

Communications plan

An output of *Water for All: A Partnership for a Water Efficient South East*

Objective 3, Final Plan, March 2013

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Representatives from the following organisations participated in the Steering Group: Consumer Council for Water; Environment Agency, Sutton and East Surrey Water, Affinity Water (formerly Veolia Water), Thames Water, South East Water, WWF, Waterwise, Energy Saving Trust and Kent County Council.

About Water for All

Water resources in the South East of England and Greater London are under particular pressure, mainly due to a combination of low rainfall and high household consumption rates. In February 2012 a partnership under the name *Water for All* was established to encourage and coordinate water efficiency activities across the region.

The partners are Affinity Water (formerly Veolia Water), Environment Agency, Portsmouth Water, South East Water, Southern Water, Sutton and East Surrey Water, Thames Water and Waterwise. These organisations provided financial support for the first year of the partnership.

The Partnership recognises that a water-efficient South East may be more quickly and, in many cases, more effectively delivered by engaging organisations that can affect or are affected by water efficiency initiatives in the region. Such organisations should be given the chance to participate, and be supported to develop and/or deliver their own water-saving programmes.

With this in mind, Water for All's approach is to

- *complement* existing water company-led water efficiency activities,
- *encourage* regional stakeholders to take water efficiency seriously,
- *enable* stakeholders to deliver water efficiency activities, and
- *coordinate* water efficiency activities across the region.

The focus of the partnership's first year is the development of a series of plans that will lay the foundation for on-the-ground action in subsequent years. This work builds on the work done¹ by Atkins with Waterwise in 2010 for the Environment Agency and the South East England Development Agency. That work aimed to provide information about regional water efficiency activities to enable the Environment Agency to make informed decisions on how to progress water efficiency as part of a wider multi-stakeholder strategy.

¹ Atkins Ltd. (2010). Ensuring Water for All: Scoping Study Final Report. Environment Agency, Bristol, UK.

Table of Contents

| | |
|---|----|
| Executive summary..... | 6 |
| 1 Scope of the plan..... | 7 |
| 2 Situation and problem analysis | 7 |
| 2.1 S.W.O.T. | 7 |
| 2.2 Strengths..... | 8 |
| 2.3 Weaknesses..... | 9 |
| 2.4 Opportunities..... | 10 |
| 2.5 Threats | 11 |
| 3 Campaign objective | 12 |
| 4 Audience | 12 |
| 4.1 Psychographics..... | 13 |
| 4.2 Demographics | 14 |
| 4.3 Recommended/Primary target audience..... | 16 |
| 4.4 Substitute target audience..... | 16 |
| 5 Campaign strategy..... | 16 |
| 5.1 Overall: | 17 |
| 5.2 For primary target – mums of children over three: | 17 |
| 5.3 For substitute target – retired empty-nesters: | 17 |
| 6 Campaign execution..... | 18 |
| 6.1 When, and how to work together..... | 18 |
| 6.2 Constructing messages for natural resources (as opposed to consumer goods) | 21 |
| 6.3 Methods and timing of messages..... | 25 |
| 6.4 Pre-planned communications [Recommended] | 25 |
| 6.4.1 The stickers [Recommended: Primary audience] | 25 |
| 6.4.2 “This washing machine might be FREE” [Recommended: Secondary audience] | 29 |
| 6.5 Pre-planned communications [For consideration]..... | 32 |
| 6.5.1 Self-refit [For consideration: Primary audience] | 32 |
| 6.5.2 The four seasons approach [For consideration: Primary audience] | 36 |
| 6.5.3 Meter installation piggy-back and follow-up [For consideration: Any audience] | 40 |
| 6.5.4 Metering Coronation Street/EastEnders [For consideration: Any audience] | 40 |
| 6.5.5 Anti-leak PR [For consideration: Any audience] | 41 |
| 6.6 Event driven communications [Recommended]..... | 42 |
| 6.6.1 1. Leaks (water company) [Recommended] | 42 |
| 6.6.2 2. Drought [Recommended]..... | 42 |
| 7 Monitoring and evaluation | 43 |
| 8 Next steps | 43 |
| Appendix | 44 |

Executive summary

How do we improve household water efficiency? We change behaviour relating to the use of existing domestic infrastructure, or we change behaviour sufficient to change infrastructure in place; this plan favours neither.

This plan recommends the primary target be the ‘manager’ of high-use households: **women, with family and children over the age of three**, in metered or unmetered areas. It is not concerned with pre-existing attitudes or knowledge levels, and recognizes that our primary target is online and on social media frequently. Our target – this gatekeeper – is important.

This plan recommends a **substitute target: Older people**, or empty nesters, either in single- or dual-occupancy households – the high-use individual water users, if not high-use households.

This plan recommends how to construct messages – for either audience – using behaviourally informed studies. And strategically this plan recommends **communication efforts are overt, proactive, pre-emptive**, and incautious, and are able to collaborate with other business sectors frequently. It recommends finding our **primary audience in children’s and young people’s television and activities**, as well as activities pertinent to the home such as **food shopping and home management magazines and social media** (on- or offline).

It bullet-points the benefits or otherwise of **working together**, and discusses – amongst other things – how it may not be about cost savings on some picture assets, how it may be driven by online demands for single-issue pages to get high natural search (making sure our controlled message is the one seen, not that of newspapers, or blogs or other companies).

In terms of execution, this plan recommends, notes, and details the following options (which also include a helicopter-detailed excel spreadsheet for time and costs):

- **Fun stickers for the home to go on appliances** informing of how much water they use and how to minimise water used, based on a very successful 2005 study by Kurz, Donaghue and Walkerⁱ
- **“This washing machine might be FREE”** approach. Using the ‘power of free’ⁱⁱ is very pervasive, and based on the psychology of the ‘lottery’ approach used in China to increase tax-take, Taiwan to improve dog fouling,ⁱⁱⁱ and Sweden to curtail speeding.^{iv}

And there’s a stretch target, which details an innovative campaign planning approach much like the UK Government’s healthcare messaging which proposes to:

- **Targeting mums via online shopping websites** with an offer of free refit-kit at the point of purchase with a simple ‘add to basket’ option – a media, advertising, and delivery mechanism all-in-one
- **Organise ‘seasonal groups’ for communication** of water use/reduction messages, and to focus all communication efforts therein (such as Spring – *The ‘lavatory and taps’ season*, Winter – *The ‘kitchen tap and dishwasher’ season*) borrowing from the UK Government’s healthcare messaging plan^v

There are more proposals too, and communication approaches for uncontrolled events such as **leaks**, and **droughts**.

1 Scope of the plan

To influence members of households by way of public communication whether or not they are bill payers during the years 2013 and 2014 to behave in a way that increases water efficiency that helps reduce the average volume of water delivered in the areas covered by Thames Water, Affinity Water (Central and South East), South East Water, Portsmouth Water, Sutton and East Surrey Water and Southern Water, hereafter referred to as 'water companies'.

The plan is to be shared by all, and forms part of Waterwise's commitment to making long-term change in water use; water companies and/or partner companies and/or agencies may finance it. The communications options may increase uptake of infrastructural improvements, and/or may increase uptake of conservation actions. Either is considered valid in attempting to improve efficiency in the home. Brand awareness and enhancement of member water companies is not a main pillar of the plan, although welcome where it naturally arises.

Communication work to date exists in combinations of all of those options. It does not replace existing communication campaigns (such as the annual Southern Water South & South East in Bloom competition, since 2005)^{vii}. This work takes us from now until deregulation in 2015.

2 Situation and problem analysis

Long term climate change, rising costs of energy, and a shift to outcomes focused regulation, mean consumer behaviour in relation to water use has never been more important.^{viii} Methods of effecting change have varied over time.

Discussions of customer efficiency and demand management used to be seen very much as an extension of economic pricing. The realisation that 'Residential water use is a complex socio-technical phenomenon'^{vix} changed that. Following on from that general resource messaging assumed information deficit was the problem (and by extension the solution) – information is important, but is not the sum total of communication needed. Where once we tried to convince by appealing to the rational, now we attempt to persuade by appealing the rational and the behavioural. Utility and resource messaging using psychology coming out of business and government is leading the way.

Water messaging to-date has incorporated behavioural intelligence both in campaigns (such as Kriss Akabusi)^{ix} and small-group letter-messaging testing. Crafting behavioural messages is still reasonably new. The role of knowledge, emotion, and norms needs to be considered together.^x And habits play a big role. The challenge is to employ all learning to deliver a permanent change in customer behaviour in favour of greater water efficiency.

2.1 S.W.O.T.

| Strengths | Weaknesses |
|---|---|
| <ol style="list-style-type: none">1. Water is used daily, for a variety of things, through common interfaces (sink, shower, appliance), and is easily understood by all ages, so communications doesn't have to work hard to introduce a new product or category.^{xi}2. Efficient use can be delivered with behaviour change, independent of products used^{xii}3. Efficient use can be delivered with specific products, independent of behaviour (<i>although purchase/acceptance behaviour needs to be evoked</i>). | <ol style="list-style-type: none">1. Low level of understanding of the hydrological cycle – 'where it comes from', and the pressure it is under2. Everyone thinks leaking in infrastructure is rife (even though it's not).3. Increasing household efficiency means water companies selling fewer cubic meters of water – '<i>where's the catch?</i>' some customers' think4. No one can be cut-off so in the 'pool of consideration' of utilities, water is less frequently considered; It's just not top of mind at all. |

| | |
|---|--|
| <p>4. User efficiency can help ameliorate problems of stress/drought</p> <p>5. User efficiency could help utility companies by stopping chance of fines or embarrassment of having to call drought conditions</p> <p>6. User efficiency won't ruin profit (ultimately)</p> <p>7. Less stress on infrastructure</p> <p>8. Everyone – young and old, rich or poor – use water, so there's no focused target audience which means we can pick the most profligate combination that is easy to change</p> | <p>5. Few people think they're wasteful (although some variations exist)</p> <p>6. Water's everywhere – so hard to package and 'sell'</p> <p>7. Water use is hidden, so no evidence of hyper-local behaviour to provide feedback^{xiii}</p> <p>8. Habit formation/breaking is very difficult</p> <p>9. Everyone – young and old, rich or poor – use water, so there's no focused target audience which means it's hard to talk to everyone</p> <p>10. Self-selecting interest in reducing consumption will often involve a web search. Online information distributed across micro-sites and stand-alone pages makes it difficult for search engines to find, and subsequently for our customers to find, too</p> <p>11. Water is cheap for customers, so efficiency provides little economic reward</p> <p>12. Economic reward loses its effectiveness over time</p> <p>13. Individual reduction can be seen to have little effect on the aggregate – a classic Tragedy of the Commons class of problem</p> |
| <p>Opportunities</p> <p>1. Show companies have government aspiration to reduce consumption (nothing legal, or binding).</p> <p>2. Align users' profligate behaviour with their self-perception that they are considerate users with commitment and consistency efforts – and there-in reduce consumption</p> <p>3. Increase propensity to purchase conserving products – especially as in 2013 a simple white-goods label will be used, sponsored by Defra, WRAP, and possibly the EU, enjoying UK Ministerial support, and used by large retailers such as Kingfisher (B&Q, Homebase)</p> <p>4. Reduce (metered) consumers' bills (which is something very few businesses can do) could prepare the reason to talk to and retain – or even attract new – customers after the 2015 de-regulation.</p> <p>5. All the family can be used to influence the others</p> <p>6. Non-water companies might derive soft PR benefit from associating with campaign to improve household water efficiency – if this delivers greater exposure, or increased efficacy, this can be shown to regulator</p> <p>7. Non-water companies might derive hard benefit from water reduction (rather than soft benefit of association), such as showerheads combined with shower gel/product with major company</p> <p>9. Showers, lavatory, are daily events for most, so opportunity for new habit here (see weaknesses)</p> <p>10. Teach Hydrological cycle – or at least opportunity to explain where water is taken from, as a 'reason to believe' water companies want customers to be considerate.</p> <p>11. Some areas of the home use more water, so better target</p> | <p>Threats</p> <p>1. Customers bring water 'top of mind', and start thinking about their bills, the leaks, and the service they get – and we may lose control over whether they formulate favourable, or unfavourable opinion.</p> <p>2. ROI for customers buying hardware upgrades may seem low, but payback is – in fact – quick, and the benefits are permanent</p> <p>3. Overall behaviour doesn't change, because some efficiencies (dishwasher/washing machine use for instance) give a 'free-pass' to become wasteful in other water areas around the home (lawn watering, perhaps). Sometimes called single action bias.</p> |

2.2 Strengths

There is no learning needed by our audience about water – it is neither a new product, nor suffers from confusion about what it's for. No communication money need be spent on this task. Also, efficient water use can be derived from a number of areas; creating efficient behaviour around existing infrastructure, creating behaviour to replace infrastructure, creating infrastructural and behavioural change.

2.3 Weaknesses

Action barriers

Communicating about water-use suffers from a rare combination of factors – water is everywhere, but its use is hidden. Also, because of water's ubiquity, creating large scale change in water consumption means talking to – or at least affecting – a large amount of the population. 'Everyone' is not a target, and so is traditionally a tough ask of a comms plan. And as is common with other shared natural resources, the Tragedy of the Commons problem creates the belief that an individual's action is useless when considered in the whole.

Rather oddly, a significant section of the public think they behave more efficiently than they do.

Search, searching, and search engines

Separate to the previous challenges is a harder, more measurable factor – online information useful for customers who want to effect change is distributed around the internet on various water company, supporting group, and campaign websites. This makes it difficult for popular search engines to place the right information high up on the first page of natural search results (as opposed to paid-for search result placement). Customers who are actively searching for solutions are in a 'hot state' – they are ready to act. Considering the problem of targeting 'everybody' having those that are primed to act, behave, accept, and learn, selecting *themselves* at a time that suits them is of huge benefit. Losing them is problematic.

Leaks

Firstly, it is not uncommon for customers to think water company leaks and inefficiency is a contributor to higher costs, and possibly drought. This is not the case. Also, there's a problem with a perception that leaks are large. Tony Smith, chief executive of the Consumer Council for Water, says: '*Ofwat's approach to setting leakage targets needs to recognise customers' perception that water companies are not doing enough about their leaky pipes. It's not just about economics. The negative perception of leakage is the biggest barrier to customers doing more to save water.*'^{xiv}

This is a massive barrier to action. I hadn't realized how much until researching (C.f. Guardian, Telegraph, CCWater^{xv}). Indeed there are 5.5 million search results on Google for 'water company leakage rates UK'. Many newspaper reports go big on leaks and small on PR relating to efficiency – no value judgment, as the press is not our organ, but the perception remains.

