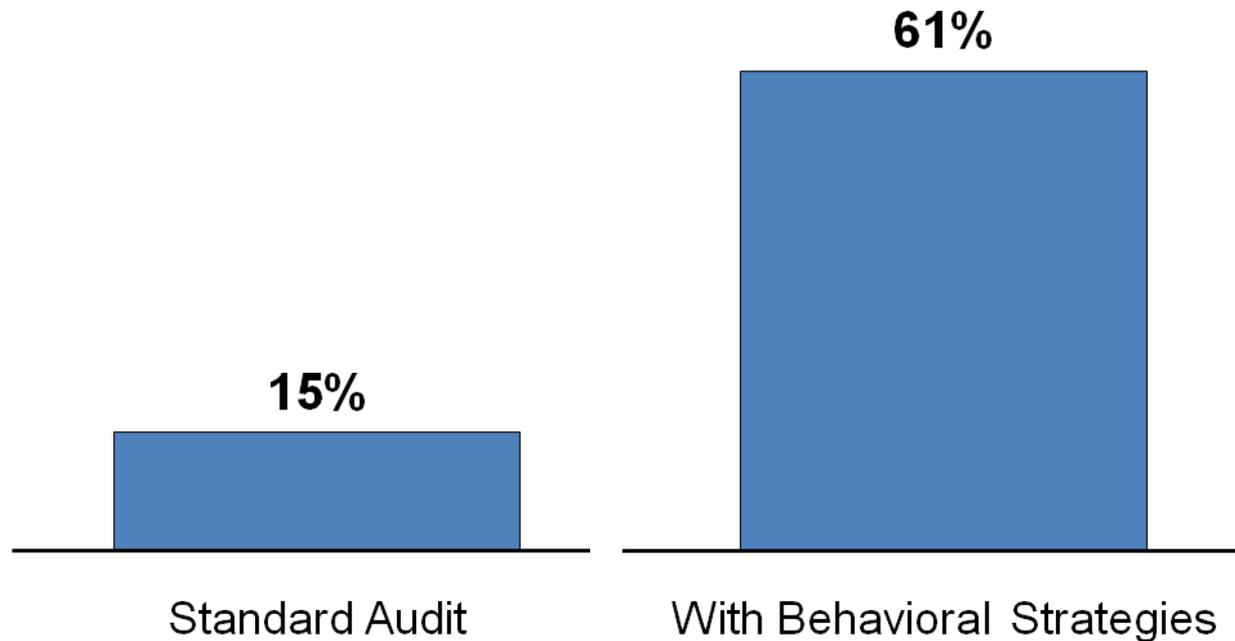
“We call that a ‘naked attic.’ It’s as if your home is facing winter not just without an overcoat, but without any clothing at all.”



- ✓ Simple
- ✓ Vivid/
unexpected
- ✓ Specific/
concrete
- ✓ Credible
- ✓ Personal/
emotional

Results

Quadrupled the fraction of homeowners making recommended improvements



Rally the Herd

Adam Smith
1400 45th St.
Sacramento, CA 95819

- A comparison to your own use last year
- Personalized tips for reducing your cost

We hope this helps you manage your home energy use!

Last Month Neighborhood Comparison | You used **17% MORE** electricity than your neighbors last month.



HOW YOU'RE DOING:

