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Exploring the potential for a Business Energy Efficiency Website

Final presentation and outputs

23rd November 2017

Contents

Outputs

The brief

The brief

Starting point:

BEIS research into energy efficiency found significant scope for reducing energy use by UK business. For SMEs this amounted to £0.5bn/year.

This evidence suggests there is a need to raise awareness of energy efficiency among SMEs to *instigate demand* for energy efficiency information.

Business are yet to be convinced that energy efficiency is sufficiently important to spend time and money implementing it (when they have other priorities).

Our objectives:

Conduct a six-week discovery project to find the best way to engage SMEs with energy efficiency measures.

Create outputs which will inform an alpha project phase, where assumptions will be tested and propositions validated.

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The discovery journey
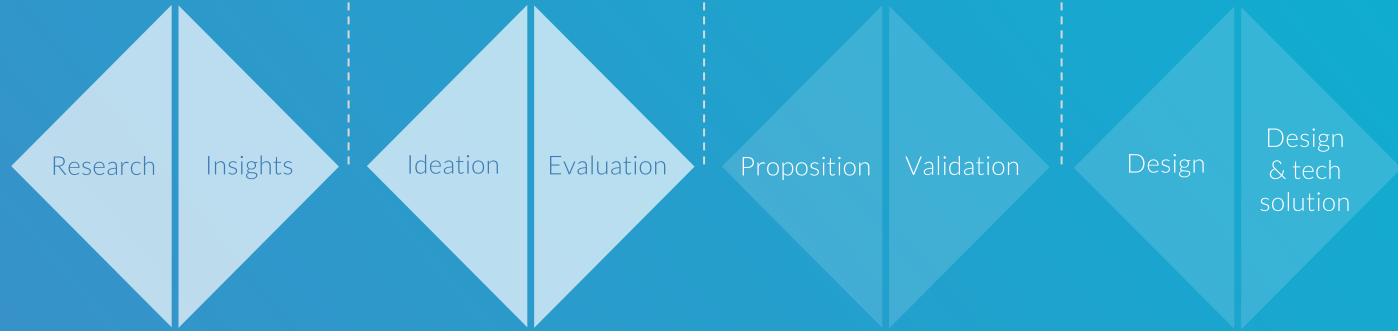
Understand: customer & context

Explore

Experiment: make & measure

Business blueprint

First live launch of full proposition

Research

Insights

Ideation

Evaluation

Proposition

Validation

Design

Design & tech solution

- - - - - - - - - - - - - DISCOVERY - - - - - - - - - - - - - -

- - - - - - - - - - - - - ALPHA - - - - - - - - - - - - - -

Outputs

Review of existing SME energy advice

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See Appendix A for further detail of the above companies

Content for SMEs: Sources

- Government

- Charities & Nonprofits

- Energy Companies

- Media Outlets

- Unrelated Business Services

- Related Product Sellers

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Content for SMEs: Examples

○ SME Guide to Energy Efficiency
(DECC)

○ Better Business Guide to Energy Saving
(Carbon Trust)

○ 10 Tips for an Energy Efficient Workplace
(E.ON)

○ Simple Steps to a More Sustainable Workplace
(Guardian)

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Content for SMEs: Review

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- There is a lot of content on energy efficiency and consumption
- Most content is clear and detailed
- It is easy to find these articles and reports
- There is some behaviour change content aimed at helping employers engage employees

- Our research suggests that most people are not looking for this content, and will therefore not find it
- The best content is too lengthy for time-poor SMEs
- Much of the content is several years old so may now be out of date
- Behaviour change tips are unlikely to be implemented as they are high-effort and low-reward.
  - E.g. EON encourages employees to start a "tea rota" so that the kettle isn't used for individual drinks.
- The source of the content can cast doubt on its credibility

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This is covered in greater detail in our content strategy section, and primary research can be found on the Discovery hard drive.

Most existing content focuses on barriers.

What prevents SMEs from saving energy?