It needs to be lined up with reality. In fact, the fixing-leaks trend is up and ever rising. So, even though leak percentage will never reach the level of some legacy comparisons such as Japan, we can and should talk about leak reduction as part of efforts to get customers to behave more efficiently.

Profit

There is a lack of reasons to believe why water companies would want to 'sell less of its 'stuff''. This wariness will undermine efficiency messages. It is misplaced – unless supplies are used at a sustainable rate water companies will go out of business. This message needs to be delivered. It's a tough communication environment, though; Even the consumer report people *Which?* make the point about lack of supply only as a sub-set of 'reasons why' you should be efficient.^{xvi}

Habit

Habitual behaviour is a challenge for any communications work. It can be ‘considered as a form of behavioural lock-in’,^{xvii} and can even make us act opposite to our intentions without even realising it.^{xviii} John Bargh usefully describes the challenge as the ‘Four horsemen of Automaticity’. ^{xix} They are: lack of control; lack of awareness; efficiency of thought (rules of thumb), lack of intention.

Habits are formed by repeating an action that yields a beneficial result to the point where we’re happy enough that the relationship between action and result is stable we pack it off into our unconscious thought, leaving the best of our attention to focus on other things.^{xx} This newly formed habit may now be evoked in its entirety by any part of the original beneficial action. One can see how engrained they are by moving the location of a kitchen bin – how many times would one go unthinking to the old location? Cleaning one’s teeth is an habitual process. Communications that challenge the use of water that is habitual have a tough task.

However, water-use, unlike other sustainability issues such as recycling, or energy consumption, is driven by fairly common interfaces; washing machines, kitchen sinks, showers, baths, central heating, washing machines, garden hoses. They are ripe for habitual behaviour to be attached to them.

2.4 Opportunities

Ripe for behavioural and infrastructural change are the big four: lavatories, taps, clothes, and showers. They account for over a ¾ of all usage.

Additionally, the opportunity to deliver infrastructural change is handed on a plate with the introduction – for the first time – of a simple water efficiency labelling system for white-goods backed by B&Q, Homebase, Defra, WRAP, and possibly the EU. This lightens the load for communications because they need to only get customers in the shops with a willingness to buy, removing the need to help navigate byzantine and inconsistent product specifications.

Also there may be opportunities to move users’ actual wasteful behaviour towards their perception that they ‘are efficient’ by the use of commitment and consistency efforts, and norms, and there in reduce consumption.

There are opportunities to marry-up communication efforts with non-water companies, and in this way increase reach and/or penetration.

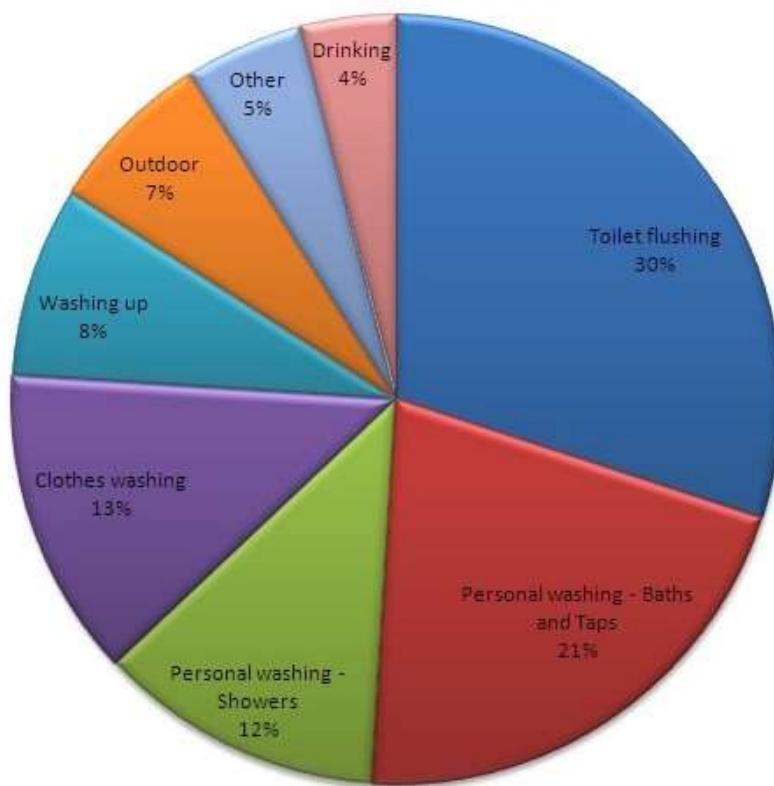
While water use is distributed around almost all areas of the home, some areas use more than others and can have a better effort to reward ratio. Over 90% of water is used inside. For instance:^{xxi}

- 1) Lavatories, ~30% household water use
 - a. With average flushes ~5000 times per year, savings of up to 5000 litres per year could be achieved just by simply installing a cistern displacement device (CDD). There’s opportunity to promote the (usually free) cistern inserts.
- 2) Personal washing, taps, ~ 21% household water use
 - a. Full loads and modern dishwashers help. Tap collars can help manage flow.

- 3) Clothes washing, ~13% household water use
 - a. Full loads, again, help

- 4) Showers, ~12% household water use
 - a. However, power showers. These can easily use more water than a bath. Water use in showers can be reduced with new showerheads.

Water use in the home, Waterwise^{xxii}



2.5 Threats

Despite our best intentions, the biggest threat is in upsetting the apple cart with behavioural interventions – for instance the single-action bias occurs when one action performed in favour of a public good either assuages the fear that prompted the action in the first place, or gives us a free-pass to behave consequently without consideration for the original public good, e.g. I recycled my glass bottles, now I can leave the heating on. We're back where we started. Unintended consequences can be a real problem.

Also, financial savings – should there be any – take a while to show up, and are not particularly dramatic. This is a threat to continued participation should financial saving be the platform upon which permission to engage was founded. Money is the not the trinket to draw our customers' behaviour.

3 Campaign objective

This plan it covers years 2013 and 2014 but the objective is to each calendar year as one complete cycle of activity. The plan includes quick wins and bigger collaborative approaches,

Traditional marketing approaches for consumer goods typically deal with the four P's (some plans use seven) of Product, Price, Place, and Promotion. Changing water use is reasonably specific and its consumption is unlike most consumer product, so this plan is interested in only the Promotion part: The product is not new, or changed, the price is the concern of any and all business plans, and the place is exactly where the customer expects it to be (such as their shower, taps, etc).

Irrespective of product type, all marketing communications have one of two principle aims – the first to develop brand values, the second to change behaviour.^{xxiii}

The objective of this plan is to focus primarily on the second aim, that of changing behaviour. That behaviour may be a 'Dot' (It happens just once), a 'Span' (It happens over a period of time (e.g., 14 days)), or a 'Path' (It happens over and over).^{xxiv} Dot behaviours are likely to be a domestic infrastructural change, such as installing tap aeration. Span and Path behaviours will probably involve only interface behaviour change, such as using a garden hose in the morning or evenings to reduce evaporation. Either of these approaches improves efficiency, so either can check-off against our objective. If there are approaches that also enhance reputation, then they will be welcomed.

Campaign measurement:

- Decrease water consumption to get closer to the ~130 litres per day per person aim by delivering a measured reduction of 1l per person per day across the customer base for the duration of the plan (*and irrespective of the target market which is likely a subset of the customer base*).
- Increase a basket of unique and returning visits to online properties owned by signatories to this plan by 5% over the duration of the plan based on the average of two preceding years normalized for uncontrollable events (such as storms, floods) as a proxy for involvement in water issues relating to reducing consumption

4 Audience

Who are our best prospects? A report by the Government Communication Network (2009) points out that '*attaining a better understanding of how relevant behaviours are determined and influenced should be considered a prerequisite for the design of effective communication campaigns*'. Understanding and defining the psychographic and demographic profile of audiences is valuable in this regard.

Psychographics look at the existing personality, values, attitudes, interests, and lifestyles.

Demographics look at the gender, race, age, disabilities, mobility, home ownership, employment status, and location.

4.1 Psychographics

Knowledge

Knowledge is a necessary condition for behavioural change, but it is not a sufficient condition^{xxv} – more information tends to result in higher knowledge levels but not necessarily in changed behaviour.^{xxvi} However, a lack of (or inaccurate) knowledge is likely to have negative effects on behaviour.

Rebekah Philips from the Green Alliance tells us ‘*Even if people did want to save water, two-thirds of households don't have any knowledge of the volume of water they use*’.^{xxvii} This information vacuum can be dangerous, because solid decisions can be made from an incorrect start-point. In-home energy use seems to suffer from this ‘coherent arbitrariness’ E.g. ‘*research from the United States indicates the householders believe that biggest energy-savings can be gained through curtailment—for example, turning off lights. In reality, there are much greater savings to be made through efficiency—for example, buying energy saving light bulbs.*’^{xxviii}

Attitude

More people are paying attention to the amount of water and energy they use in the home, and most say they are willing to do a bit more to help the environment.^{xxix} However, attitudes are not a good measure of action, despite what customers may think about what drives them. In fact, the association between positive attitude toward water conservation and actual water conservation behaviour seems to be weak.^{xxx}

This apparent de-coupling may actually be a real de-coupling, as environmental attitudes are most likely to influence behaviours before they have become habitual, and hence unchanging. The attitudes may wander, but everyday behaviours are likely to reflect long-standing routines and so explain the apparent gap between environmental attitudes and actions.^{xxxi}

Weakness and gaps aside, CCWater’s (draft) Forward Work Programme tells us ‘*Customers are prepared to do their bit to save water if they believe water companies are playing their part. Customers are also receptive to advice and information on how to be more water efficient.*’^{xxxii}

Isolation

Deliberate thought about the environment leads many to assess it correctly as a collective good. Consequently, customers may be reluctant to change their behaviour unless they think that others will do the same.^{xxxiii} Short of an effective ‘feel good’ factor, there is little drive change. However, there may be ways to use others’ behaviour as a positive feedback loop.

Peers

The behaviour of others has a deep effect on the actor. But it is a double-edged sword; it can be an effective inducing force that could be harnessed to achieve desired outcome, or the most formidable restraining forces that needs to be overcome.^{xxxiv} In California solar panel contractors were ‘passed on’ from neighbour-to-neighbour (personal recommendations were common for this type of work) and the panels served as a big ‘posters’ for the work done.^{xxxv} This was an effective inducing force.

But even if there is no physical manifestation of change in water efficiency as there is with solar panels, simply the intention to act can affect the behaviour of others; experiments found that even if most people in a community don’t actually practice water conservation, they can be persuaded to

reduce water use simply by telling them that their neighbours at least approve of the idea. This is interesting, and powerful, but is it straight-up manipulation? “*As long as you’re giving people honest information that they don’t already have,*” the experiment’s author says, “*this is not manipulation. This is education.*”^{xxxvi}

Leading on from it seems that communities that have an element of social capital (perhaps active *Neighbourhood Watch* areas) are the type of audience who exhibit behaviour that combats the tragedy of the commons of water use in an environmentally friendly way. This seems to be the case in observed Australian communities.^{xxxvii} Also, structuring the water-use decision-making process to involve key members of the family early as possible could lead to a better outcomes.

Experiments at Columbia University’s Centre for Research on Environmental Decisions (CRED) have shown that introducing arbitrary group symbols – such as a blue star – and telling people that they belong to the ‘blue star team’ can increase group participation from 35 to 50%.^{xxxviii} This bodes well for the EU star system being introduced on white goods in 2013.

Self-reported behaviour

Self-reported use of water suffers from some fascinating fallacies, at least in Australia. It seems that self-perceived high users actually use less than either self-perceived average users, or self-perceived low users^{xxxix} – those that thought they were profligate were actually the best. The rest were caught out by underestimations of the water used by their taps, showers, and clothes washers. These were most commonly larger families with children over the age of three.

Financial incentive

A slight read-across, but research has shown that economics does not fully explain energy use behaviour.^{xl} For example, some consumers have ignored significant financial incentives to conserve energy, and others have continued to conserve even when the original financial incentive was greatly reduced. Gladly financial incentives do not act directly, as they are hard to calculate and eventually removed by the regulated way in which water is priced and delivered.

4.2 Demographics

Television watching and newspaper reading

Some people are naturally frugal with their water consumption (most of them on purpose). They tend to be older, to read national newspapers, and watch less TV than most. Those with poor water conservation behaviour tend to watch more TV, and read local news.^{xli}

Retired

Although an increase in the number of people in a household increases the total domestic water consumption, (perhaps) counter-intuitively their per-capita consumption falls; there are savings to be made in combined washing loads because they’re likely to be full, same for dishwashers, there is only one garden to water, etc.^{xlii}

So single and double occupancy households are heavier users per-person. There’s an even more interesting split; Retired people in one-person dwellings consumed 200 litres per day compared to 140 for a single occupant non-retired adult.

They spend longer in their homes, and so use the high use amenities more than others, such as lavatories (un substituted for work urinals, or restaurants/pubs) for instance. But however derived, they are a profligate bunch and there's opportunity there. They are more likely of course to have older domestic infrastructure, which is commonly less efficient than modern appliances.

Teenagers^{xliii}

Waterwise data showed that shower times for respondents aged 18-24 were longer by a margin of ~2 mins, but showed little difference between genders. There was also a reported increase in shower times during weekend. Communication efforts towards this community have been made before (C.f. Kriss Akabusi), and this may remain a prudent focus for demand managing communications. Data from South-east Queensland, Australia suggests that younger, larger families with teenagers and other high water use households may benefit from sustained targeting of shower consumption behaviour as it may be behaviour, rather than technology, which dictates long-term showering practices.^{xliv}

However, teenagers are a difficult group to appeal to.

Gender

Because domestic infrastructural change such as fitting low-flow showerheads or lagging pipes for winter may be considered the domain of men – at least in the fitting if not the purchase – one might think messaging men about these products is the way forward; This may not be the case. A recent study in Phoenix, Arizona focused on gender differences in views about water scarcity.^{xlv} Women were significantly more concerned than men about the effect of drought as well as the amount of water used at regional level. If water scarcity risk is the reason to engage with the messages then women seem to be pre-disposed in this regard.

Home movers

One way to break the disconnected nature of habits is to break the conditions under which they occur – moving home is one such example. For more on this type of behavioural lock-in' see Habits in the Psychographic section, and the S.W.O.T.

