

# MEMO



**Date:** 8 September 2014  
**To:** Board of Directors  
**From:** Erika Kociolek, Evaluation Project Manager  
Matt Braman, Sr. Program Manager, New Homes and Products  
**Subject:** Staff Response to Market Lift Pilot Process Evaluation

The Market Lift Pilot was one of Energy Trust's first attempts to implement a performance-based, midstream program design. The Pilot provided incentives to retailers for increased sales of select energy-efficient lighting products over a pre-determined baseline. The goal of the Pilot was to realize energy savings using a program design that provides retailers flexibility in increasing sales of efficient products. This Pilot involved a Pilot Team, comprised of staff from Energy Trust's Products program (contributing incentives), Bonneville Power Administration (contributing resources for field services), CLEAResult (contractor delivering field services), and D&R International (coordinating with stakeholders and retailer staff). The Team worked with two Collaborators, a national retailer and its manufacturer. Energy Trust contracted with DNV GL to interview staff from all organizations listed above about their experience with the Pilot. The goal of these interviews was to summarize and document what elements of the Pilot worked well, what did not work well and why, suggestions for improvement, and lessons learned.

Although the Pilot did not result in significant increases in sales of energy-efficient lighting, Pilot Team respondents reported that the effort was effective in testing the model, capturing retailer sales data, and cultivating relationships with retailers and other market actors. Pilot Collaborators felt that the Pilot helped raise awareness of energy efficient lighting in stores and helped demonstrate their commitment to energy efficiency.

Pilot Team respondents highlighted a number of challenges, including lack of in-store strategies to promote sales of efficient lighting product and sales associate training, poor placement of efficient lighting, and low stock of bulbs. Pilot Collaborators also felt that placement of bulbs was a challenge, and mentioned that the short (8 month) Pilot period was insufficient to train sales associates. They reported that the incentive model was difficult to understand. Both Pilot Team and Collaborator respondents felt that addressing the issues of placement and stocking would improve outcomes, and that it would be helpful to engage earlier to establish clear expectations.

For future efforts, the evaluator recommended recruiting retailers with a focus on products of interest, requiring retailer planning and trainings, have more direct

communication with retailers and manufacturers, and, if working primarily with retailers, involving manufacturers in conversations early on.

The experience of working on the Pilot and the lessons learned that were identified through this evaluation will be helpful for future midstream and upstream efforts planned by the program.

**Memo to:**

Erika Kociolek  
Energy Trust of Oregon

**From:**

DNV GL - Energy

**Date:**

August 29, 2014

**Prepared by:**

Ben Huntington, Jenna  
Canseco, Ben Kiner

**Subject:**

Market Lift Pilot Process Evaluation - FINAL

This memorandum presents DNV GL's findings and recommendations from a focused process evaluation of Energy Trust of Oregon's Market Lift Pilot.

## Background

In early 2014, Energy Trust of Oregon (Energy Trust) contracted with DNV GL (formerly DNV KEMA and KEMA Inc.) to conduct a process evaluation of the Market Lift Pilot. The Market Lift Pilot was designed to provide incentives to retailers for increased sales of select energy-efficient lighting products over a predetermined sales baseline (which included historical sales at the Pilot stores and sales at comparison stores). Energy Trust's goal was to achieve a measurable and cost-effective increase in efficient lighting sales through the Market Lift Pilot. If proven successful, the Market Lift model could be expanded to other non-lighting products such as consumer appliances (i.e. refrigerators, dishwashers, etc.).

Energy Trust worked with several organizations, including Bonneville Power Administration (BPA), D&R International, and CLEAResult (formerly Fluid Market Strategies) on this Pilot. D&R International served as Pilot implementer, coordinating this and two other Market Lift pilots (one in Massachusetts and one in Vermont). D&R was the primary point of contact, leading ongoing planning and working meetings, communicating with retail contacts, and handling retailer data. Energy Trust and BPA served as Pilot sponsors, collaborating with D&R on recruiting retailers and determining strategic direction. Energy Trust offered incentives to retailers for specific levels of "market lift" and milestone incentives to encourage sales associate training and the development of strategies to increase lift. BPA contracted with CLEAResult to provide a menu of field services including staff training, regular in-person store visits to assess and assist with product displays, and overall marketing support to help retailers achieve a "market lift" of efficient lighting sales. CLEAResult also tracked and documented in-store developments.