Economic

Potential savings are not great enough

Limited access to capital

Hidden costs - Overestimating cost-saving potential by ignoring overhead and management costs

Higher perceived technical or financial risk than other competing investments

Organisational

Uncertainty about permission and responsibility

Complex decision chains

Divergent interests

Competencies

Bounded rationality - Individuals fail to make rational choices (time/attention)

Lack of information

Lack of skills

Behavioural

Inertia

Biases status quo, loss aversion

Lack of interest

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What do we know about SMEs' motivations?

Outputs

Motivations

What motivates people who run and work for SMEs?

Money	**Ethics**	**Fulfilment**	**Growth**	**People**
I want to make sure there's money in the account.	I want to create a business I can be proud of.	I want to be as good at my job as possible.	I want to focus my effort on expanding my business.	I want to do right by my employees and customers.

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Motivation: Money

Example behaviours:

- Using existing resources as efficiently as possible.
    - Asking staff to use existing materials, rather than buy new ones.
    - Training staff to fill skips carefully so they are used at full capacity.
- Actively searching for the best deals.
    - Changing insurance providers regularly.
    - Playing raw goods suppliers against each other.
    - Switching between fuel cards on a weekly basis.

Motivation: Growth

Example behaviours:

- Taking measures to look like a bigger company.
    - Giving the company a brand name and logo.
    - Pursuing accreditations and publishing the badges on the business website.
- Amalgamating with another company.
- Planning for the future.
    - Renting a bigger workspace than necessary and sub-letting the additional space while recruiting more staff,

Motivation: Fulfilment

Example behaviours:

- Continuing to learn.
  - Enrolling in an HR course.
  - Using YouTube to learn new skills, like photography.
- Giving back to the community.
  - Sponsoring local events.
- Filling other roles.
  - Holding a directorship with the Chamber of Commerce.

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Motivation: People

Example behaviours:

- Ensuring employee satisfaction.
- Creating apprenticeships.
- Paying for staff to take courses.
- Organising events and socials.
- Reimbursing expenses as quickly as possible.
- Ensuring customer satisfaction.
- Tasting food products and altering recipes.
- Hiring nutritionists to guarantee quality.
- Investing in a new ventilation system because customers complain about the temperature.
- Building relationships with suppliers.
- Choosing small suppliers over corporates.
- Visiting the farms that supply produce.
- Networking.
- Attending monthly breakfasts with other local businesses.
- Connecting with entrepreneurs on social media.
- Receiving mentorship.

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Motivation: Ethics

Example behaviours:

- Prioritising sustainability over price.
    - Buying more expensive biodegradable products.
    - Upgrading equipment to more efficient models.
- Shortening the supply chain.
    - Buying locally produced goods to reduce transport.
- Trying to change the behaviour of others.
    - Pressuring office management for recycling bins.
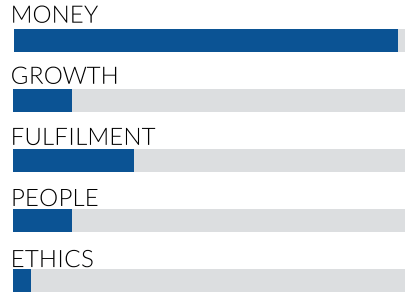   - Asking consultants to stop using taxis.

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Personas

BEIS | Energy Efficiency Discovery

Primary Motivation: Money
"I want to make sure there's money in the account"

MONEY

GROWTH

FULFILMENT

PEOPLE

ETHICS

Business Needs

As an SME owner, I need to...

- Reduce controllable costs so that I can deal with uncontrollable rising costs.

- Increase profit so that I can provide for my family.

- Research the best deals so that I'm not taken advantage of.

Energy Needs

As a user of some EE service, I need to...

- Easily understand what can be done without large investment, so that I know what's relevant in my rented property.

- Learn about the financial benefits of making a change.

- Quickly see information on grants so that I can see the true cost of the change.

"We want to keep our turnover and increase it slightly each year. But we don't want to get too big. We'd rather keep a good gross profit."

"We use 2 fuel cards and they tell us what they're going to be charging, and then we play them against each other."