Metered

The very act of metering changes behaviour, it seems, although may be tempered by those that request a meter, as they're self-selecting conservators. And it seems to be relative: Average consumption in Germany – where all water is metered – is around 30% lower than in the UK. But in the United States (where water is also metered) usage is more than double the UK average per person per day.^{xvi} Feedback methods employed by Oslo Energi over nearly two years saw respondents' behaviour so fundamentally changed that none of them could recall the changes they made unless prompted.^{xvii} However, the feedback methods were more extensive than simply a water meter, so a read-across may be dangerous.

With regard to showers, a Waterwise review found no statistically significant difference between the frequency of showering of metered and non-metered households, and did not indicate any differences in the behaviour of men and women.^{xviii}

Al Murray @ajhmurray Following

Coming up: the moment when the teenager shouts "why's there no hot water left?" 20 minutes into their shower

Reply Retweet Favorite

37 RETWEETS 15 FAVORITES

10:36 AM - 30 Dec 12 · Embed this Tweet

4.3 Recommended/Primary target audience

Our primary audience looks like women, from family households, in metered or unmetered areas, with any pre-existing attitudes or knowledge levels, who read local news, are online and on social media frequently, and perhaps have a strong community element.

Recommended/Primary target audience

| | Gender | Household type | Metered /unmetered | Media consumption | Attitude | Recent/ planned move? | Messaging approach (broadly) |
|-------------------------|----------|-----------------------------|---------------------------|---|--|--|---|
| Female, probably mother | ✓ Female | ✓ Family w/ kids over ~3yrs | ✓ Metered ✓ Un-metered | ✓ TV, prob national, 'popular shows ✓ News from local sources (newspaper, online, local Facebook groups, etc) ✓ Digitally savvy | ✓ Some evidence of connection to local issues, news, or understanding signifies likelihood to engage ✓ Don't see themselves as wasteful | ✓ Pre-move preferable, although population of home movers small compared to 20MM homes in UK | ✓ Scarcity of supply reason to engage ✓ Budget/cost long-term of supply also way-in ✓ Guiding children/young person behaviour affect adults too |

4.4 Substitute target audience

Our substitute audience looks like older people, or empty-nesters, either in single- or dual-occupancy households, less technology and social media aware, but very comfortable with hardware, shops, and local news.

Substitute target audience

| | Gender | Household type | Metered /unmetered | Media consumption | Attitude | Recent/ planned move? | Messaging approach (broadly) |
|---------|--------------------|--------------------------|---------------------------|--|-----------------------------|--------------------------|---|
| Retired | ✓ Female ✓ Male | ✓ Retired, empty-nesters | ✓ Metered ✓ Un-metered | ✓ TV more likely to be appointment,- TV, rather than on all time ✓ News from national papers, and prob more traditional than digital ✓ Limited digital awareness | ✓ Engaged with local issues | □ No plans to move house | ✓ Older household infrastructure is a reason-to-believe change is relevant to them ✓ Budget/cost of supply also way-in |

5 Campaign strategy

How we will achieve the objectives identified for the target audience.

5.1 Overall:

Broad

The strategy will be to contact as many of the target audience as is possible, rather than going for key stakeholders to ‘lead the charge’ because decisions to engage – or at least the important part of engagement – is in the private, separate, and non-commercial space of the home. Word-of-mouth, and advocates, rely heavily on mixing among population and display (think new cars, clothes, restaurants).

Proactive

We will be proactive in reaching out to our audience. There will be a small reactive component as a nice-to-have.

Pre-emptive

We will make sure the ‘improving efficiency’ message will get consideration by emolliating the pre-existing ‘water companies leak’ knee-jerk reaction.

Incautious

We are happy to effect change by either infrastructural or behavioural means. We will hope to decouple reduction in water usage from promotional activity or special offers so improvement in household efficiency is permanent.

Collaborative

We will, where possible, create an umbrella approach to communication so every effort of every member water company efficiently adds to the sum total of effect.

5.2 For primary target – mums of children over three:

We will place our message where they are which includes children’s and young people’s television and activities, it includes activities pertinent to the home such as food shopping and home management, and we will look to digital and new communication media. We will look to the mother as a key influencer of the home. To make best ratio of effort-to-reach we will collaborate with existing trusted brands and partners as much as possible (such as food shopping via supermarkets).

We will as much as possible drive our audience to web properties to deliver information and further engagement – they may be our web properties or partners’.

5.3 For substitute target – retired empty-nesters:

We will skew our message to one of infrastructure and focus on the male side, and both on the gardening side. They are susceptible to information in more analogue places rather than digital or broadcast spaces, such as homeware shops, DIY, and garden centres. To make best ratio of effort-to-reach we will collaborate with existing trusted brands and partners as much as possible (such as home and garden ware via DIY superstores).

We will as much as possible drive our audience to web properties to deliver information and further engagement although we will temper this requirement for this target on the basis they’re not so tech savvy.

6 Campaign execution

6.1 When, and how to work together

Just before we combine objective-strategy-execution into actionable approaches it is worth describing the relationship between them and how they can work for us.

The first reaction to thinking about working together to deliver communications is to think about cost savings (particularly in the production part of making communication collateral), and perhaps competition between groups. There may be costs savings; there may not be costs savings. And this itself may be a false friend because there are ways in which strategy needs to be considered, the needs of partnerships outside of the water sector need be considered, and considerations of the differences between digital and analogue messaging, and more can be better served by partnership or separately.

1) Objective:

- a. Improve household water efficiency.

(This is the same for all water companies, in respect of this plan.)

2) Strategy:

- a. **Primary target (mums with kids over three)**: Communicate skewed digitally in a broad, proactive, pre-emptive, incautious, and collaborative way in young people's, parenting, and home-management media and business partner properties.
- b. **Substitute target (retired empty-nesters)**: Communicate skewed analogue in a broad, proactive, pre-emptive, incautious, and collaborative way in homeware, DIY, and garden-focused media and business partner properties.

All the while there's no competition for customers between water companies, and we assume all customers are of similar make-up across regions, there only should be very narrow range of good strategies that improve household efficiency ('good' as in the best effort-to-reward ratio, defined by a game-theory type 'demographic highly susceptible to change that uses the water-use area that offers a large opportunity to reduce use, thereby in combination delivering the best overall outcome considering all possible outcomes').

(It should be noted that competition for customers between water companies doesn't automatically stop one strategy being beneficial for all.)

3) Execution:

At this level, in some circumstances, differences in execution across water company regions can be accommodated without diluting the effect of the objective/strategy, so agents could devise their own imagery, words, placement, deals, etc while still delivering on the objective/strategy.

There are some differences though:

- a. **Analogue executions** (real-world assets, such as posters, but not TV or Radio)
 - i. Consumer facing 'papercast'

We are generally local creatures. Our route to work, and weekend activities are fairly predictable (food shopping on weekend for instance, walk in the park), and so local paper ads, door-drops, community messages, local council messages, can be executed differently (but on same strategy/message don't forget!) across regions without customers seeing different executions and being confused.

- ✓ Local message so don't need to share
- ✓ Can have single logo/ownership
- ✓ Benefit in pooling money for one execution to spread costs, though

ii. Consumer facing broadcast (TVC, Radio days, or radio spots)

1. Local radio messages are bounded by geographical regions in a lot of cases. For radio days this means one spokesperson(s) can reference water co local to the radio station, but there is rarely a clean fit. This is the same for idents and ads.
 - ✓ National: Tricky to do local messages so need to share
 - ✓ Logo/ownership to be communal
 - ✓ Benefit in pooling money
2. However, costs are high with television, so it makes more sense to have either one execution with either everyone's logos, or a single call-to-action to a webspace that articulates the involvement alongside the actions to take. Indeed 83% of print ads now feature a URL as do 61% of TV ads.^{xix} And I purposefully comment on a TVC as a response ad because it feels like we'll need element of action and supplementary information rather than a brand awareness 'I'm still here' ad.²
 - ✓ National or local message
 - ✓ Can have single logo/ownership
 - ✓ Eye-wateringly expensive so benefit in pooling money for one execution to share, even if logos and Call-to-action differ

iii. B2B analogue executions

Executions in partnership with organizations that have national(ish) presence, such as The National Trust, Kingfisher group (B&Q, Homebase, etc.) will likely want consistency in execution (for pamphlet delivered to stores, for instance, or shelf-wobblers isle hangs, gondola ends, irrespective of whether they design and print or water co. do).

- ✓ National message so need to share execution
- ✓ Logo/ownership likely to be communal
- ✓ Benefit in pooling money

b. Digital executions

i. Consumer facing executions

1. Ads: Borders disappear particularly with search engines being the first port of call for self-initiators, and display ads and PR and blogs

² Monster.com had TV ads in the early 2000's that used a voiceover of the protagonist's thoughts. It was developed in this way so it could be re-dubbed for different languages throughout Europe without re-shooting any of the expensive bits. Sharing is possible

that catch the attention of the unaware not able to (successfully) local users to a geographical region³. So, ads, advertorials can be considered as national

- ✓ National message so need to share execution
- ✓ Benefit in pooling money

2. Web landing pages: and host pages for campaign information benefit greatly from being on one top-level page. Search engines store the information favourably and it is the only way to have even an attempt at a high page-one natural search result. This is important (C.f. comparethemeerkat referenced elsewhere and their 'catchphrase' searching which no others competed with unlike their competitors all fighting for 'insurance comparison site'. Also, paid search was cheap at 5p click for meerkat versus £5 for normal insurance words.) In some ways can be inevitable as per S.E. Water who ended up managing the drought webpage.⁴

- ✓ National message so need to share execution
- ✓ Logo/ownership likely to be communal
- ✓ Benefit in pooling money

ii. B2B executions

1. Local messaging is possible with online shopping sites which can do some interesting things especially if the user has self-indicated a postcode, such as on a Tesco/Ocado home delivery service.

- ✓ Local message so don't need to share
- ✓ Can have single logo/ownership

Round-up

Broadly speaking in the digital world it's better to develop national messaging and so share the development of that, and focus on one digital destination which focuses on the topic at hand which is great for natural search engine ranking so customers can find our information first without us having to pay for ads; developing variations of digital work by region dilutes search, and customers will see the join.

In a non-digital paper-delivery local news/poster the message and the viewer usually remain local, and so separate executions do not dilute the objective; however the cost of developing visual collateral is high and is better shared.

A structure to enable co-ordination is already in place in the form of SWAN (the Saving Water Advocacy Network).⁵ The coalition of water companies, NGOs, and government agencies with Waterwise as the co-ordinating agency makes sense. I have a suspicion there may need to be a communications strategy 'observer' to act as one person who has eyes on all the coordinated work, can check and guide it is coordinated to the best interests of the overall group. I anticipate one or two days a month overall on average.

³ IP tracking has a geographical component but usually picks your nearest server not your actual location.

6.2 Constructing messages for natural resources (as opposed to consumer goods)

Message structure around water efficiency does not benefit from the same overt aspirational approach as messaging around consumer goods or activities.

The first place many go to curtail utility behaviour is to whip up a combination of information and/or cost messaging. The Sustainable Development Research Network tells us that the evidence does not optimistic about their effects – at least if you use them by themselves.^{lvi}

Also, guilt and appeals to fear should not be used. It is effective at generating attention, but has faced a multitude of criticisms (e.g. different effect on different audiences, short-lived effects in general and a tendency to backfire/disengage people). A good example is the 2009 UK Government's 'Act on CO2' climate campaign featuring an advertisement of a man reading a scary bedtime story (about the effects of unchecked climate change) to a young girl. As a result, over a 1000 complaints were made to the UK Advertising Standards Authority on the grounds that the commercial was misleading and that the tone was upsetting.^{lvii}

Social, anthropological, and environmental psychologists as well as behavioural economists are doing some great work into behaviour-drivers, particularly around understanding knowledge/analytical messages, experiential messages, and normative messages – this similar to Triandis' Theory of Planned Behaviour which focuses on three distinct antecedents – the attitudes/expected consequences, the social factors including norms, and the affective/emotional responses. Sander van der Linden has done some great work on public climate change campaigns that tell us we are likely to benefit from integrating cognitive (knowledge/analytical), experiential (how/what to) and normative (who?) factors when designing communication messages to change behaviour.^{lviii}

This is quite tricky to do in one ad or message, but easier to do over a portfolio of messages.

a) Knowledge/Cognitive component

'Can you give me a reason?'

Defra's report on 'Public understanding of sustainable water use in the home', published in March 2010, found that consumers are not very aware of water scarcity or the environmental impact of using water.^{lv} The New Zealand Ministry for the Environment tell us not to assume an understanding of the need to conserve water, but also not to blame residents for water problems.^{lvi}

There are a number of reasons that can be given to why conservation is important – one of which is the need to set long term context for prices – but in a *person-on-the-street* sense, lack of water husbandry would lead to nothing to sell; a problem for supplier and consumer alike. Despite this obvious reason, as described earlier even the consumer report *Which?* make the case for lack of future supply as a problem only as a sub-set of reasons why considerate water use is important.^{lvii} This presentation profile is pervasive, and unhelpful – particularly as researchers in climate change found that the single most important predictor of behavioural intentions to take voluntary actions was correct knowledge of what causes it.^{lviii}

Reasons to engage with efficiency may be, for example:

- Water is needed everyday even though natural supplies are seasonal
- Population rises, but the natural water supply doesn't

- We have less water available per person than Italy or Greece^{lxix}
- Water use of the average household is already enough for around 2,000 cups of tea
- Water use of the average household equals 317 pints of milk

b) Normative component

Can you tell me this new behaviour is approved by others?

Normative influences can affect water use: In a community-based lawn-watering experiment, a social marketing message was tested against an information-only message. The social marketing approach reduced lawn watering by over 50%, whereas it increased by 15% in the information-only group.^{lxi}

As we looked at in the ‘Psychographics, Peers’ section even if a community doesn’t actually practice water conservation, you can persuade them to reduce water use simply by telling them that their neighbours at least approve of the idea.^{lxii} (A survey is needed, of course.) We tend to think we make principled and considered decisions, when in reality we borrow decisions from those around us.

Recycling adverts on an Arizona regional public service channel and further laboratory investigation into the descriptive and injunctive norms contained therein where the team say: ‘Information about social approval or disapproval affected . . . assessments of the ads’ persuasiveness. Information about relative prevalence, in contrast, influenced intentions directly.^{lxiii} Prevalence is what really drives behaviour.)

One can use Metro and Evening Standard free-sheets as a way of getting in front of millions of commuters from the South East and contextualise approval e.g. In a four carriage train, 3 and a half carriages agree that doing something to make your home more water efficient is a good idea.