Planning and recruitment for the Pilot began in 2012. The one retailer that ultimately participated in the Pilot committed in November 2012. The Pilot period was March 1, 2013 to October 31, 2013. Six Pilot and six comparison stores were selected, although due to store closures, only 4 comparison stores were ultimately used to estimate lift. As part of the design of the Market Lift Pilot, retailers were required to share historic sales data to establish a baseline as well as sales data for the Pilot period so any "market lift" achieved could be calculated. The formula used to calculate lift was:

$$\text{Lift} = \text{Pilot Lift} - \text{Comparison Lift}$$

Where Pilot Lift =  $(\text{Pilot} - \text{Baseline}) / \text{Baseline}$  and Comparison Lift =  $(\text{Pilot} - \text{Baseline}) / \text{Baseline}$

The pilot and baseline values are averages for the Lift and Comparison stores during the baseline or Pilot periods. Lift was calculated every two weeks and incentives were provided at the end of the Pilot period.

Energy Trust provided incentives for lamps in categories A2-4 (40W – 75W equivalent) and A5 (100W equivalent). The number of lamps incentivized was determined by calculating the Lift to establish the incentive tier and multiplying the number of lamps sold in Pilot stores above that store’s baseline by the incentives detailed in Table 1 and Table 2.

**Table 1: Incentives for A2-4 lamps**

Tier	Sales Volume Lift	Cumulative Sales Volume Lift	Incentive Per Lamp
1	3%	3%	\$ 1.00
2	50%	53%	\$ 1.25
3	75%	128%	\$ 1.50
4	100%	228%	\$ 2.00

**Table 2: Incentives for A5 lamps**

Tier	Sales Volume Lift	Cumulative Sales Volume Lift	Incentive Per Lamp
1	25%	25%	\$ 1.00
2	50%	75%	\$ 1.25
3	75%	150%	\$ 1.50
4	100%	250%	\$ 2.00

Although the participating retailer did experience some “market lift” and received incentives for both A2-4 and A5 bulbs sold during the Pilot period, baseline sales volume was very small, as were increases in the volume of efficient lamps sold during the Pilot period, making it difficult to say for certain whether the observed increases were caused by the Pilot. In addition to per-bulb incentives, Energy Trust offered milestone incentives to the retailer for 1) completing a program plan summarizing the activities the retailer planned to undertake to increase lift and 2) developing training materials and training staff in Pilot stores within the first month of the program. The retailer did not complete these activities, and did not receive the milestone incentives.

## Evaluation Scope and Methods

The scope of DNV GL's process evaluation of the Market Lift Pilot was concentrated on soliciting feedback from Market Lift stakeholders through focused phone interviews. The goal of the stakeholder interviews was to solicit and document stakeholder feedback on what worked, as well as opportunities for improvement, with a goal of helping Energy Trust understand how to best improve the Market Lift model and other efforts involving retailers.

The stakeholder interviews addressed the following elements of the Market Lift Pilot:

- Stakeholder goals for, and perceived benefits of, the Pilot
- Achievement of goals
- Barriers or challenges encountered during the Pilot
- Successful elements of the Pilot
- Suggestions for improvement
- Lessons learned by stakeholders

## Stakeholder Interviews

To answer the questions outlined above, in June 2014 DNV GL conducted 30-minute in-depth phone interviews with eight Market Lift Pilot stakeholders, including six staff who were part of the team that planned, managed, and implemented the Pilot, as well as two representatives from the participating retailer and its manufacturer. To protect the identity of the small number of interview respondents, DNV GL divided the respondents into two groups, the Pilot Team and Pilot Collaborators, defined in Table 3 below.