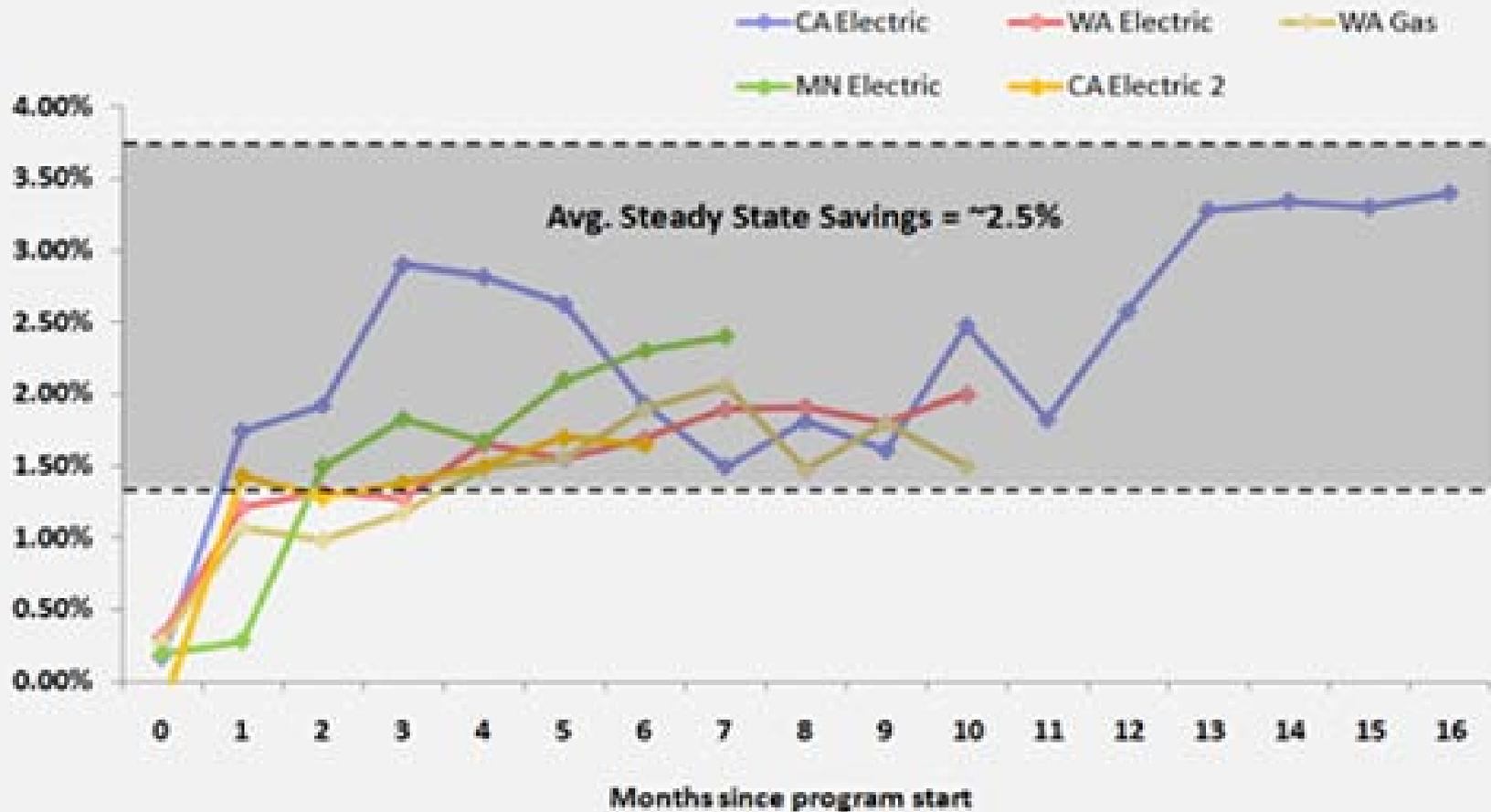
GREAT 😊😊
GOOD 😊
▶ KEEP TRYING

*A 100-Watt bulb left on for 10 hours uses 1 kilowatt-hour (kWh).

12 Month Neighborhood Comparison | In the last 12 months you used **32% MORE** electricity than your neighbors. This cost you \$645.



Results





OPERATION CHANGE OUT MILITARY CHALLENGE



Take Command of Your Energy Future

Save Money. Save Energy. Save the Environment.



WWW.ENERGYSTAR.GOV/OCO



Direct the **Rider**

Find the
bright spots

- Base housing providers
- Air Force Civil Engineer HQ

Script the critical
moves

- Sign up
- Buy bulbs
- Report results

Point to the
destination

- Change all incandescents to CFLs in on-base housing and facilities

Motivate the **Elephant**

Find the feeling

- Invoke patriotic duty
- Take command
- Make a better future

Shrink the change

- Simple online sign-up
- In-person outreach and assistance
- One-stop volume purchase website

Grow your people

- Give ownership to champions on base, partner agencies, housing providers, and military stores

Shape the Path

Change the situation

- Created “opt out” by having housing provider and base maintenance staff do the changeouts

Build habits

- Added to standard housing upgrade list

Rally the herd

- Senior DOE and DOD officials kicked off
- Air Force of all U.S. major command bases
- Trumpeted results and successes

Results through February 16, 2010

- **152** bases
 - **45** states and DC
 - **8** countries
 - **100%** of U.S.-based Air Force major commands
- **880,500** incandescent bulbs replaced
 - **372,000** more planned in the next 2 years

- **248 million** kWh consumption eliminated
- **\$26.3 million** in energy cost savings
- **396 million** pounds CO₂ avoided

RECAP

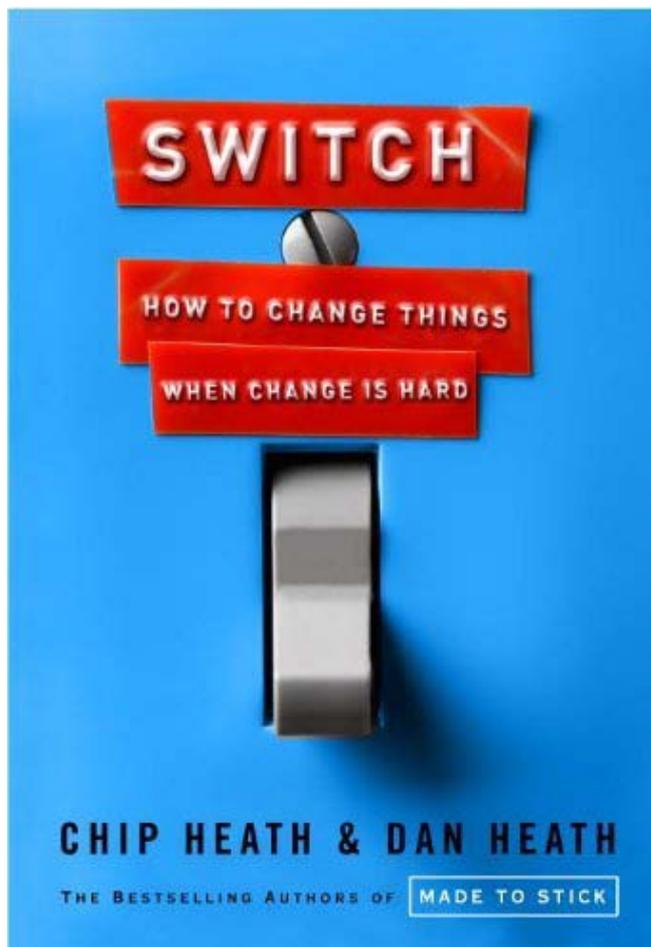
Takeaways

Direct the **Rider**

Shape the **Path**

Motivate the **Elephant**

1. **People have two minds. Be sure to speak to both of them.**
2. **Look for ways to change the situation.**
3. **Look for the one change that will drive all others.**



- <http://heathbrothers.com/switch>
- Free resources based on *Switch* and *Made to Stick* available at <http://heathbrothers.com/resources>

Contact Information



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