Also, it is important to consider what is *not* approved as much as what *is* approved. While messages that focus on desired behaviour can induce change, they can be retarded by the lack of a clearly described undesirable behaviour.

c) Experience/Construal component

Can you tell me what to do?

As Ariely said in 2008, “People are *Experience Goods...*”^{lxiv} abstract knowledge is unable to provide the learning that personal experience provides. For instance, when householders saw a thermal camera image of their home they were eight-times more likely to have installed draught proofing than if they had not seen the image, and five times more likely to have done something/anything else.^{lxv}

So all we need to do is make our customers experience lack of water for our learning to be complete? It’s hard to do that (in reality, impossible). And simply increasing the amount scientific or descriptive narratives rarely helps. However, it is possible to create a greater sense of proximity for an event by using ‘how’ constructions instead of ‘why’ constructions – although the perception of proximity does not substitute for an event. Pahl describes the condition of Psychological Distance as having ‘great potential for sustainability-related perceptions and behaviour.’^{lxvi} For instance, ‘How to’ fit a device is more concrete and immediate and will likely result in the audience imagining themselves fitting it sooner than if the ‘Why you should’ fit a device language is used (which is more cerebral and distant).

d) Habit-breaking component

(‘I didn’t know I did that!’)

Habits are nasty. Or nice; It depends on whether they fall in one’s favour. They are described in the **S.W.O.T** section more fully. To re-cap, habits are formed by finding an action that yields a beneficial result and repeating it enough times to be confident that the relationship between action and result is stable, at which point we pack it off into our unconscious to relieve the burden of continual, and repeated, conscious thought; a habit is formed, and – importantly – is performed on exposure to any part of the founding action/routine whether or not a benefit remains.

Unilever tried to change habits in the home with a TV ad that encouraged children to brush their teeth at night.^{lxviii} In order to disrupt/build a habit they used an external influence – the father. In the ad,^{lxix} the father is presented as the role model for the child, suggesting to watching fathers that children will adopt their father’s habits good and bad so it is better to teach children a good habit such as cleaning your teeth, and suggesting to the children that copying their father is common.

In a controlled trial, only the group watching the role-model advert increased their evening brushing.

Perhaps, instead of a conscious effort on the part of a confederate to change their own behaviour, we can ask parents to help change their child’s/children’s habits?

e) Messenger

‘Do I trust you?’

In communication, it is important to use trusted messengers^{lxvii} because we are heavily influenced by who communicates information to us.^{lxviii} They can be organizations, businesses, or public bodies. They can be ‘people like us’,^{lxix} as per norms, but more usually it means people to whom one might aspire, or certainly someone who has authority.

At the outside, it could be someone who has a known attribute that reinforces a message: Bond can talk sartorially, Ian Thorpe the

By using Aleksandr the meerkat, and inviting viewers to search for Compare the Meerkat, the insurance firm managed to create a clear call to action which, given the unique nature of the search phrase, made it easier for them to ensure that the landing page was highly visible in search results.

It was also an excellent way of saving money on paid search. When the campaign was launched in 2009, the cost per click for the word ‘meerkat’ was 5p, compared to £5 for the keyword ‘market’. This allowed Compare the Market to achieve search visibility in a highly competitive market at a fraction of the normal cost.^{lxv}

Although, let’s not get too carried away, as meerkat (now replaced) had a massive media spend behind it, and it was in a crowded market where competitors had little to distinguish themselves.^{lxvi} This is vital to its success. We have Gabi the camel played out on children’s TV

Very regular, and frequent (**and very likely to be ‘unthinkingly’ habitual**)^{lxvi}

- Tap use
- Baths and showers
- Toilet flushing
- Washing machines and dishwashers

Possibly regular, certainly less frequent (unlikely to be habitual)

- Car washing
- Watering gardens

One-offs (non-habitual)

- Garden watering equipment
- Fixing leaks
- Appliance or hardware purchasing
- Toilet cistern capacity
- Rainwater tanks.

Habit smashing changes

- Retirement
- Begin or end school / university
- Changing jobs
- Change in residence

Habit bending changes

- Change in recreation
- Change in social activity
- Holiday
- Water meter
- Refurbishing / replacing white goods^{lxvii}
- When new occupant registers for Council Tax, offer an incentive for greening the home

Olympic swimmer could talk believably about showering, as he's done more of it than most as part of training. Bill Oddie's domestic water conservation campaign for Anglian Water has authority in the Anglia region for his connection to wildlife and the environment. (The campaign used bus back advertising and local radio, with 330 buses advertising and ten radio stations broadcasting the message through May, June and July 2006).

We need to be careful though – we may irrationally discard advice given by someone we dislike.^{lxxv} Importantly in relation to addressing inequalities, those from lower socioeconomic groups are more sensitive to the characteristics of the messenger.^{lxxvi}

Recommended message structure

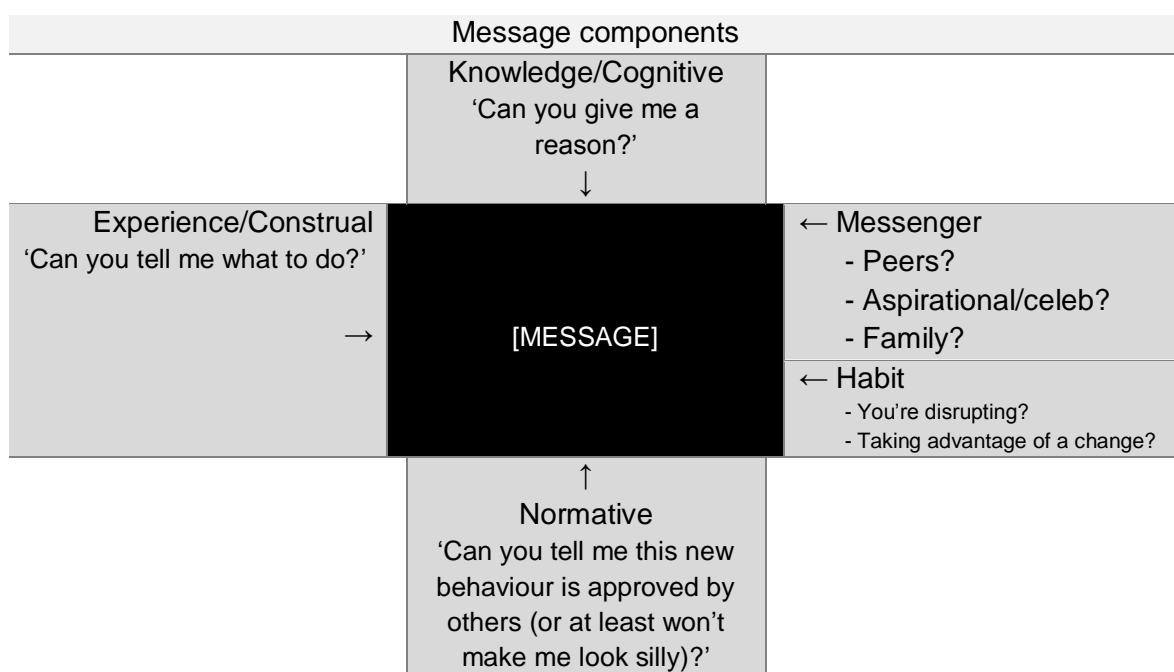
Communications are likely to maximize their potential to change people's behaviour when they integrate

- 1) Cognitive 'Can you give me a reason?'
- 2) Normative 'Can you tell me this new behaviour is approved by others?'
- 3) and Experiential 'Can you tell me what to do?' factors

We should be wary of drawing into discussions around which of the approaches is likely to be more successful, but be mindful of how all three processes operate and interact with each other.

Also, consideration should be given to:

- 4) Habitual behaviours
- 5) Use of messenger as a way to deliver and shape the message



6.3 Methods and timing of messages

With clarity around our audience, their barriers to action, and how to construct messages to effect change established, we must focus on what, where, and when we place messages to best effect.

Let us look at planned communications first.

6.4 Pre-planned communications [Recommended]

6.4.1 The stickers [Recommended: Primary audience]

| The stickers | |
|---------------------|--|
| Target | Recommended (Mums with kids over the age of three) |
| Elevator pitch | Fun stickers for the home to go on appliances informing of how much water they use and how to minimise water use |
| Duration | Two years, continual |
| Key action(s) | Artists design stickers. Distribution through billing. Customer data needed to identify, and mark delivery. |
| Support action | Web page to order stickers. Info. PR about approach. |
| Cost range | Stickers really, everything else is water company time. ~£30,000--£150,000+ |

Fun stickers for the home to go on appliances informing of how much water they use and how to minimise water use.

In 2005 a study by Kurz, Donaghue and Walker^{lxvii} of labels, leaflets, and feedback on water use found that only labels about watering the garden less, shortening showers, using half flush on toilets more, and setting water level for the washing machine carefully, brought about a 23% reduction in water use.

The labels provided information about water use related to specific appliances or behaviours (e.g., a sign posted next to a shower telling a user how many gallons are used per minute) at the point of “interaction” between user and product (water). Over 50% of participants reported behavioural changes. This study was conducted in the city of Melville, a local council in Perth, Western Australia.

Below is an example of the tested sticker. It's large-ish A4 page heavy with information. I propose we test this as smaller key-fob/mug-diameter stickers with less info.

I propose trialling this in a pilot to test its efficacy in the UK.



Figure 1. An attunement label in action.

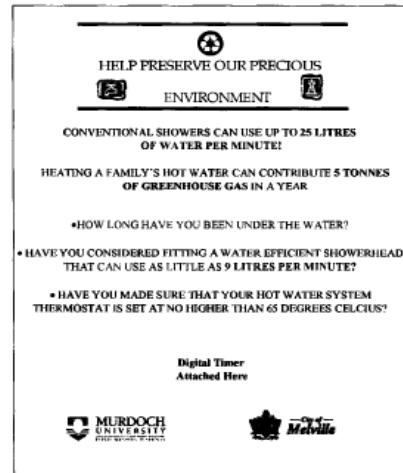


Figure 2. An example of an attunement label used in the shower.

We will cast around for artists, names, celebs, (maybe even Kath Kidson, or John Lewis) appropriate for our mums at home primary target test how labels can be made more attractive. We could trial some Gabi the camel versions, too – even some old ‘Blue Plaque’ style stickers.

We will deliver them through bills, and drive as much PR and social media interest as we can. There will be a ‘send me mine’ link on webpage hosted in one place for all water companies.

There is form already for fun stickers around the home, such as these light switch versions below.



Notes and considerations

1) Trial in small group to test the large (23%) reduction in water use in the experiment

Assuming useful results:

2) Assume famous people, artists, and designers, and businesses to make their own ‘style’ of sticker

- 3) Assume one webpage hosting this to drive natural search.
- 4) Assume page has a 'send me pack' option, so backend, postcode check, the full interactive service
- 5) Assume free sticker in quarterly bill, only for family households
- 6) Assume a reasonable amount of PR to set it on fire – good thing it's a very newspaper/style section/comment worthy info, particularly with famous and quirky designs
- 7) Assume heavy push on social media, so develop pictures and text for Facebook update to go around to all followers of water companies and Waterwise, and artists/people who do stickers for us
- 8) Promote campaign with partner on commercial radio at time and on shows where mothers are likely to listen, so perhaps afternoon just before school run/on school run, or on local radio in segments for that audience that already exists. Media buyer can help us.

Timings, costs, assumptions, notes

| Stickers Primary audience | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|----------------|-----|--|-----|-----|--|-----|-----|-----|-----|-----|-----|----------------|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Year one, and Year two (after evaluation and tweak) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Price range | | | | | | | | | | | | | |
| | | Mums, kids > 3 | | Pilot stickers in small location. Use learnings. | | | | | | | | | | Min £5,000.00 | Max £15,000.00 | | | | | | | | | | | | |
| Digital | Online websites existing - Consumer facing sites in this case online supermarket | | | | | | | | | | | | | £2,000.00 | | | | | | | | | | | | | |
| | Online websites made for this purpose (Digital: paid-for) - Microsites - Business sites | | | | | | | | | | | | | | One page hosting this to drive natural search. Costs to make page a re minimal. | | | | | | | | | | | | |
| | Online advertising (Digital: paid-for ads) - Ads - Google Adwords | | | | | | | | | | | | | | Waterwise do that themselves | | | | | | | | | | | | |
| | Social media (Digital: 'earned' media = comments, conversations) Facebook, Twitter, Blog | | | | | | | | | | | | | | Picture, and text for Facebook update to go around to all followers of water co's and waterwise. Also, make Facebook group for campaign. | | | | | | | | | | | | |
| Direct mail | Campaign specific On/with household bills - Print - Digital | | | | | | | | | | | | | £0.00 | £10,000.00 | | | | | | | | | | | | |
| | One quarterly bills to have sample stickers | | | | | | | | | | | | | | Free sticker in quarterly bill, only for family households | | | | | | | | | | | | |
| | Info on quarterly bill about stickers and web address for more | | | | | | | | | | | | | | Cost of copy and print on outside of envelope | | | | | | | | | | | | |
| Newspaper | - National - Regional - Local | | | | | | Insert in weekend paper perhaps, Family section of Mail, Times, etc. | | | | | | | £20,000.00 | £84,000.00 | This could be expensive. Assume 30p an insert for 250,000 circulation for insert cost and the cost of printing the sticker sheets. | | | | | | | | | | | |
| In-store | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Magazine | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Radio | | | | | | | Radio day | | | | | | | | £15,000.00 | On time and shows where mothers are likely to listen, so perhaps afternoon just before school run/on school run, or on local radio in segments for that audience that already exists. Media buyer can help us. | | | | | | | | | | | |
| TV | • National - Cable - Satellite | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Outdoor | Roadside - Shopping - Airports - Bus backs? | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PR | | | | | | | | | | | | | | £5,000.00 | £20,000.00 | Reasonable PR, as it's a very newspaper style section/comment worthy info, particularly with famous, quirky designs | | | | | | | | | | | |
| White/water goods DIY retailers | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Call center waiting | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Surveys | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Plumbers, builders | | | | | | | | | | | | | | Min £31,000.00 | Max £158,000.00 | | | | | | | | | | | | |

6.4.2 “This washing machine might be FREE” [Recommended: Secondary audience]

| This washing machine might be FREE | |
|------------------------------------|---|
| Target | Substitute (Retired empty-nesters) |
| Elevator pitch | People buy water-using white goods; the new efficient ones have the possibility of a hidden ‘free’ ticket – one in each store per week perhaps. |
| Duration | Focused couple of months, repeated every year |
| Key action(s) | Deal with Kingfisher or similar to allow, manage, and share promotion of this execution in stores |
| Support action | Web page for information, winners, etc. PR about approach. |
| Cost range | Underwriting wholesale cost of white goods given away for free. Promo material in-store. PR, radio: ~£20,000-~£150,000+ |

For people considering purchasing water-using white goods, we make the efficient models more attractive by hiding a ‘this one is free’ ticket in each store. This lottery mechanism is proven very attractive for customers and very cheap for suppliers. (Certainly cheaper than spreading a discount across a range – and why would we/water companies underwrite that anyway?)