**Table 3: Market Lift Interview Respondent Groups**

Respondent Group	Sample Size	Group Description
Market Lift Pilot Team	6	Pilot Planning, Management, and Implementation Staff
Market Lift Pilot Collaborators	2	Retailer and Manufacturer Staff

DNV GL sought to better understand the goals, successes, challenges, and lessons learned related to the Market Lift Pilot. The following section summarizes the findings from the eight in-depth interviews.

## Findings

We present findings from the in-depth interviews conducted with Market Lift Pilot stakeholders below. The findings from these interviews are grouped into the following sections:

- Pilot goals and benefits
- Pilot challenges

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- Suggestions for improvement
- Applicability of market lift model to other products

We end with a summary of lessons learned and recommendations for future Market Lift efforts and other efforts involving close coordination with retailers.

## Pilot Goals and Benefits

DNV GL interviewers asked the Pilot Collaborators about their main goals and motivations for participating in the Market Lift Pilot. The primary goal of participation for both of the Pilot Collaborators interviewed was to increase sales of energy-efficient lighting products. The Pilot Collaborators stated that the sales baseline of energy-efficient lighting products was extremely low and understood that there was an opportunity to elevate sales by participating in the Market Lift Pilot. However, only one of the two Pilot Collaborators said that the Pilot lifted energy-efficient lighting sales. A few of the Pilot Collaborators' perceived benefits of participating in the Market Lift Pilot included:

- **Improved Customer Awareness of Energy-Efficient Lighting** - Although both Pilot Collaborators noted that lighting sales volume was low, they mentioned that the Market Lift Pilot helped increase customer awareness of energy-efficient lighting products and there was room to grow sales of efficient lighting products in the future.
- **Green Leadership** - One Pilot Collaborator stated that the Market Lift Pilot could help promote their brand in "Green Leadership" and assist in advertising a dedication to energy efficiency to their customers.

Interviewers also asked the Market Lift Pilot Team about their goals for the Pilot. Five of the six respondents stated that their main goal for the Pilot was to test the effectiveness of the Market Lift model (Table 4). Additionally, half of the Pilot Team respondents mentioned capturing usable and robust retailer sales data as an important goal for the Pilot. While the vast majority of Pilot Team respondents indicated that testing the Market Lift model was their main goal for the Pilot, only two respondents explicitly stated that increasing energy-efficient lighting sales and related energy savings was a goal even though that is the core objective of the Market Lift model. Two Pilot Team respondents also identified developing an ongoing relationship with retailers and other market actors as an important goal for the pilot. Lastly, one respondent from the Pilot Team noted field support and sales associate training as a main goal of the Market Lift Pilot.

**Table 4: Market Lift Pilot Team Goals**

Pilot Team Goal	Count
Test the market lift model	5
Capture sales data	3
Develop ongoing relationship with retailers and other market actors	2
Increase energy efficient lighting sales and energy savings	2
Provide field support and train sales associates	1

Note: Multiple responses possible

While all of the Pilot Team respondents identified relevant goals for the Market Lift Pilot, only two of the six Pilot Team respondents believed that their goals were achieved. The four Pilot Team respondents who indicated that their goals were not achieved noted a lack of engagement from Pilot Collaborators, inadequate product stocking, and a short pilot cycle as the main reasons for not meeting their goals. While only one-third of the six Pilot Team respondents believed that their goals were met, five out of six respondents believed there were still some aspects of the Market Lift Pilot that worked well, including:

- Helped build a strong relationship with the Pilot Collaborators (3 respondents)
- Field services were successful (2 respondents)
- Pilot was able to collect accurate and usable sales data (1 respondent)

## Pilot Challenges

After establishing the Pilot Collaborator's goals for the Market Lift Pilot and their perceived benefits of participating in the pilot, DNV GL interviewers asked the Pilot Collaborators about the barriers they faced to participate in the Pilot and achieving their goals. Some of the major barriers identified by the Pilot Collaborators included:

- Short Pilot period. Retail staff had limited knowledge about energy-efficient lamps and it took time to train staff and get them up to speed on the benefits of energy efficiency
- Inconsistent (i.e. conflicting) lamp promotions caused confusion
- Poor placement of efficient lamps in stores. Field staff could not get lamps consistently displayed in high traffic areas or near registers to promote time of purchase sales
- Lengthy legal processes necessary to share data and information, which involved multi-level (i.e. corporate level) document approval
- Difficulty understanding the Market Lift Pilot's incentive model

Pilot Collaborators also mentioned that despite the Market Lift Pilot promotions in stores, many retail customers are still demanding incandescent lamps due to price concerns with more expensive CFLs. It was noted that the customers are very sensitive to price and gravitated toward cheaper EISA compliant halogen lamps which closely resemble traditional incandescent lamps.