"We tend to educate the staff on turning the lights off, but other than that there's no great savings to make."
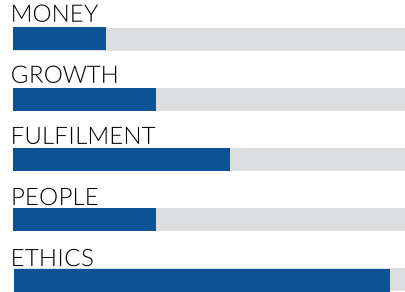
Content & Channels

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Primary Motivation: Ethics
"I want to create a business I can be proud of."

MONEY

GROWTH

FULFILMENT

PEOPLE

ETHICS

Business Needs

As an SME owner, I need to...

- Make decisions based on the company mission, so that I don't forget the big picture.

- Minimise my business's impact on the planet, so that I am consistent in my personal and work values.

- Market my efforts, so that I attract like-minded customers.

Energy Needs

As a user of some EE service, I need to...

- Understand where I am able to make the greatest positive change, so that I can prioritise the things within my power.

- Share my experience, so that I can convince my peers to improve their energy behaviours as well.

- Find content that is both informative and inspiring, so that I can rally action.

"It's important to work somewhere that aligns with your values."

"You have to choose sometimes: quality vs. cost. vs. how green something is. People usually choose the easy option: to make money,."

"My advisors are from an older generation and maybe I want to do things differently, so I balance it out with advice from peers."
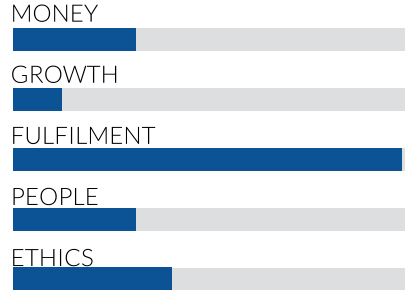
Content & Channels

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BEIS | Energy Efficiency Discovery

Primary Motivation: Fulfilment
"I want to be as good at my job as possible."

MONEY

GROWTH

FULFILMENT

PEOPLE

ETHICS

Business Needs

As an SME manager, I need to...

- Continue learning so that I don't feel stale or bored.

- Share what I learn so that I have an outlet to talk about my passions.

- Be recognised for my hard work so that I feel a sense of validation and achievement.

Energy Needs

As a user of some EE service, I need to...

- Be able to set and work toward goals so that I feel a sense of progress.

- Look at content that is engaging so that I don't lose interest.

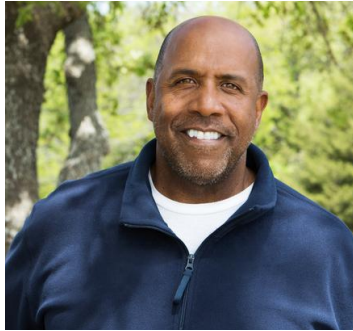- Have something to show for effort, so that I improve my credentials.

"I just want to be a really good office manager."

"At the moment I'm learning about employment law in my HR course."

'We always go with small suppliers-- they value your business more, and I consider some of them my friends."

Content & Channels

Facebook | Linked in | CIPD | YouTube

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BEIS | Energy Efficiency Discovery

Primary Motivation: Growth

"I want to focus my effort on expanding the business."

MONEY

GROWTH

FULFILMENT

PEOPLE

ETHICS

Business Needs

As an SME owner, I need to...

- Make my brand look bigger so that I can compete with bigger companies.

- Get a workspace that's future-ready so that we won't quickly outgrow it.

- Better manage seasonal demand so that I can predict turnover.

Energy Needs

As a user of some EE service, I need to...

- Market my efforts, so that I can unlock new opportunities.

- Ensure that any new space I move into is compliant now and in the near future.

- Understand the payback period of any changes, so that I only undertake changes that will remain relevant.

"Especially in the early days, the accreditation made 5 vans look like 30."

"Our logo is more of a corporate logo-- not like a one-man-band calling his business after his own name."

"There's something called BREEAM. When we move into the bigger shop we'll make sure it ticks all the boxes."

Content & Channels

Facebook LinkedIn RetailWeek

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BEIS | Energy Efficiency Discovery

Primary Motivation: People

"I want to do right by my employees and customers."