If the substitute audience – retired empty-nesters – is the one we feel better about approaching, then I propose a behaviourally-informed tactic designed to encourage updating of white goods. In general, they will have older domestic infrastructure, which is likely poor performing. Also, there are fewer of them per household, and are harder to affect purely behaviourally in ‘span’ (It happens over a period of time (e.g., 14 days)), or a ‘path’ (It happens over and over)^{lxxviii} ways because they are older and more set in their ways. They are easier to affect in a single purchase moment – a ‘dot’ behaviour that happens just once but whose effects are felt forever. I realise this tactic delivered in-store is necessarily indiscriminate in its audience focus, but this collateral damage is not a problem.

The ‘power of free’^{lxxix} is true and pervasive, especially using a lottery mechanism. The idea is to line this promotion up with the simple water efficiency labelling system for white-goods coming online in 2013 and backed by B&Q, Homebase, Defra, WRAP, and possibly the EU.

Why a lottery? We value more highly the possibility of a large win than we do ‘sharing’ a money off deal (e.g. 20% off this month). Taiwan recently initiated a lottery as an inducement for dog owners to clean up after their pets where poop-scooped mess was used as entry into a \$2000 gold prize (odd, for sure).^{lxxx} In China it’s used to help with tax compliance by putting a ‘scratch card’ type mechanism on shop receipts which increases customers asking for receipts when purchasing goods (shopkeepers frequently ‘forget’ to attribute the sale to the taxable income account). And it’s not always so drastic – and there is a speed camera that enters slow drivers into a lottery to win all of the fines also documented by the same camera.^{lxxxi}

It is an attractive and persuasive mechanism.

We do a deal with Kingfisher to promote this, and pool money to underwrite the ‘free’ white goods (washing machine, dishwasher, etc).

Forces people to consider buying a new super-efficient white good rather than a (cheaper?) less efficient one.

This mechanism allows us to raise awareness of all the things that one could do in an energy makeover, which informs in a way that's not 'preachy'. This should be hosted on central webpage.

Notes and considerations

- 1) I'm assuming the offer won't be able to last all year, for logistical reasons mainly, but cost, too.
- 2) Also, I've not included underwriting products.
- 3) Assume that there'll be some promo buttons and info on partner site to explain campaign, prep assets and write copy either ourselves or partner do it
- 4) As much it would be good to get B&Q, Homebase, etc, to take the burden of hosting a page to deliver information, it would be good to have our independent one that's always on to show people what's on offer, when.
- 5) Worth buying Adwords on Google that are second-tier expensive. The grey pound is online, and search where you can find them – they're just not on social media or playing Angry Birds all the time.
- 6) Not really anticipating lots of social media for this target audience
- 7) Info on household bills. Preferably on outside of envelope. Max price has a 5p charge per bill levied for 1million customers to cover design, printing, and info about offer. Low price has nominal 1p charge.
- 8) Local papers, which are more likely to reach our retired audience. Half-pages assumed, probably with some money from partner. Assume partner will want to help pay for cost of this to keep in on their brand
- 9) Radio day around gardening shows, brainiac quizzes, and other sections that stations can help us out with. Certainly no early morning 'wacky' radio or school-run times.

Timings, costs, assumptions, notes

| 'This washing machine might be FREE' Secondary audience | | | | | | | | | | | | | | | | |
|---|--|---------|-----|-----|---|-----|-----|-----|-----|-----|-----|-----|-----|----------------|---|-----|
| Year one, and Year two (after evaluation and tweak) | | Retired | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Price range Min | Max |
| Digital | Online websites existing - Consumer facing sites in this case online supermarket | | | | | | | | | | | | | £0.00 | £6,000.00 | |
| | Online websites made for this purpose (Digital: paid-for) - Microsites - Business sites | | | | | | | | | | | | | | | |
| | Online advertising (Digital: paid-for ads) - Ads - Google Adwords | | | | | | | | | | | | | | | |
| | Social media (Digital: 'earned' media = comments, conversations) Facebook, Twitter, Blog | | | | | | | | | | | | | | | |
| Direct mail | Campaign specific | | | | | | | | | | | | | £10,000.00 | £50,000.00 | |
| | On/with household bills - Print - Digital | | | | | | | | | | | | | | | |
| Newspaper | - National - Regional - Local | | | | Ads in regional paper | | | | | | | | | £10,000.00 | £50,000.00 | |
| In-store | White/water goods DIY retailers | | | | Hanging cards, shelf wobblers, and other in-store collateral do advertise the offer | | | | | | | | | | | |
| Magazine | | | | | | | | | | | | | | | | |
| Radio | | | | | Radio day - gardening, midday, evening | | | | | | | | | | £15,000.00 | |
| TV | • National - Cable - Satellite | | | | | | | | | | | | | | | |
| Outdoor | Roadside - Shopping - Airports - Bus backs? | | | | | | | | | | | | | | | |
| PR | | | | | | | | | | | | | | | Not sure we need PR. Local ads, bit of radio, Google Adwords and in-store promos should do the trick. | |
| Call center waiting | | | | | | | | | | | | | | | | |
| Surveys | | | | | | | | | | | | | | | | |
| Plumbers, builders | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | Min £20,000.00 | Max £153,000.00 | |

6.5 Pre-planned communications [For consideration]

6.5.1 Self-refit [For consideration: Primary audience]

| The self-refit | |
|----------------|--|
| Target | Recommended (Mums with kids over the age of three) |
| Elevator pitch | Home refit kit (tap collars, cistern balls, etc) offered online in right in the 'Add to basket' section of supermarket home delivery websites – and delivered along with the weekly shop. As per http://www.biggreensmile.com/water/affinity/ |
| Duration | Year-round offer (assuming supplies available), with one big marketing push early summer, repeated yearly |
| Key action(s) | Deal with supermarket and their home delivery service. |
| Support action | Buttons, banners to drive to supermarket site. Follow-up to ensure installation. |
| Cost range | Refit kits, and everything else is dependent on deal with supermarket. More detailed cost attached (se excel) ~£20,000-~£100,000 |

Targeting mums via online shopping websites with an offer of free refit kit at the point with a simple 'add to basket' option.

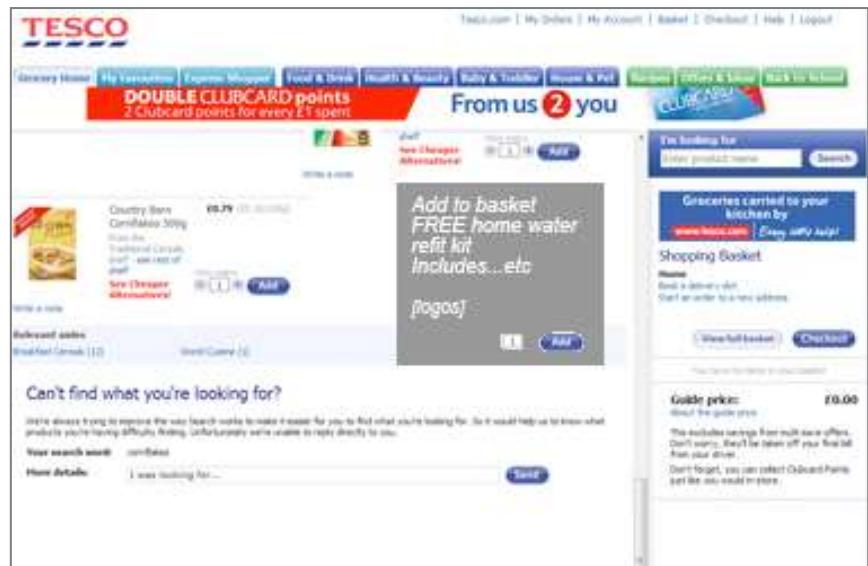
This gets our kit **perfectly targeted**, offered to the customer wrapped in the safety and desirability of a big supermarket brand, and delivered to their home, for free, when they are expecting, and when they are putting away/handling the delivery. This is an extraordinarily valuable proposition.

There is a considerable – and already observed – downside as expressed by the Environment Agency of getting the refit kit items fitted.

Observations to date have seen some kits delivered but uninstalled.

Therefore, successful implementation of this approach will need more than ever behavioural, messaging, and technological tools to drive commitment to fit the kit. This can be done using approaches like, and such as:

1. Commitment and consistency^{lxxxi} – this always sounds ineffective to the unaware but social science has strong evidence that we usually stick with a commitment made publicly. Assuming part of the problem is the shopping purchaser and refit-kit fitter are different



people. (Assumption that the majority of households are female-male where imperfect division of labour means female performs food-shopping routine and male performs DIY routine. As broad-brush as this is, it is a fair assumption with which to work.) We can do this in two ways;

- a. Ask the shopping purchaser and the refit kit fitter both to click a tick box to say they want the refit kit and plan on fitting it. It's a simple tick-box and maybe wilfully clicked without checking with partners, I know.
 - b. Encourage click of a 'tell your friends' Facebook and Twitter buttons^{lxxxiii} that ask the user to pass on information about free refit kits to their friends with a carefully worded message (conforming to specified message construction described in section 6.2 'Constructing messages for natural resources (as opposed to consumer goods)') such as 'I'm going to fit my free refit-kit from [Water company name] and Tesco – find out what to do to get yours', which binds them closer to the dissonant effects of not being consistent with their commitment. Again wilfully ignoring this is a possibility, but the surge of social media commitments shows no sign of abating^{lxxxiv}
2. Sophisticated online targeting of customers – the supermarket can help us with this. For instance, those family customers who purchase from Tesco Home are better candidates as they show propensity to engage with homeware via Tesco.
 3. Follow-up reminders in home-delivered shopping a week after the kit was ordered to prompt fitting, and follow-ups in email, and follow-ups on the shopping site. User to tick 'done' to get it to go away. I know, again, this can be wilfully ignored but we're poking the commitment-dissonance wound of those who haven't fitted the kit. Normative messaging will help here too – 'Most people think they'll fit their kit within a week? Did you? If not, ring us on 0845 XXXXXX or for tips.', etc.

This will all reduce the 'headwinds' arresting DIY fitting action. It will not work for everyone. (No communication approach does – some people still murder despite all the penalties associated).

Using online supermarkets as a media and delivery platform is **only going to be increasingly valuable**, as according to research, "*Online grocery shopping is big business, and is expected to get bigger: according to analysts at IGD the market will almost double in value by 2016 to £11.2bn. Tesco has announced it plans to build a national network of online-only stores to cater for the surge in popularity of Internet grocery shopping*"^{lxxxv}

This is not so new to some of us, as there have been Amazon, Tesco, and Sainsbury's tie-ins, conversations, or offers before. Although one thing we can be sure of is this approach is attractive to supermarkets. (I would speculate that anything that gives them an angle over their competitors is welcome, and on a more subversive level, different category freebies and offers tend to 'scramble' our ability to asses value and price – do a bundle deal right, and you can have customers feeling like they've got a saving without actually getting one.)

Additionally, proximity to such titans of the high street will only enhance our (water companies, Waterwise, etc) reputation, which is welcome even though we're not primarily enhancing brand values in this plan (see 'Scope of this plan').

The plan is to repeat this both years (after evaluation to tweak for success).

We can drive people to existing inexpensive online properties to find out more about particular improvement methods.

Notes and considerations

- 1) Graphic prep and design of graphic 'Add refit kit to basket' button done by outside
- 2) Assume supermarket can do web code tweak to make sure an address who've ordered a refit kit don't get shown the option again (one per household)
- 3) Assume that there'll be some promo ads and a page of info on supermarket site to explain campaign
- 4) Assume we make in collaboration with supermarket banner ads and search copy for use on
 - a. Supermarket website
 - b. Water co websites/Waterwise, etc
- 5) Assume we make a webpage/space on Waterwise that's always on to show people what's in their kit and how to install it in their home (one location to benefit natural search)
- 6) Assume supermarket push Facebook offer out themselves
- 7) Assume supermarket will **put this promotion in their email newsletters** (that go out to millions of customers)
- 8) Assume they will provide monitoring to erase swear words on comments (which could be handled by Waterwise, perhaps, needs about hour a day)
- 9) Assume put info about campaign and where to go (www address) on outside of household bills
- 10) Promote campaign with partner on commercial radio at time and on shows where mothers are likely to listen, so perhaps afternoon just before school run/on school run, or on local radio in segments for that audience that already exists. Media buyer can help us.
- 11) Assume a PR push to generate bit of noise in press. Needs a bit colour to engage, so perhaps do a story where a celeb or politician adds to basket on supermarket shopping site?