As the majority of Pilot Team respondents indicated that their goals for the Market Lift Pilot were not met, DNV GL interviewers probed the Pilot Team to understand the barriers they faced to achieving their goals. Four of the six Market Lift Pilot Team respondents stated that their main challenge to achieving their goals was the oftentimes less than ideal location of lighting aisles in stores (see Table 5). Multiple Pilot Team respondents mentioned that the lighting aisles were often in the back of stores, in low traffic areas. Half of the Pilot Team respondents cited inconsistent communication of expectations with Pilot Collaborators from the implementation team members in charge of managing the relationship with retailers and an overall difficulty with regular communication with the Pilot Collaborators. Another commonly mentioned barrier from the Pilot Team was the difficulty finding a Retail Collaborator for the Market Lift Pilot. Pilot Team respondents indicated that a number of retailers were reluctant to participate in the Pilot primarily due to the requirement to share sales data. Additionally, the retailer participating in this Pilot did not have high-volume baseline lighting sales, which made it a difficult product to focus on. Three Pilot Team respondents felt that the manufacturer's efficient lighting products were too expensive for the retailer's customer demographic. Additionally, two of the six Pilot Team respondents noted disengaged retail sales staff, inconsistent stocking of qualifying lighting products, and the lack of in-store lighting experts as obstacles to achieving their goals.

**Table 5: Market Lift Pilot Team Challenges**

Pilot Team Challenges	Count
Poor location of lighting aisle in stores	4
Communication issues	3
Finding a Retail Collaborator	3
Lighting product was too expensive	3
Disengaged sales staff	2
Incentivized lighting product was never stocked	2
Lack of in-store lighting experts	2

Note: Multiple responses possible

## Suggestions for Improvement

To follow up on the on the challenges identified by Pilot Collaborator respondents, DNV GL interviewers asked the Pilot Collaborators about their suggestions for improvement and what they would do differently in future Market Lift efforts. While both Pilot Collaborators indicated that their expectations for participating in the Market Lift Pilot were not met, they both mentioned that they learned valuable lessons and would be more educated on the nuances of a Market Lift effort focused on lighting products in the future. Pilot Collaborators provided a few suggestions to improve future Market Lift efforts which included:

- **Early Stakeholder Engagement** - One Pilot Collaborator suggested the need to place a greater focus on the planning stages of future Market Lift efforts to ensure a clear understanding of expectations and responsibilities amongst stakeholders.



- **Product Stocking** - One Pilot Collaborator mentioned that having adequate and consistent energy-efficient lighting inventory is the first step to improving sales. The respondent also indicated that targeted energy-efficient products should be stocked in advance of the launch of a Market Lift effort.
- **Product Location** - One Pilot Collaborator suggested that products promoted by a Market Lift effort should be displayed in high traffic areas to increase visibility and sales.

When interviewers asked Pilot Collaborators if they would do anything differently when participating in another Market Lift effort, one Collaborator indicated that they would push behaviors from the bottom up at the individual store level, improving sales by better training sales associates and consistently communicating with store managers on the benefits of energy-efficient lighting.

From the Pilot Team perspective, there were many suggestions for improvement to the Market Lift model but little consensus among the six respondents. As shown in Table 6, one of the most frequent improvement themes from Pilot Team respondents was the necessity to improve the engagement with Pilot Collaborators earlier in the planning process. Two respondents indicated that it was crucial to involve the Pilot Collaborators from the outset to properly communicate expectations. Two respondents also mentioned requiring Pilot Collaborators to complete a detailed project plan as well as mandatory sales associate training instead of making those aspects optional with an incentive attached. Other Pilot Team suggestions for improvement included having consistent marketing messages and promotional materials across participating retail stores. Lastly, Pilot Team members relayed that it was difficult for Pilot Collaborators to sell targeted energy-efficient lighting products as product stocking was often insufficient and lighting products were placed in low-traffic areas. One respondent cited an example of a store visit where the lighting aisle was extremely disorganized and they could not find any Market Lift promotional materials or qualifying lighting products.