MONEY

GROWTH

FULFILMENT

PEOPLE

ETHICS
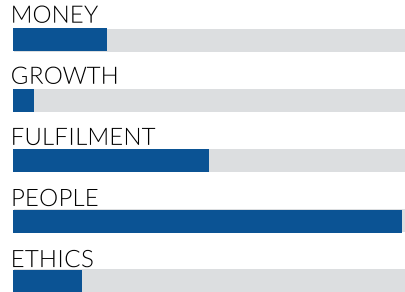
Business Needs

As an SME owner/manager, I need to...

- Be a good employer so that my staff are happy and keep working with me.

- Ensure the quality of what we do so that our customers are satisfied.

- Build relationships with small suppliers, so that we support people like us.

Energy Needs

As a user of some EE service, I need to...

- Undertake changes that will excite -- not stress -- my staff, so that change endures.

- Connect with other people who are part of the service, so that I can learn from their experiences.

- Make changes that please my customers, so that we build stronger relationships.

"I just want my employees to go home happy. It's important there's a feeling of home."

"We're always looking at things from the customer point of view...It's really important that the quality of what we're doing is there."

'We always go with small suppliers-- they value your business more, and I consider some of them my friends."

Content & Channels

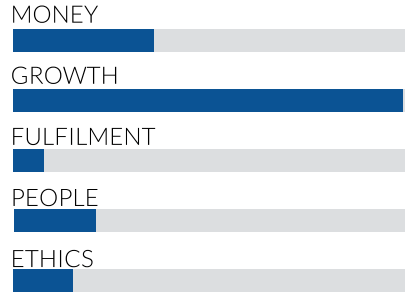[f] **Linked** [in] **Meetup** **slack**

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Outputs

Current user journeys

For most SMEs, it's business as usual

Number

Business as usual means living according to habit. That covers a wide range of attitudes, from good to bad.

Optimal level for businesses is constantly increasing due to tech and regulation changes

Below Average Habits

Above Average Habits

Engaged

Enthusiast

Worst

Energy efficiency

Best

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"60 per cent of SME business owners don't regard energy efficiency in the workplace as a key priority, while more than half of SME business owners don't have any active measures in place to try to be energy smarter." YouGov / Carbon Trust, November 2016

Our goal is to move people from habit to engagement

Business as usual means living according to habit. That covers a wide range of attitudes, from good to bad.

Optimal level for businesses is constantly increasing due to tech and regulation changes

Number

Below Average Habits

Above Average Habits

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"60 per cent of SME business owners don't regard energy efficiency in the workplace as a key priority, while more than half of SME business owners don't have any active measures in place to try to be energy smarter." YouGov / Carbon Trust, November 2016

Future user journey

Energy Efficiency Journey Map

BUSINESS AS USUAL

NEEDS
I want to be better at my job and appreciated
I want my company to have a healthy cash flow
I want my company to be something I'm proud of
I want to recruit more staff
I want to find new opportunities to grow
I want to do meaningful work

CHANNELS
LinkedIn, review websites, local business networks, Google, trusted advisors, mass media, industry media, email, Facebook, Twitter

BARRIERS TO PROGRESS
"There aren't enough hours in the day to get everything I need to done"

"There's so much to have out there now - it's hard to know which content is in your area"

"my costs of running my business continue to rise"

"it's getting harder to recruit and retain good people"

AREAS OF OPPORTUNITY
Differentiate from the competition

Unlock new opportunities

Enhance relationship with supply chain partners

Maintain quality and show us best work

Attract and retain high quality staff

TRIGGERS LIKE...

New offer
Refurbishment
Article
Trade show
Advert
Facebook post
Networking event
Staff complaint
Customer request or requirement
Peer pressure
Competitor pressure
Regulatory changes
Tender for new work
Advice from advisor
BEIS campaign

...nudge people into thinking about energy efficiency

ADVOCACY

Telling others about your success, then looping back to the start for your next project

NEEDS
I want recognition for my effort
I want to help someone else do the same
I want to tell others about my experience

CHANNELS
Social Media,
Networking Events

BARRIERS TO PROGRESS
"There was a lot of excitement when we installed the system but that's sort of faded"

"We've done everything we can do"

"I have other things I have to get back to. We've ticked the box, so it's not a priority anymore"