Stretch targets

- 1) Supermarket log addresses of those who accepted for our CRM benefit.
- 2) Then we can call back or email customers and follow-up on fitting the items, and how they're doing.
- 3) Then with supermarket coders we can provide local feedback such as numbers of people who've taken up the freebies located near them
- 4) Big ask is if we can get this offer in part of the supermarket's TV ads.
- 5) Aspire to can get message on existing communication properties (such as Nickelodeon/Gabi) about the re-fit pack offer with drive to with supermarket

Timings, costs, assumptions, notes

| Self re-fit on online supermarket Primary audience | | | | | | | | | | | | | | | | | | |
|--|--|--|-----|---|-----|---------------------------------------|-----|---|-----|-----|---|-----|-----|-------------|------------|--|--|--|
| | | Year one, and Year two (after evaluation and tweak) | | | | | | | | | | | | | | | | |
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Price range | Min | Max | | |
| Digital | Mums, kids > 3 | | | | | | | | | | | | | £0.00 | £6,000.00 | | | |
| | Online websites existing- Consumer facing sites in this case online supermarket | Add to basket' button. Deal with Ocado/Sains/Tesco/ASDA to place an 'Add to shopping basket' mechanism for free water saving device pack, inc. tap collars, citem inserts, etc (http://www.biggreensmile.com/water/affinity/) Have an address block to stop multiple requests per house Banners and buttons on Ocado/Sains/Tesco/ASDA site that link to description page on their site, and to add to basket Banners and links on water company sites to drive to supermarket parter (and waterwise if info about fitting etc hosted there) | | | | | | | | | | | | £0.00 | £6,000.00 | Assumption no charge to be on website. Assumption graphic prep done by cheap outside agency, and code tweak for address done by supermarket BUT this is very hopeful | | |
| | Online websites made for this purpose(Digital: paid-for)- Microsites- Business sites | Page or pages on Waterwise with graphics and instruction for fitting devices | | | | | | | | | | | | £2,000.00 | | Assume that there'll be some promo buttons and info on partner site to explain campaign, prep assets and write copy either ourselves or partner do it | | |
| | Online advertising(Digital: paid-for ads)- Ads- Google Adwords | | | | | | | | | | | | | | | As much it would be good to get supermarkets to take the burden of hosting a page to deliver information, it would be good to have our independent one that's always on to show people what's in their kit and how to install it in their home | | |
| Social media | Social media (Digital: 'earned' media = comments, conversations) Facebook, Twitter, Blog | Pinned comment on Waterwise facebook group to have permanent presence all year CRM, question, etc social media? | | | | | | | | | | | | £0.00 | £0.00 | Waterwise do that themselves | | |
| | | Supermarket promo on facebook: 'Look at our great giveaway!', etc | | | | | | | | | | | | £0.00 | £2,000.00 | Supermarkets push facebook offer out themselves, and assume they will only do that once or twice and have guessed when that might be. Might need monitoring to erase swear messages on comments (which could be handled by Waterwise, perhaps, needs about hour a day) | | |
| | Campaign specific | | | | | | | | | | | | | £10,000.00 | £50,000.00 | | | |
| | On/with household bills- Print- Digital | | | 1. Drive to partner site, 2. Info/ remind about fitting | | | | 1. Drive to partner site, 2. Info/ remind about fitting | | | 1. Drive to partner site, 2. Info/ remind about fitting | | | | | | Info on household bills. Pref on outside of envelope. Max price has a 5p charge per bill levied for 1million customers to cover design, printing, and info about offer. Low price has nominal 1p charge. | |
| Newspaper | - National- Regional- Local | | | | | | | | | | | | | | | | Put this in as all year, but doubtful they'll do that. | |
| In-store | | Grab bags in partner store (Ocado/Sains/Tesco/ASDA, with link to web page for more info on the partner site | | | | | | | | | | | | | | | | |
| Magazine | | | | | | | | | | | | | | | | | | |
| Radio | | | | | | Radio day | | | | | | | | £15,000.00 | | On time and shows where mothers are likely to listen, so perhaps afternoon just before school run/on school run, or on local radio in segments for that audience that already exists. Media buyer can help us. Also, push to digital landing pages, have supermarket/retailer there too to make it OK' | | |
| TV | • National- Cable- Satellite | | | | | Graphic on end supermarket TVC? | | | | | | | | £10,000.00 | | Very tricky to get them to agree even if they are running TV at the time – we'd be beggar not choosers if we got any where near this. Nominal cost in for graphics, end of frame, etc | | |
| | | | | | | Have message on Nickelodeon/Gabi show | | | | | | | | £20,000.00 | | Assume we can get message on Nickelodeon slot that shows Gabi about the free water-pack tie-in with supermarkets | | |
| Outdoor | Roadside- Shopping- Airports-bus backs? | | | | | | | | | | | | | | | | | |
| PR | | | | | | | | | | | | | | £2,000.00 | £8,000.00 | Only one PR push to generate bit of noise in press. Do a story where a celeb or politician adds to basket on supermarket shopping site. | | |
| White/water goods DIY retailers | | | | | | | | | | | | | | | | | | |
| Call center waiting | | | | | | | | | | | | | | | | | | |
| Surveys | | | | | | | | | | | | | | | | | | |
| Plumbers, builders | | | | | | | | | | | | | | Min | £12,000.00 | Max | £119,000.00 | |

6.5.2 The four seasons approach [For consideration: Primary audience]

| The four seasons | |
|------------------|--|
| Target | Recommended (Mums with kids over the age of three) |
| Elevator pitch | Organise water use/reduction messages and efficient kit (such as cistern fills, water butts, shower heads, etc) into groups appropriate for each season, and focus marketing efforts on that 'season group'. |
| Duration | Seasonal 'gangs' of message over a year, repeated yearly |
| Key action(s) | Agree groupings, agree to focus joint or singular marketing efforts around the groupings |
| Support action | Joint 'theme' work such as central web page, PR pushes each season. |
| Cost range | Expensive, involves lots of deals with other industry, hyper-local, local, regional, and national work. Anything from £200,000 - millions. |

Organise 'seasonal groups' of water use/reduction messages and efficient kit (such as cistern fills, water butts, shower heads, etc and focus marketing efforts only on that 'season group'.

I propose we target our primary (mums with kids above three years of age) only, even though some of this approach seems like it could work for our substitute target. There's a lot of collateral in this approach and it could easily get expensive, so focusing on one target helps minimize this. However, it does mean we can put existing campaigns under this banner – because unlike the other proposals in this communications plan, this is partly a strategy, and partly an execution.

This broader approach is similar to the UK Government's healthcare messaging plan, which they call innovative campaign planning: "...the Department of Health have moved from producing single-issue campaigns (with the exception of smoking) to an audience-centric 'Life Course' marketing approach, with a trusted brand delivering relevant messages at each stage of life to reduce duplication of information and increasing message relevance."^{xxxvi}

This proposal contains messaging throughout the year, with seasonal grouping of areas of improvement. It is primarily a PR lead approach, and housing information on a destination, such as Waterwise, named in a campaign consumer-facing way (Four season's for instance).

Example

Spring – The 'lavatory and taps' season (representing >30% household water use)

- 1) Focus on information about how much water used in this area, and what to do about it.
- 2) An agreed campaign 'line' for this season agreed and used on many water co communications, such as
- 3) Quarterly bills
- 4) Introduce the 'season' with radio day and PR push (appropriate Style, Home, News sections of weekend papers, for instance, inc. online)
- 5) Water co and Waterwise websites all have graphic/copy to reflect the 'season'
- 6) Water co and Waterwise social media have graphic/copy to reflect the 'season'
- 7) Bundle for 'spring pack' in collaboration with Kingfisher Group which includes

- a. Tap adds
- b. Cistern filler
- 8) Design and make a month-a-page wall-hanging calendar made for the campaign with tips for every month (permanent visibility in busy household is very valuable)
- 9) Existing communications campaigns from water cos that fit under this section promoted using this seasonal approach

Summer – The ‘shower and garden’ season (representing >15% household water use)

- 1) Focus on information about how much water used in this area, and what to do about it.
- 2) An agreed campaign ‘line’ for this season agreed and used on many water co communications, such as
- 3) Quarterly bills
- 4) Introduce the ‘season’ with radio day and PR push (appropriate Style, Home, News sections of weekend papers, for instance, inc. online)
- 5) Water co and Waterwise websites all have graphic/copy to reflect the ‘season’
- 6) Water co and Waterwise social media have graphic/copy to reflect the ‘season’
- 7) Bundle for ‘summer pack’ in collaboration with Kingfisher Group which includes
 - a. A hose gun
 - b. Catalogue of efficient products
 - c. Water storing crystals
 - d. Watering mats, etc
- 8) Build events such as shower and garden idea on Chelsea Flower Show, (C.f. ‘Climate Calm’, ‘Naturally Dry’) (or botanical gardens, Royal Horticultural Society, Good Homes Show, etc).
- 9) Existing communications campaigns from water cos that fit under this section promoted using this seasonal approach

Autumn – The ‘clothes washing, and checking’ season (representing >15% household water use)

- 1) Focus on information about how much water used in this area, and what to do about it.
- 2) An agreed campaign ‘line’ for this season agreed and used on many water co communications, such as
- 3) Quarterly bills
- 4) Introduce the ‘season’ with radio day and PR push (appropriate Style, Home, News sections of weekend papers, for instance, inc. online)
- 5) Water co and Waterwise websites all have graphic/copy to reflect the ‘season’
- 6) Water co and Waterwise social media have graphic/copy to reflect the ‘season’
- 7) Focus heavily promoting new blue water efficiency labels newly introduced on white-goods – such as the *This washing machine could be FREE* execution in this plan (in earlier section, intended for retirees).
- 8) Existing communications campaigns from water cos that fit under this section promoted using this seasonal approach

Winter – The ‘kitchen tap and dishwasher’ season (representing ~ 8-14% household water use)

- 1) Focus on information about how much water used in this area, and what to do about it.
- 2) An agreed campaign ‘line’ for this season agreed and used on many water co communications, such as
- 3) Quarterly bills
- 4) Introduce the ‘season’ with radio day and PR push (appropriate Style, Home, News sections of weekend papers, for instance, inc. online)
- 5) Water co and Waterwise websites all have graphic/copy to reflect the ‘season’
- 6) Water co and Waterwise social media have graphic/copy to reflect the ‘season’
- 7) Bundle for ‘winter pack’ in collaboration with Kingfisher Group which includes
 - a. Info on lagging
 - b. Washing machine full, etc
- 8) TBC (perhaps The Snowman tie-in works well here as part of a continual campaign.
- 9) Existing communications campaigns from water cos that fit under this section promoted using this seasonal approach

Notes and considerations

Propose we do it every year because we never get hold of everybody with every sweep of a campaign. As David Ogilvy says: “*You aren’t advertising to a standing army; you are advertising to a moving parade. ... An advertisement is just like a radar sweep, constantly hunting new prospects as they come into the market. Get a good radar and keep it sweeping.*”^{lxxxvii}

Timings, costs, assumptions, notes

| The four seasons approach Primary audience | | | | | | | | | | | | | | | |
|--|---|---|--|---|---|-----------------------------|-----------------------------|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------|---------------------------------|---------------------------------|
| | | Year one, and Year two (after evaluation and tweak) | | | | | | | | | | | | | |
| | Mums, kids > 3 Information | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Price range Min | Max (incl underwriting product) |
| | Spring – The 'lavatory and taps' season (representing >30% household water use) Focus on information about how much water used in this area, and what to do about it. | Summer – The 'shower and garden' season (representing >15% household water use) Focus on information about how much water used in this area, and what to do about it. | Autumn – The 'clothes washing, and checking' season (representing >15% household water use) Focus on information about how much water used in this area, and what to do about it. | Winter – The 'kitchen tap and dishwasher' season (representing ~ 8-14% household water use) Focus on information about how much water used in this area, and what to do about it. | | | | | | | | | | | |
| Digital | Online websites existing - Consumer facing sites in this case online supermarket | | | | | | | | | | | | | | |
| | Online websites made for this purpose (Digital: paid-for) - Microsites - Business sites | Watewise webpage with info – 1. Tap flows/collars as part of 'spring clean' – why not set the house up as you mean to go on? 2. Car washing 3. Lavatory flush volume | Watewise webpage with info – 1. Garden hoses/ sprinklers 2. Water butts (the free ones to give away) 3. Padding pools/ponds 4. Shower use | Watewise with info – 1. Boiler checks 2. Leak checks 3. Lag pipes while it's still nice-ish weather 4. Washing machines used muddy clothes and sportswear (sports seasons begin in autumn) so new products/white goods as oft to self | Watewise with info – 1. Dishwasher use and keep it full (people around, lots washing done) 2. Lagging pipes while it's not too late 3. Baths and bath use 4. Tap flows | | | | | | | | | | |
| | Online advertising (Digital: paid-for ads) - Ads - Google Adwords | | | | | | | | | | | | | £30,000.00 | |
| | Social media (Digital: 'earned' media = comments, conversations) Facebook, Twitter, Blog | E4k to manage messages and pushouts. - Promote 'spring pack', and calendar, and information about lave and taps, and other activites that are already happening. | E4k to manage messages and pushouts. - Promote 'summer pack' in collaboration with Kingfisher Group, which includes a hose gun, or catalogue of efficient products, water storing crystals, watering mats, etc – also do these in supermarkets? | E4k to manage messages and pushouts. - Promote 'autumn pack' in collaboration with Kingfisher Group which includes a info on lagging, washing machine full, etc – also do these in supermarkets? | E4k to manage messages and pushouts. - Promote 'winter pack' in collaboration with Kingfisher Group which includes a info on lagging, washing machine full, etc – also do these in supermarkets? | | | | | | | | | £4,000.00 £16,000.00 | |
| Direct mail | Campaign specific | | | | | | | | | | | | | | |
| | On/with household bills - Print - Digital | Announce beginning of Spring season and drive to website | Announce beginning of summer season and drive to website | Announce beginning of Autumn season and drive to website | Announce beginning of Winter season and drive to website | | | | | | | | | £10,000.00 £50,000.00 | |
| Newspaper | - National - Regional - Local | | | | | | | | | | | | | | |
| In-store | White/water goods DIY retailers | E20k In-store bundle for 'spring pack' in collaboration with Kingfisher Group which includes - a tap adapt - cistem filler – also do these in supermarkets? | E20k In-store bundle for 'summer pack' in collaboration with Kingfisher Group, which includes - a hose gun, - or catalogue of efficient products, - water storing crystals, - watering mats, etc – also do these in supermarkets? | E20k In-store bundle for 'autumn pack' in collaboration with Kingfisher Group which includes - info on lagging - washing machine full, etc – also do these in supermarkets? | E20k In-store bundle for 'winter pack' in collaboration with Kingfisher Group which includes - a hose gun, - or catalogue of efficient products – also do these in supermarkets? | | | | | | | | | £80,000.00 £80,000.00 | |
| Magazine | | | | | | | | | | | | | | | |
| Radio | | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | Radio day – launch 'spring' | £25,000.00 | £40,000.00 | |
| TV | - National - Cable - Satellite | | | | | | | | | | | | | | |
| Outdoor | Roadside - Shopping - Airports - Bus backs? | | | | | | | | | | | | | | |
| PR | PR to 'bundle together' the 'spring' season | | PR to 'bundle together' the summer season | | PR to 'bundle together' the autumn season | | | PR to 'bundle together' the winter season | | | | | | £20,000.00 £20,000.00 | |
| Call center waiting | | | | | | | | | | | | | | | |
| Surveys | | | | | | | | | | | | | | | |
| Plumbers, builders | | | | | | | | | | | | | | | |
| Special | E20k Design and make a month-a-page wall-hanging calendar made for the campaign with tips for every month. (permanent visibility in busy household is very valuable) | E20k Build events such as shower and garden idea on Chelsea Flower Show, (C.f. Climate Calm, 'Naturally Dry') (or botanical gardens, Royal Horticultural Society, Good Homes Show, etc). Make garden of watering and showering use to promote | E20k Focus heavily promoting new blue water efficiency labels newly introduced on white-goods – such as the This washing machine could be FREE! execution in this plan, (in the other section, intended for retirees). | E20k Focus on event: TBC (perhaps The Snowman tie-in works well here as part of a continual campaign. It's certainly news-worthy, so gets more coverage!) | | | | | | | | | £100,000.00 £240,000.00 | | |
| | | | | | | | | | | | | | | Min £139,000.00 Max £236,000.00 | |
| | | | | | | | | | | | | | | | |

The theme for each season in the boxes.