**Table 6: Market Lift Pilot Team Suggestions for Improvement**

Different Next Time	Count
Clear expectations from the start	2
Energy efficient lighting products displayed in high traffic locations	2
Require project plan and sales associate training	2
Consistent marketing messages and materials	1
Stock sufficient energy-efficient lighting product	2

Note: Multiple responses possible

## Applicability of Market Lift Model to Other Products

Both Pilot Team and Pilot Collaborator respondents were asked about the applicability and feasibility of applying the Market Lift model to non-lighting products. Both of the Pilot Collaborators believed that the Market Lift model would not be applicable to non-lighting products. The sentiment was that the Market

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Lift model put too much onus and responsibility on the Pilot Collaborators to increase sales and create a “market lift” and there is more financial risk in non-lighting product sales as other products (i.e. appliances) are typically much more expensive.

In contrast, the majority of Market Lift Pilot Team respondents stated that the Market Lift model could be applicable to non-lighting products (4 mentions). The Pilot Team respondents specifically mentioned refrigerators, televisions, and clothes washers as potential products for a non-lighting Market Lift effort.

The two Pilot Team respondents that did not believe the Market Lift model was applicable to non-lighting products reasoned that it is very difficult to capture sales data from Pilot Collaborators, which would pose a real barrier for non-lighting products. While non-participating retailers were not interviewed for this study, a few Pilot Team respondents indicated that this Pilot’s sales data requirement was a barrier for other retailers that were recruited to participate in the Market Lift Pilot. Pilot Team respondents also mentioned that there is little room for a “market lift” on large consumer appliances as ENERGY STAR has already achieved a significant share of the market.

## Lessons Learned and Recommendations

After carefully considering the responses from the Pilot Team and Pilot Collaborator interviews, DNV GL offers the following lessons learned and recommendations to improve future Market Lift efforts and other efforts involving close coordination with retailers and other market actors.

### Recruit Retailers with a Focus on Lighting

- **Lesson Learned** - The Market Lift model was designed to incentivize high-volume retailers to sell more energy efficient products than they would normally sell (baseline sales). An important lesson learned by the Market Lift Pilot was that the Market Lift model does not work with Retail Collaborators that are relatively new to the lighting market and have historically modest sales volume for lighting products.
- **Recommendation** - To fully test the effectiveness of the Market Lift model, DNV GL recommends that Energy Trust seek Retail Collaborators with a track record of high-volume sales of the targeted product (i.e. lighting, appliances, etc.). To attract high-volume retailers, Energy Trust must find a way to overcome the significant barrier of getting retailers to share their sales data, which prevented higher-volume retailers from participating in the Pilot. Unfortunately, procuring sales data from retailers has been a long standing challenge of energy-efficiency program implementers and will likely require large scale regional or national coordination to overcome.

### Require Planning and Trainings

- **Lesson Learned** - The Market Lift Pilot offered assistance and incentives to encourage Retail Collaborators to develop project plans and training for sales staff. However, the Retail Collaborators did not complete a project plan or adequately train sales staff as neither element was mandatory. The project plan and sales staff training are crucial elements that must be completed by Retail Collaborators at the beginning of the Pilot period to ensure an appropriate level of engagement from Retail Collaborators.

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- **Recommendation** - To promote the success of future Market Lift efforts or other efforts involving close coordination with retailers and other market actors, Energy Trust should require Retail Collaborators to complete a detailed program plan that includes a training component for sales staff.