AREAS OF OPPORTUNITY
Encourage newcomers to share their early successes (e.g. "Find energy generation from renewable sources")

Continue the conversation at this point to help users quickly identify the next opportunity

Create a magical path from one opportunity to the next

AWARENESS

Realising that there is a specific problem that could potentially be solved

NEEDS
I want to know how much energy I'm using for what
I want to know where I'm wasting energy
I want to know how much I can save
I want to know how I compare to others

CHANNELS
Energy Providers, Google,
Mainstream Media,
Local Business Network

BARRIERS TO PROGRESS
"We hardly condensation is turned off, and I'm not restricted to much in this building"

"The bills we have is expensive - it's not like we can just replace it with something more energy efficient"

AREAS OF OPPORTUNITY
Contextualise usage via energy benchmarking and allow comparisons with companies like us

Monitoring to show what's possible in organisations with similar needs

Facilitate the sharing of ideas and best practices between partners, distributors, and suppliers

MAINTAIN

Implementing and using the solution (e.g. continuing staff training, optimizing new systems)

NEEDS
I want to get feedback
I want to know that everything is working as it should be
I want to show others how efficient we're doing
I want to learn from other people in the same situation as me

CHANNELS
Service Reminders,
Instruction Manuals, Training
Schemes from Providers

BARRIERS TO PROGRESS
"I put in LED lights but I don't know what to do next"

"I'm not sure we're getting the returns we'd hoped for"

"The staff are not using it properly"

AREAS OF OPPORTUNITY
Encourage staff awareness

Ensure that support systems, advice, and mentoring are just as available to people at this stage as in earlier stages

CONSIDERATION

Looking in detail at possible solutions, then weighing up the options

NEEDS
I want to know how much the change will cost me
I want to know if I can get funding
I want to know if it's easy to apply for funding
I want to know how much effort this process will take
I want to know if this is something my landlord will cover

CHANNELS
Suppliers, Reports,
FPTs, Reviews, Google,
Energy Providers

BARRIERS TO PROGRESS
"It looks like it'll take a long time for this to pay back - I might be retired by then, or in a new building"

"it doesn't seem like there are any great savings to be made"

"I'm not sure how I'll actually install this"

AREAS OF OPPORTUNITY
Facilitate detailed peer to peer advice around specific solutions and models

Offer information on relevant grants

Show actionable steps, rather than inspirational content

ACTION

Attempting to actually take action (e.g. buy and install a solution, launch a staff scheme)

NEEDS
I want to get this done quickly and easily
I want somebody to take care of it for me
I don't want this to disrupt my day-to-day business

CHANNELS
Retailers, solution providers,
utilities companies

BARRIERS TO PROGRESS
"I wanted somebody glowing but it was down to the landlord"

"I went to apply for a grant but was told the scheme had ended"

"I wanted to buy the system but I wasn't sure of what of stock"

AREAS OF OPPORTUNITY
Encourage successful buyers to share their excitement at this stage

Help with purchase decisions (e.g find out exactly what's available)

Offer timely advice about grants and funding

DECISION

Committing mentally to taking action

NEEDS
I want to know the benefits
I want to know if it's worth the time and effort
I want to be sure that it will benefit me personally
I want to be confident that the promised returns are real

CHANNELS
Banks, Trusted Advisors,
Suppliers

BARRIERS TO PROGRESS
"I'm not sure that I have the permission to change something"

"I'm not sure that it's my job to do this kind of thing"

"it's not clear who is responsible for energy efficiency in this company"

"We don't know whose budget Energy Efficiency should go under"

AREAS OF OPPORTUNITY
Help interested buyers to take to peers whether already made the decision, or at least to read case studies

Help trusted advisors (banks, accountants, mentors) to better support energy efficient projects and investment

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BUSINESS AS USUAL

NEEDS

I want to be better at my job and appreciated

I want my company to have a healthy cash flow

I want my company to be something I'm proud of

I want to recruit more staff

I want to find new opportunities to grow

I want to do meaningful work

CHANNELS

LinkedIn, review websites, local business networks, Google, trusted advisors, mass media, industry media, e-mail, Facebook, Twitter

BARRIERS TO PROGRESS

"There aren't enough hours in the day to get everything I need to done"

"There's so much choice out there now. It's hard to convince customers to pick you"

"The costs of running our business continue to rise"

"It's getting harder to recruit and retain good people"

AREAS OF OPPORTUNITY

Differentiate from the competition

Unlock new opportunities

Enhance relationship with supply chain partners

Maintain quality and showcase best work

Attract and retain high-quality staff

TRIGGERS LIKE...