Worth buying adwords on Google

Really focus on social media as a way to build relationship with audience over time. It's mass, and cheap (ish), and allows conversations. Needs a good community manager though, and there's not masses of Facebook or twitter people around in the Water cos or Watewise assets.

Info on household bills. Pref on outside of envelope. Max price has a 5p charge per bill levied for 1million customers to cover design, printing, and info about offer. Low price has nominal 1p charge.

On time and shows where retirees are likely to be. Gardening shows, brainica quizzes, and other sections that stations can help us out wth. Certainly no early morning 'wacky' radio or school-run times.

PR to 'bundle together' this plan's work and other water co work for the 'spring' season – the offer is greater, and meatier. Cost of for a few day sa week PR.

6.5.3 Meter installation piggy-back and follow-up [For consideration: Any audience]

| Meter installation piggy-back and follow-up | |
|---|--|
| Target | All meter installed homes |
| Elevator pitch | Leave-behind of tap inserts and cistern kit for metered property, AND follow up phone call and bill messaging to provoke usage |
| Duration | Two years, continual |
| Key action(s) | Pack distribution. Phone and bill follow-up. |
| Support action | |
| Cost range | Only for phone centre calls and bill inserts, £20,000+ |

Contrary to the practices of a good communications plan, this approach ignores the target markets identified. But it is valid, as water-metering is a peculiarity of the water industry at this period in history. And it is to offer a free water reduction kit when installing a water meter AND to follow up afterwards on installing the kit. This is the important bit. Do this via phone, and in the billing.

Metering has already happened in some areas. For those areas where metering is to be done either en masse or by request, this approach is true.

There were about 50,000 mortgages approved last year, and while there are more movers than mortgages, it is a small audience but they are having a meter fitted when ownership changes in many cases, so there's opportunity to leave behind water reduction kit.

6.5.4 Metering Coronation Street/EastEnders [For consideration: Any audience]

| Metering Coronation Street | |
|----------------------------|---|
| Target | Recommended (Mums with kids over the age of three) Substitute (Retired empty-nesters) |
| Elevator pitch | Have popular TV soap operas such as Coronation Street or Albert Square (EastEnders) install some water reduction kits, or behave in water reduction way, possibly around storyline involving drought? |
| Duration | Focused episode(s) |
| Key action(s) | Deal with ITV, or BBC, and the Executive Producers, probably higher up, involving Ofwat and government, possibly. Very difficult. |
| Support action | Web page for information, how to do it yourself, etc. PR about approach. |
| Cost range | Webpage. PR mainly: £40,000+ |

This is not so much an option to choose as an option to try; It involves lobbying to fit water meters in Coronation Street^{lxxxviii} or EastEnders as part of the storyline. The potential ratio between effort/cost to effect is huge. However, what we gain in exposure we lose in control.

Metering alone doesn't increase efficiency, but other fixes performed at the time will help, such as tap collars and cistern displacement. Seeing this being done, and information about it and other techniques left behind is where the useful work can be done. Coronation Street

isn't set in the south of England, but is viewed all over the country. Other shows may be options too. It's a long shot, but the power of prevalence normalises behaviour, and the use of messenger (authority or aspirational) is very important. (The TV show, and the characters in it is the messenger, of course.)

The follow up would be an information push in the following month including radio, and newspaper tie-ins, and co-written newspaper inserts about what you can buy and how you can behave to reduce consumption. A co-branded webpage to host info also.

Is there any read-across? Apart from Coca-Cola placing their product in Wild West films that were set at a time before Coke existed, the US 'Don't Mess With Texas' TV ad campaign which has run for decades uses aspirational Texans such as Willie Nelson, and the pitcher from the Astros baseball team, to show and say throwing litter in a bin is good. Young men who previously ignored \$1000.00 on-the-spot littering fines reduced littering by over 70% the first year the campaign aired.^{lxxxix}

It's not clear that metering and water conservation issues aired on popular TV is exactly the same as 'Don't Mess With Texas', but it's a punch-hole through which we can create awareness of the problem, the solutions, and how to do it.

6.5.5 Anti-leak PR [For consideration: Any audience]

| Anti-leak PR | |
|----------------|--|
| Target | Primary or Secondary |
| Elevator pitch | Re-calibrate the thought that water co infrastructural leaks are prevalent and pervasive |
| Duration | On going |
| Key action(s) | PR |
| Support action | - |
| Cost range | £0 - £48k/year |

I think there's a real hump that every piece of communication about efficiency has to get over, and that's the 'knowledge' in the mainstream media that water companies are profligate leakers and any attempt to talk about efficiency in people's homes is asking them to do 'their job for them'.

Tony Smith, chief executive of the Consumer Council for Water, says of this: '*Ofwat's approach to setting leakage targets needs to recognise customers' perception that water companies are not doing enough about their leaky pipes. It's not just about economics. The negative perception of leakage is the biggest barrier to customers doing more to save water.*'^{xc}

Fixing it will take a while, and is unfortunately the age-old PR drip-drip-drip feed.

The upside is there are some classic problems with the reporting which to approach straight away, such as a lack of context as here from the Telegraph '*Hosepipe ban firms losing*

millions of gallons though leaks^{xcii} headline without mentioning how the millions of gallons leaked compares to the total of water delivered. And it matters. There are other approaches to take.

Advice needs to be taken from a specialist, and a yearlong plan needs to be developed. However, PR at about three or four days a month will be about £4k/month, £48k/year. Every year. I'm not sure of the stomach for that kind of budget/work, but it will help the uptake of all and any other efficiency communication.

6.6 Event driven communications [Recommended]

As much as we aim to encourage good practice in daily use we need the ability to step-up activity to account for events.

6.6.1 1. Leaks (water company) [Recommended]

Considering a main pipe leak on a high street, or similar. Local irritation is likely to be high, and may be on the local news, although the author is using instinct to form this opinion as the consumer behavioural effects of the visibility of water leaks and publicity about leakage levels – especially in times of water shortage when consumers are being asked to use less water – is not well researched.^{xcii} However we do know from CCWater's report, '*The drought in the South and East of England in 2012 put the spotlight on water resources. We know consumers are concerned about leakage. Population growth coupled with climate change is putting stress on water and sewerage systems. We know consumers want more advice on using water wisely, but they also want to know what water companies are doing about leakage and additionally have reassurance that plans for a secure water and sewerage service are in place...*'^{xciii}

The opportunity here (such that it is) is around framing; talking about the leak in terms of 'typical household' units may work, e.g. *We're sorry. We spilled twenty days of an average house in [street name]. Most people in [area] think water conservation is a good thing, as do we. So, as a way of saying sorry, we're giving someone a month's free water...*

This will take advantage of the fact that water has been 'made real' for a rare moment. PR and local news outlets should be given guidance on how the leak translates to an understandable metric for customers – a year's worth of one house for instance – so it will make real a customer's consumption.

Not sure there's an opportunity here to talk about personal efficiency.

6.6.2 2. Drought [Recommended]

If it looks inevitable that drought conditions will have to be called, then pre-planning of relevant Google keywords should begin to make sure that searches will be pushed to a central resource site (Waterwise, perhaps) so that we keep control of the message as much as possible. (Water companies came 7th of sources used for information on hosepipe bans, behind radio, local & national newspapers, and the Internet. This is perhaps not surprising given that much of the water companies' communication is via these channels.)^{xciv}

Communication should be around how much extra resource is being used (every man and woman who work for us are in work now), and describe it in terms of how much could possibly be provided (we are at 100%, and are pulling in help from other water companies),

and the historical context (we have never had weather like this before, it has gone beyond our models, we have never had some many people available to work per customer in the history of the organization, etc.)

After drought, hosepipe bans, and other moments of water stress where news reporting is involved those that are engaged with reducing consumption are still open to receiving and acting on messages about in-home water efficiency. Indeed as documented by Waterwise, a recent survey of over 2000 adults across England and Wales carried out by YouGov for the Consumer Council for Water tested public awareness of the drought and water restrictions.^{xcv} In these areas, 42% of respondents said they were using less water. But even in areas without restrictions over a quarter (27%) also said they were doing so.

This is great time to talk about:

- 1) Quick wins, such as lavatory cisterns
- 2) Actions that catch us out and can be changed immediately. Such as taps, showers, and washing machines/dishwashers

7 Monitoring and evaluation

The defined targets at the beginning of the document are:

- 1) Decrease water consumption to get closer to the ~130 litres per day per person aim by delivering a measured reduction of 1l per person per day across the customer base for the duration of the plan (*and irrespective of the target market which is likely a subset of the customer base*).
- 2) Increase a basket of unique and returning visits to online properties owned by signatories to this plan by 5% over the duration of the plan based on the average of two preceding years normalized for uncontrollable events (such as storms, floods) as a proxy for involvement in water issues relating to reducing consumption

This plan proposes campaign measurement for:

- 1) If we use Primary or Secondary audience, then a decrease in water consumption of 1l per person per day across the customer base for the duration of the plan
- 2) If we use Primary audience, then an increase in web visits to be checked periodically through years 2012-2013 in order to measure progress against the 5% normalized aggregate uplift and adjust campaign if needed (and if possible)

8 Next steps

If and when funding is secured for work under this objective of the Water for All partnership, a revised plan with fixed costs, timelines, partners, etc. should be developed for execution. Adjustments may need to be made in light of resources made available.

Appendix

Customer education / awareness section from 'WATER EFFICIENCY INITIATIVES - GOOD PRACTICE REGISTER, Water and Sewerage Companies (England and Wales) - 2007'^{xcvi}

| ACTIVITY | GOOD PRACTICE – baseline service | GOOD PRACTICE – water stressed area | DRIVER FOR ACTIVITY | EVALUATION | Contact company(s) |
|--------------------------------|--|---|--|------------|--|
| Customer education / awareness | Example: Anglian Water carried out a successful, and award winning, advertising campaign featuring Bill Oddie to promote their WaterWise message. The campaign used bus back advertising and local radio, with 330 buses advertising and ten radio stations broadcasting the message through May, June and July 2006. | | | | |
| 4.1 | Provide (easy to find) water saving information (for home and garden) on website homepage | Set-up / run a Water Conservation Helpline | Customer awareness | | NES, SWT |
| 4.2 | Provide water saving information with billing literature e.g. top ten water efficiency tips | | Customer awareness | | ANH |
| 4.3 | | Distribute water efficiency information to entire customer base | Customer awareness | | YKY, BRL, THD, TVN |
| 4.4 | Provide interactive website options which: <ul style="list-style-type: none"> - allow customers to estimate the amount of water they use; - allow customers to estimate the water and bill savings associated with various activities or appliances; - incorporate additional energy savings information. | Provide financial incentives to engage in water efficiency (e.g. competition, prize draw) Provide community-based and environmental incentives to engage in water efficiency | Customer awareness Demand reduction | | NES, TMS, BRL TMS, TVN YKY |
| 4.5 | Provide information on the impact on the environment to inform unmetered customers how to contribute to saving water | | Customer awareness | | |
| 4.6 | Incorporate water volume use comparisons in billing information | | Customer awareness | | Australia - Yarra Valley Water |
| 4.7 | Use billing information and any other written contact with customers as an opportunity to promote water efficiency: <ul style="list-style-type: none"> - water efficiency tip in the 'frank' mark on envelopes; - water efficiency inserts with letters; - water efficiency footnotes on envelopes; - water efficiency footnotes on letters; - water efficiency footnotes on e-mails. | Incorporate water efficiency messages into the 'waiting time' periods during customer contact calls. | | | SES, TVN, TMS Waterwise |

| ACTIVITY | GOOD PRACTICE – baseline service | GOOD PRACTICE – water stressed area | DRIVER FOR ACTIVITY | EVALUATION | Contact company(s) |
|----------|---|--|--|------------|------------------------------|
| 4.8 | Involve key stakeholders in spreading the water efficiency message e.g. local MPs, trade bodies, local authorities | | Customer awareness | | YKY |
| 4.9 | Provide links to: Bag it and Bin it, Water Family, WaterintheSchool and BeattheDrought websites | | Customer awareness | | NES, SWT, BRL, SES |
| 4.10 | Promotion of a water efficiency calendar giving topical water saving advice each month. Provide seasonal information on gardening habits. | | Customer awareness / Demand reduction | | YKY |
| 4.11 | Develop water saving packs (CDD, shower timer, hosepipe trigger gun etc) available to customers at external events and via website | | Customer awareness Demand reduction | | NWT, NES |
| 4.12 | Deliver water conservation message to schools | Provide incentives for schools to take up the water efficiency message | Customer awareness | | SVT, TMS, WSH, NES |
| 4.13 | Provide educational visual material for schools eg Wet Water Wizard (DVDs, website), Water is Cool packs, Water Matters Teacher's guide. | Provide the means by which schools can monitor non-legitimate continuous use in schools i.e. to identify leakage at night or during holiday periods. | Customer awareness Education | | SVT, TMS, NES, WSH, BRL |
| 4.14 | Deliver water efficiency messages at water company facilities eg visitor centres, treatment works | Run water conservation roadshows / water efficiency events | Customer awareness | | SVT, WSH, BRL, NWT, SWT, WSX |
| 4.15 | Deliver water conservation message via garden centres, DIY outlets, botanical gardens, Royal Horticultural Society (RHS) venues | Deliver water efficiency messages at national shows e.g. Good Food Show, Good Homes Show, IWEEX, BBC Gardeners World. | Customer awareness | | ANH, NWT |
| 4.16 | Target high visitor number local attractions to promote the water conservation message eg zoos, gardens, National Trust (NT) sites etc | Provide examples of water efficient gardens at key tourist sites | Customer awareness | | SWT, SEW, SRN |