### Direct Communication

- **Lesson Learned** - Energy Trust was not communicating directly with Pilot Collaborators at the beginning of the Pilot period which resulted in Energy Trust's expectations and the Pilot timeline not getting adequately conveyed to Pilot Collaborators.
- **Recommendation** - For new pilots and programs with unfamiliar processes and incentive structures such as the Market Lift Pilot, Energy Trust should have a direct line of communication with all Pilot Collaborators to ensure their expectations are being properly conveyed and initial barriers are quickly addressed.

### Require Manufacturer Participation

- **Lesson Learned** - Multiple respondents indicated that one of the main barriers preventing success of Market Lift Pilot was the fact that qualifying energy-efficient lighting products were either inadequately stocked or not stocked at all in participating retail stores. Midway through the Market Lift Pilot period, Energy Trust engaged the retailer's manufacturer, who immediately addressed the stocking issue.
- **Recommendation** - By engaging with manufacturers from the outset of a Market Lift effort, Energy Trust can eliminate the stocking barrier that the Market Lift Pilot faced.

## Appendix: Market Lift Interview Guides

### Market Lift Interview Guide: Participant

\*This guide is intended for participating retail staff and management\*

ENERGY TRUST CONTACT: Erika Kociolek, Evaluation Project Manager, 503-445-0578

Respondent Name:

Respondent organization/position:


INTRO: My name is \_\_\_\_ and I'm calling from DNV GL. DNV GL is working on behalf of Energy Trust of Oregon to evaluate the Market Lift Pilot. In late 2013, a representative from D&R International contacted [you/your organization] to invite you to participate in a Market Lift Pilot regarding efficient lighting. This program provided incentives and field support to help retailers increase sales of select efficient lighting products. You/your organization decided to participate in the Pilot at that time. Do you recall this?

1. Yes → PROCEED

2. No/Don't know → REQUEST ALTERNATE CONTACT (Check with Erika before contacting)

Energy Trust of Oregon is currently evaluating the Pilot and would appreciate your feedback on the program design and other characteristics. Your responses are confidential, and will not be associated with your name or the name of your organization.

1. What was your role or interaction with the Market Lift Pilot in late 2013? Were you the sole decision-maker regarding participation in the pilot or was this a group decision? [If group decision, ask who else was involved in decision-making.]
2. Why did your company decide to participate in the Market Lift Pilot? What were your goals for participating in the Pilot? Were these goals met? Why or why not?
3. Were there any barriers to your company's participation in the Market Lift Pilot? If yes, please describe the barriers.
4. What do you see as the main benefit(s) of the Market Lift Pilot? [Probe: field services, incentives, opportunity to shape future offerings, opportunity to increase sales]
5. Were there any obstacles to achieving Market Lift Pilot goals? Please describe.
6. (FOR RETAIL BUYER ONLY) Are you familiar with the field service support offered by the Market Lift Pilot? [If yes, were there any aspects of the field service support that worked particularly well and should be incorporated into future market lift program efforts? (If yes, describe)]
7. (FOR RETAIL BUYER ONLY) Were there any aspects of the field service support that need improvement? [If yes, probe for suggestions]
8. Was the Pilot structure effective at achieving a market lift, i.e. did the Pilot help increase sales of efficient lighting over what you would have expected without the Pilot? If yes, which aspects of the



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Pilot were most effective at increasing lift? [Probe: incentives, field support, other]

9. What aspects of the Pilot worked well?
10. (FOR COPORATE CONTACT ONLY) Did you experience any issues working with the implementation team for the Pilot? If so, what issues did you experience?
11. Do you have any suggestions to improve the Market Lift Pilot?
12. Are there any other lessons that you learned through participating in the Market Lift Pilot that you would like to share?
13. [If necessary: As we've already discussed, the Market Lift Pilot program provides incentives and field support to help retailers increase sales of specific efficient lighting products.] Do you think the market lift model is applicable to non-lighting products? If yes, which products and why? If no, why not? Are there any products that it would not work for?
14. [ONLY ASK - If respondent indicates that they think the market lift model is applicable to non-lighting products in question 12.] If a market lift program for other products was offered in the future, for example, clothes washers or refrigerators, would your company consider participating in the program? If no, why not?

**CLOSE**

Those are all of the questions I have for you today. Thank you for your time.