New office
Refurbishment
Article
Trade show
Advert
Facebook post
Networking event
Staff complaint
Customer request or requirement
Peer pressure
Competitor pressure
Regulatory changes
Tender for new work
Advice from advisor
BEIS campaign

... nudge people into thinking about energy efficiency

These are our "moments of truth"

These triggers highlight a few of the key moments where we could deploy new marketing, comms and content.

This will provide the best chance of engaging and motivating SMEs to care more about energy efficiency and consider taking action.

AWARENESS

Realising that there is a specific problem that could potentially be solved

NEEDS

I want to know how much energy I'm using for what

I want to know where I'm wasting energy

I want to know how much I can save

I want to know how I compare to others

CHANNELS

Energy Providers, Google,
Mainstream Media,
Local Business Network

BARRIERS TO PROGRESS

"We have a landlord who is hands-off, and I'm not inclined to invest in his building"

"The kit we have is expensive. It's not like we can just replace it with something more energy efficient"

AREAS OF OPPORTUNITY

Contextualise usage via energy benchmarking and allow comparisons with 'companies like us'

Mentoring to show what's possible in organisations with similar needs

Facilitate the sharing of ideas and best practices between partners, distributors, and suppliers

CONSIDERATION

Looking in detail at possible solutions, then weighing up the options

NEEDS

I want to know how much the change will cost me

I want to know if I can get funding

I want to know if it's easy to apply for funding

I want to know how much effort this process will take

I want to know if this is something my landlord will cover

CHANNELS

Suppliers, Reports, TPI's, Reviews, Google, Energy Providers

BARRIERS TO PROGRESS

"It looks like it'll take a long time for this to pay back - I might be retired by then, or in a new building"

"It doesn't look like there are any great savings to be made"

"I'm not sure how I'll actually install this"

AREAS OF OPPORTUNITY

Facilitate detailed peer-to-peer advice around specific solutions and models

Offer information on relevant grants

Show actionable steps, rather than inspirational content

DECISION

Committing mentally to taking action

NEEDS

I want to know the benefits

I want to know if it's worth the time and effort

I want to be sure that it will benefit me personally

I want to be confident that the promised returns are real

CHANNELS

Banks, Trusted Advisors, Suppliers

BARRIERS TO PROGRESS

"I'm not sure if I have the permission to change something"

"I'm not sure that it's my job to do this kind of thing"

"It's not clear who is responsible for energy efficiency in this company"

"We don't know whose budget Energy Efficiency should go under"

AREAS OF OPPORTUNITY

Help interested buyers to talk to peers who've already made the decision, or at least to read case studies

Help trusted advisors (banks, accountants, mentors) to better support energy efficient projects and investment

ACTION

Attempting to actually take action (e.g. buy and install a solution, launch a staff scheme)

NEEDS

I want to get this done quickly and easily

I want somebody to take care of it for me

I don't want this to disrupt my day-to-day business

CHANNELS

Retailers, solution providers, utilities companies

BARRIERS TO PROGRESS

"I wanted double glazing but it was down to the landlord"

"I went to apply for a grant but was told the scheme had ended"

"I wanted to buy the system but found it was out of stock"

AREAS OF OPPORTUNITY

Encourage successful buyers to share their excitement at this stage

Help with purchase decisions (e.g. find out exactly what's available)

Offer timely advice about grants and funding

MAINTAIN

Implementing and using the solution (e.g. continuing staff training, optimising new systems)

NEEDS

I want to get feedback

I want to know that everything is working as it should be

I want to show off how well we're doing

I want to learn from other people in the same situation as me

CHANNELS

Service Reminders, Instruction Manuals, Training Schemes from Providers

BARRIERS TO PROGRESS

"I put in LED lights but I don't know what to do next"