| ACTIVITY | GOOD PRACTICE – baseline service | GOOD PRACTICE – water stressed area | DRIVER FOR ACTIVITY | EVALUATION | Contact company(s) |
|----------|--|---|---------------------|------------|--|
| 4.17 | | Liaise with sports clubs and venues (e.g. football and cricket clubs) to promote the water conservation message. | Customer awareness | | TMS |
| 4.18 | | Enrol support from celebrity to spread the water conservation message (e.g. Bill Giles, Charlie Dimmock) | Customer awareness | | SVT, SRN, FLK, SEW |
| 4.19 | | Provide water efficiency messages / presentations to gardening groups | Customer awareness | | |
| 4.20 | | Use company vans and bespoke vehicles to advertise and promote water efficiency messages. | | | TMS, YKY |
| 4.21 | | Promotion of a catalogue providing water efficient gardening products | Customer awareness | | SWT, TMS |
| 4.22 | | Set-up a dedicated environment & education centre (including water efficiency section) | Customer awareness | | TVN |
| 4.23 | | Promote water efficiency to farms, agricultural premises and in parks | Customer awareness | | NWT |
| 4.24 | Include water conservation/saving information and advice in local newspapers | Present water conservation messages in other organisations news letters/publications eg Wildlife Trusts, Countryside Trusts etc | Customer awareness | | BRL SWT |
| 4.25 | Provide links on website to Waterwise and the Water Technology List so that customers can access information on water efficient products | | Customer awareness | | SWT |
| 4.26 | | Run a Drought Campaign, focussing on both the water company's actions and the means by which the public can contribute to reducing wastage. | Customer awareness | | SRN, TMS |
| 4.27 | | Run media campaigns to raise awareness of water efficiency (billboard advertising, radio, TV, newspaper, cinema) | Customer awareness | | NES, South east comps ⁽³⁾ (cinemas) |

| ACTIVITY | GOOD PRACTICE – baseline service | GOOD PRACTICE – water stressed area | DRIVER FOR ACTIVITY | EVALUATION | Contact company(s) |
|----------|---|---|---|------------|--------------------|
| 4.28 | | Liaise with hotels and guesthouses to encourage guests to use water wisely both on holiday and once back at home. | Customer awareness, Demand reduction | | NWT, WSX |
| 4.29 | | Run poster / advertising campaigns to increase awareness of the issues and the means of water conservation | Customer awareness | | ANH, PRT, WSX |
| 4.30 | | Contact metered customers that have unexpected increases in their consumption (high consumption letters) | Customer awareness | | ANH, THD |
| 4.31 | | Tailor water efficiency activity and messages for different ethnic / societal groups | Customer awareness | | TMS |
| 4.32 | Conduct market research / survey to ascertain customers' views on water conservation and the methods by which it is delivered | | Develop evidence base | | BRL |
| 4.33 | Run awareness campaign on the potential for pipe bursts/leakage due to frost damage | Promote pipe-lagging to customers | Customer awareness | | YKY, BRL |
| 4.34 | | Promote water efficiency in conjunction with new film releases, particularly children's genre. | Customer awareness | | FLK |

Defra's Centre of Expertise on Influencing Behaviour produced a The Sustainable Lifestyles Framework tool in 2011 to support Defra and a wide range of organisations and communities to develop effective approaches to influence behaviour. The Framework outlines a set of key behaviours that constitute a sustainable lifestyle, identifies best practice to influence behaviour and key insights on why some people act, all informed by a robust evidence base. This is the set of slides and the work underpinning them is a core resource and tool for wider colleagues and specialists (social researchers, economists and communications) in Defra and external organisations (local authorities, civil society organisations and business). Centre of Expertise on Influencing Behaviour

Waste prevention: why people are acting and why they are not – the evidence shows...

Centre of Expertise on Influencing Behaviour



What others are doing is key

- Waste prevention behaviours are not the norm for most people and existing norms support behaviour that goes against reducing waste– e.g. replacing goods before broken to have 'latest' model and for social approval
- People's behaviour is affected by what others do and their perceptions of why others act e.g. social stigma is attached to some waste prevention behaviours such as buying second-hand
- Some think that it is 'someone else's responsibility' to take action – e.g. supermarkets for food and packaging waste

Skills and ability more important than understanding

- Ability to act is determined by people's access to and knowledge of facilities and services (e.g. who collects furniture for reuse); constraints (e.g. time); level of convenience (e.g. is it easy to get to)
- Lack of skills to repair and reuse make it harder to make the most of what people have
- Weak self-efficacy discourages action as people feel their contribution is marginal compared to the scale of the issue
- Waste prevention behaviours are based on ingrained habits, as well as a lack of conscious awareness

What's in it for me is important

- Role of self identity – e.g. identity for some is defined through the acquisition of 'stuff'
- Use wide range of values to encourage action – e.g. the notion of 'care' and sense of responsibility have emerged as key drivers of donation
- Cost is likely to be a motivator of waste prevention behaviours, though impacts may not be as intended e.g. buying second-hand goods gives people access to mainstream products at lower price

'It just makes sense' though making a difference matters

- People only want to do their bit and many believe they are already 'doing their bit' by recycling
- The dominance of the recycling norm - there is a tendency to equate 'reduce waste' with 'recycling'
- Lack of visibility of waste prevention behaviours constrains action
- Some seek to avoid waste in their lifestyle - this is distinct to following 'waste prevention behaviours' which are not understood or seen as a package of behaviours

Costs

Indicative costs are appended to each Method and Timing plan where possible. Here is a broader resource. The media landscape has changed more quickly over the last fifteen years than at any time previously. For consumers, change is in the speed at which content is delivered, and the opportunity to personalise.⁴

Media landscape for communications⁵

| Medium | Characteristics | | Delivery | Cost |
|--|---|--|---------------------|--|
| | Benefits | Disadvantages | | |
| TV - National - Cable - Satellite | ✓ Digital TV access now the norm ✓ Co-promoting/paying possibility ✓ Profligate water-users likely to watch | □ Consistency and long-term attitude necessary □ Better for branding, than action points (not an absolute) □ Time consuming and high production cost | - Channel/programme | - High (~£200k -£500k+ for advert, £2MM++ for media. 10-20% of the total cost for ad) for standard approach - Reasonable (~£25k for prime media such as X |

⁴ <https://gcn.civilservice.gov.uk/the-media-environment-is-changing-2/>

⁵ <https://gcn.civilservice.gov.uk/the-media-environment-is-changing-2/>

| | | | | |
|---|--|---|------------------|--|
| | <ul style="list-style-type: none"> ✓ Highly visible and strong impact ✓ 45% of viewing is now of non-terrestrial channels, three times more than ITV1, cheap and easy to find niche audiences ✓ Half of homes now have some form of personal video recorder such as Sky Plus | <ul style="list-style-type: none"> □ Usually have long lead times and difficult to change message with short notice □ 45% of viewing is now of non-terrestrial channels, three times more than ITV1, hard to find large audiences | | <p>Factor if booked well in advance, C.f. Jacob). Making ad can be minimized by using directors and actors who want work for portfolio.</p> |
| Posters - Roadside - Shopping - Airports | <ul style="list-style-type: none"> ✓ High frequency of exposure | <ul style="list-style-type: none"> □ Short exposure time □ Message must be simple, not great for water efficiency □ Indiscriminate audience | | |
| Direct mail | <ul style="list-style-type: none"> ✓ Very targeted | <ul style="list-style-type: none"> □ Cost of acquiring behaviour change high | | <ul style="list-style-type: none"> - Around £0.50 per customer find targets (more specific than billing address). - Special DM pack, >£4/person <p>Cold prospects response, 1-2%, 2-4% for warm prospects</p> |
| Newspaper - National - Regional - Local | <ul style="list-style-type: none"> ✓ Growth online versions expanding readers ✓ The context in which freesheets are read means contextualizing how many people approve of messages is reasonably easy (In a four carriage train, 3 and a half carriages agree that doing something to make your home more water efficient Is a good idea.) | <ul style="list-style-type: none"> □ Offline readership decline □ Online readership up, but about celebrity | Local preferably | <p>Falling (£10k++ create per full-page ad, £20k++ per full-page media)⁶</p> |
| Magazine | <ul style="list-style-type: none"> ✓ More iPad-type magazine versions hungry for interactive content (possible map, info, instant request for meter, etc) | <ul style="list-style-type: none"> □ Long lead time for some titles Print version loosing share | | <p>Magazine ads more expensive than newspaper.</p> |
| Radio | <ul style="list-style-type: none"> ✓ Low airtime and production costs ✓ Can be produced and change quickly ✓ Topical messages (chat) | <ul style="list-style-type: none"> □ Only audio message no visual □ Luck of persuasiveness by | | <ul style="list-style-type: none"> - Media costs for local campaigns from a few thousand (£5,000) and National campaigns from £40,000 - Radio days relatively |

⁶ E.g. Metro free paper national full-colour ad going into 1MM+ copies per insertion = £37080.40. Metro concentrates on the main urban centres based around Britain. The Urbanite is a person who is 18-44 years old, ABC1 Social Class, in full time work and commutes into a large city on a regular basis.

| | | | | |
|---|--|---|---|--|
| | show) | listeners □ Very limited information content | | inexpensive |
| Online advertising (Digital: paid-for ads) - Ads - Google Adwords | ✓ Home access online now the norm ✓ Visibility of message good ✓ Targeted to audience ✓ Google Adwords very targeted to 'hot' prospects | □ Clicks-to-action on ads low | | UK Gov. spent 30% of media money 2011 (more than any other media) |
| Social media' (Digital: 'earned' media = comments, conversations) - Facebook - Twitter - Blog | ✓ Information driven (works, info) ✓ Customer service ✓ Engagement, not just views ✓ Targeted ✓ Real-time ✓ Ever greater role spreading news, opinion | □ Constant vigilance Better at □ Difficult to stop once started | | Build and set-up costs similar to website, so £1k > +£10k, but constant message management such as replies, posts, and clearing swear words permanent drain. Need at least hour day Facebook group/blog swear checking and answering queries, ~+£2k/mnth, need constant for twitter, >£1k/week |
| Online websites (Digital: paid-for) - Microsites - Business sites | ✓ High information contact with direct respond ✓ Low production costs | □ Poor search engine optimisation | | Website build costs vary considerably. Range £10k-£500MM |
| PR | ✓ Very low production costs ✓ Very low delivery costs | □ Hard to control message | | - Background noise ~1 day week, >£2k/mnth - Concerted campaign support ~4 days week, >£8k/mnth |
| White/water goods DIY retailers | ✓ Labelling of water efficient goods ✓ Makes it seem normal by the appearance of 'backing' from retailer | □ Lack of information, or 'sell' at shop | - Shelf wobblers - In-store poster - Staff trained/script | Deal: In-store paraphernalia, and staff teaching co-funded with retailer. |
| Household bills - Print | ✓ Water efficiency inserts ✓ Water efficiency tip on outer of envelopes | □ Volume use compared to neighbours almost impossible to deliver | | - Negligible delivery - Creation, can be similar to DM build, ~£0.50- |

⁷ <https://gcn.civilservice.gov.uk/blog/2012/10/10/getting-social-in-the-environment-agency-2/>

| | | | | |
|---------------------|---|---------------------------------------|--------------|----------------------|
| - Digital | ✓ Tip on online bill | | | £4/person |
| Call centre waiting | ✓ Water efficiency information ✓ Can be change quickly, so seasonal, news led, etc | □ Customers not in good mood | Phone system | Negligible |
| Surveys | ✓ Great for generating provincial norm | □ Needs to be re-done for local areas | | [Need investigation] |
| Plumbers, builders | ✓ Very low production costs for comms material for plumber ✓ Negligible low delivery costs | □ Hard to control message | | |

i Kurz, T., Donaghue, N. and Walker, I. (2005), Utilizing a Social-Ecological Framework to Promote Water and Energy Conservation: A Field Experiment. *Journal of Applied Social Psychology*, 35: 1281–1300. doi: 10.1111/j.1559-1816.2005.tb02171.x

ii The power of free is now fairly common knowledge, but for more info please see Ariely, D. *Predictably Irrational*, Harper Collins, New York, 2008.

iii Making Good Citizenship Fun, By RICHARD H. THALER Published: February 13, 2012
<http://www.nytimes.com/2012/02/14/opinion/making-good-citizenship-fun.html>

iv <http://dailycrowdsouce.com/20-resources/projects/312-sweden-tests-speed-camera-lottery>

v <https://gcn.civilservice.gov.uk/the-reform-of-government-communication-2/>

vi <http://www.sseib.com/a-record-105-schools-take-on-blooming-challenge/>

vii <http://www.instituteofwater.org.uk/news/News.php?regionID=&newsID=2576>

viii Behaviorally Based Modeling of Domestic Water Use Lilli Linkola July 2011 Master's Thesis Msc Industrial Ecology Leiden University, Delft Univesity of Technology

^{ix} Kriss Akabusi and speedy showers (Poster campaign, Radio days) used facts about people's average time spent in shower

x Understanding and achieving behavioural change: Towards a new model for communicating information about climate change Sander van der Linden London School of Economics and Political Science Grantham Research Institute on Climate Change and the Environment

xi The challenge Toyota faced when introducing the Prius hybrid electric-petrol car in 2000 was large as it's use was a complete unknown to customers.

xii Attempts to promote residential water conservation with educational, behavioural and engineering strategies', E. Scott Geller, Jeff B. Erickson and Brenda A. Buttram

^{xiii} Bryan Bollinger and Kenneth Gillingham of Stanford University studied peer effects in the diffusion of solar panels in residential areas. It seems that the diffusion isn't dependent on homeowners' desire to be green. They observed that: 'The geographic clustering appears to occur at both a zip code and neighborhood level, and does not simply match the density or the "greeness" of the zip code.'

xiv <http://www.guardian.co.uk/environment/2012/may/07/water-companies-cut-leaks-2015-drought>

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'Social psychologists have long considered the desire for consistency within one's attitudes, beliefs, and actions a central motivator of human conduct (Festinger, 1957; Heider, 1946, 1958; Newcomb, 1953). Most people prefer to be consistent with what they have already said and done; thus, after committing themselves to a particular position—especially when the commitment is active, public, and freely chosen—

people are more likely to behave in ways that are congruent with that position (Aronson, 1992; Cialdini, 1993). As a consequence, future behavior is likely to resemble past behavior because this past behavior occurred. As opposed to the social proof principle

'Evidence of what one had done in the past was relatively more impactful in the United States than in Poland, whereas evidence of what one's peers had done was relatively more impactful in Poland than in the United States. This pattern can be understood in terms of the greater tendencies toward individualism in the United States and toward collectivism in Poland. Indeed, when participants' personal I/C'

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