### Market Lift Interview Guide: Pilot Team

\*This interview guide is intended for Energy Trust and BPA staff, third party pilot implementers (D&R), and field staff/managers from CLEAResult\*

ENERGY TRUST CONTACT: Erika Kociolek, Evaluation Project Manager, 503-445-0578

Respondent Name:

Respondent organization/position:

INTRO: My name is \_\_\_\_ and I'm calling from DNV GL. DNV GL is working on behalf of Energy Trust of Oregon to evaluate the Market Lift Pilot and would appreciate your feedback on this initiative. Your responses are confidential, and will not be associated with your name or the name of your organization. Are you comfortable answering a few questions about the Market Lift Pilot? This should take about 30-40 minutes.

1. Yes → PROCEED
2. No/Don't know → REQUEST ALTERNATE CONTACT

#### Goals


1. What were your goals for working on the Market Lift Pilot?
2. Were your goals met? Why or why not?
3. [If not addressed in #1 or #2 above] Was the Pilot structure effective at achieving a market lift? I.e. did the Pilot program help increase sales of efficient lighting over what you would have expected without the Pilot? If yes, which aspects of the Pilot were most effective? [Probe: incentives, field support, other]
4. [CLEAResult Contact Only] Please describe the type and frequency of field services that were offered to participating retailers.

#### Challenges

5. Were there specific aspects of the Pilot that worked well in your opinion? Please describe. [Probe: Communication and coordination, measurement of lift, incentives, field services, data, retailer engagement]
6. Were there any obstacles that you encountered during the Pilot? Please describe. [Probe: Communication and coordination, measurement of lift, incentives, field services, data, retailer engagement] How, if at all, were they resolved?

#### Suggestions and Lessons Learned

7. Do you have any suggestions to improve the Market Lift Pilot? [Probe: Communication and coordination, measurement of lift, incentives, field services, data, retailer engagement]



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8. If you were to offer a Market Lift Pilot again, what would you do differently and why?
9. Do you think the market lift model is applicable to other non-lighting products? If yes, which products and why? If no, why? Are there any products that it would not work for?
10. Do you have any suggestions for improving the Market Lift model?
11. Are there any other lessons that you learned through participating in the Market Lift Pilot that you would like to share?

**CLOSE**

Those are all of the questions I have for you today. Thank you for your time.

**Market Lift Interview Guide: Manufacturer**

\*This guide is intended for staff at the manufacturer working with the retailer \*

ENERGY TRUST CONTACT: Erika Kociolek, Evaluation Project Manager, 503-445-0578

Respondent Name:

Respondent organization/position:

INTRO: My name is \_\_\_\_ and I'm calling from DNV GL. DNV GL is working on behalf of Energy Trust of Oregon to evaluate the Market Lift Pilot. In late 2013, you worked with Sears/Kmart on a Market Lift Pilot regarding efficient lighting. This program provided incentives and field support to help retailers increase sales of select efficient lighting products. Do you recall this?

1. Yes → PROCEED
2. No/Don't know → REQUEST ALTERNATE CONTACT (Check with Erika before contacting)

Energy Trust of Oregon is currently evaluating the Pilot and would appreciate your feedback on the program design and other characteristics. Your responses are confidential, and will not be associated with your name or the name of your organization.

1. What was your role or interaction with the Market Lift Pilot in late 2013?
2. What were your goals for working with Sears/Kmart as part of the Pilot? Were these goals met? Why or why not?
3. What do you see as the main benefit(s) of the market lift model?
4. Was the Pilot effective at achieving a market lift, i.e. did the Pilot help increase sales of efficient lighting over what you would have expected without the Pilot? What was effective at increasing lift?
5. Were there any obstacles to achieving market lift? Please describe.
6. Did you experience any issues working with the implementation team for the Pilot? If so, what issues did you experience?
- 7.
8. Do you have any suggestions to improve the Market Lift Pilot?
9. Are there any other lessons that you learned through participating in the Market Lift Pilot that you would like to share?

**CLOSE**

Those are all of the questions I have for you today. Thank you for your time.