"I'm not sure we're getting the returns we'd hoped for"

"The staff are not using it properly"

AREAS OF OPPORTUNITY

Encourage staff awareness

Ensure that support systems, advice, and mentoring are just as available to people at this stage as in earlier stages

ADVOCACY

Telling others about your success, then looping back to the start for your next project

NEEDS

I want recognition for my effort

I want to help someone else do the same

I want to tell others about my experience

CHANNELS

Social Media,
Networking Events

BARRIERS TO PROGRESS

"There was a lot of excitement when we installed the system, but that's sort of faded"

"We've done everything we can do"

"I have other things I have to get back to. We've ticked the box, so it's not a priority anymore"

AREAS OF OPPORTUNITY

Encourage new users to share their early successes (e.g. 'First energy generation from new PV system')

Continue the conversation at this point to help users quickly identify the next opportunity

Create a logical path from one opportunity to the next

We will achieve the biggest impact by nudging SMEs out of business-as-usual and into a cycle of improvement.

Experience and design principles

Design Principles for SME users: Content Strategy

ENGAGING

Cut through the noise and grab the user's attention, even when they are busy or distracted.

HABIT-FORMING

Nurture a repeating habit of incremental improvement, rather than a one-shot solution.

TARGETED

Deliver specific, bite-sized nuggets of information, relevant to the user at just the right moment, rather than providing all content for all users all the time.

Design Principles for SME users: Content Strategy

CREDIBLE

Deliver content that is up-to-date and practical. Ensure that it comes from someone that users would deem reputable.

SELF-MARKETING

Build sharing tools and viral spread into the products themselves. Don't rely on a marketing budget or external advertising.

COLLABORATIVE

Create a two-way tools; users can share data, advice, case studies, and provide mentorship at greater scale than central government.

$[x]$ Big thinking brought to life

Design Principles for the BEIS Service Manager

MAINTAINABLE

Prioritise content that will be relatively timeless. Work with third parties to create time-specific content, and ensure robust KPIs are in place to guarantee quality and timeliness.

CONTROLLABLE

Ensure that any user-generated or third party content can be taken down to avoid reputational damage.

LEAN

Do as little as possible to have the desired impact. There's no need to be comprehensive or cater for edge cases or specialists.

Engaging

Why should content be engaging?

To cut through competing media and noise.

To grab the user's attention when they are busy and distracted.

How?

Fish where the fish are. Find users where they naturally belong, whether that's Facebook, WhatsApp or LinkedIn.

Don't expect them to come to a government website looking for information. At the very least, assume Google is the primary way people hunt for information.

Adopt the techniques of modern *shareable* media that all the SMEs we spoke to are familiar with; listicles, image-based stories, 'clickbait' headlines.

Desk research

Public engagement campaigns have not historically worked: "Trials found no statistically significant effect of ... energy efficiency advice (on paper or online) ... in the absence of smart meters" (*EEA Tech report No 5/2013*).

"What do many of the most successful [campaigns] have in common? Well, they're using digital technology to take the campaigns out to where people already are - to Facebook, to Channel 4, to the NME website. Often, this gives people more time and space to engage properly with an issue, on their own terms and in their own language, rather than expecting them to visit a government website" (Graham Francis, *Government Campaigns and GOV.UK*).

User research

"I use LinkedIn to look at what other builders nearby are doing, how many likes they have" (Judy).

"There are lots of great TED Talks about sustainability" (Imogen).

"We're in an age of information. So I don't think lack of information being out there is necessarily the issue. it's the choice for people to seek it" (Jett).

"I'm a Facebook addict" (Linda).

$[x]$ Big thinking brought to life

Habit-Forming

Why?

Energy efficiency is an iterative process, not a one-hit fix. Businesses who most successfully reduce energy costs do it with multiple improvements over several years.

How?

Nurture a repeating habit of incremental improvement, not a one-shot solution

Remind users how they are doing. Feedback loops are critical to energy efficiency work and should be built into the process wherever possible.

Desk research

Academic research reaffirms the importance of feedback loops: "There was no significant reduction in energy consumption when the intervention did not include a smart meter… clip-on real-time displays.. or 'benchmarking" (*AECOM / Ofgem Energy Demand Research Project*).

User research

"I got LED light bulbs for the office but I don't know what to do next" (Bernie).

"I don't think we'll ever get to that pinnacle where we're sure that we're perfect. There will always be advances in technology that make new things possible. Every now and then, we re-evaluate." (Steve).

"There's a philosophy whenever we now have to buy something, there's a rule book that you have to look into. You have to mark out the energy savings opportunities…It's just the internal policy that we try to reduce our carbon impact" (Diane).

$[x]$ Big thinking brought to life

Targeted

Why?

Content and examples must be relevant to individual users and their needs.

SME owners and teams are busy people, so it's unrealistic to expect them to wade through a mass of irrelevant content looking for nuggets of insight.

How?

Instead of (initially) providing *all* the content for *all* the users *all* at once, deliver bite-sized nuggets.

These should offer just enough for the user to take action or move to the next stage, but no more.

Desk research

"A balance needs to be struck between providing sufficient information and avoiding information overload. For example, regular small nuggets of information appear to be more effective than a single delivery of comprehensive information (to provide information in manageable amounts and to maintain behaviour change prompts over an extended period)." Ofgem Energy Demand Research Project: Final Analysis June 2011

"Motivation is a good place to start. Establishing why people adopt – or don't adopt – a sustainable habit is a clearly critical if you want to move such habits into the mainstream." *Changing behaviour at a scale that matters*, Oliver Balch, The Guardian, 4 October 2012

User research

"There is a lot of information around about music venues and how to run them, but I think they're very unrealistic. A magazine about how to run music venues is never going to teach you how to do it — the challenges are different in different venues, so we've found the most useful way of getting advice is talking to people who've already done it" (Jett).

"If a specific question comes up, I'll google it and look for articles, but it's not like I read the Harvard Business Review every day" (Solveiga).

"I look at Twitter just to see quickly what's going on in the news and stuff... I don't read lengthy articles on my phone...I'm not great at lengthy documents... If I'm going to read a lengthy document, it's going to be a book" (Linda).

$[x]$ Big thinking brought to life

Credible

Why?

Government is a trusted source of information, but - for users - making advice credible is more complex than just coming from a trusted source.

How?

Content needs to feel up-to-date and accurately target users' needs.

SMEs we spoke to were confident negotiating a range of sources of information, from TED talks to forums to government websites.

Actionable content is seen as more trustworthy, particularly when it is specific and detailed.

Desk research

"The first step to empowering small businesses is providing them with access to trusted, accurate and user-friendly information to help them understand their options around generation and energy management. There is a huge amount of information in the public domain. However, much of it is inaccurate, out of date, inappropriate, or provided by those with a commercial angle or other vested interest" (FSB, *Price of Power*).

User research

"My instinct would be that our members would be more inclined to trust something on a government website than an independent organisation's website because there's more accountability and more of a need for that department to be listening to views of different people"

"There is a forum that I visit that's for operations manager....And it's ops managers not just from small to medium sized companies, but also some really big organisations too" (Saadia).

"We have a trade body that gives us trade advice" (Mark).

"We look at trade magazines. Retail Weekly, which is a subscription-- I get that through digitally" (Ashley).

$[x]$ Big thinking brought to life

Self-Marketing

Why?

The most successful private-sector digital services use 'growth hacking' techniques to grow. They are able to spread in a viral way, rather than depending on huge marketing and advertising budgets.

How?

Sharing opportunities should be built into the product, rather than bolted on afterwards.

Artificial scarcity can be created by offering limited time (or limited number) membership for initial periods.

Products can be built using platforms that have viral spread built in; for example allow users to import their contacts from LinkedIn to make sharing easier.

Create very fast onboarding systems, collecting the least information possible before offering advice or next steps.

Desk research

"When challenger bank Monzo launched, they created a 'waiting list' for people wanting bank cards. Users were given the opportunity to move up the queue by telling friends about the bank. With 400,000 customers, the bank still has a queue of 25,000 waiting" (Patrick Collinson, *Monzo? It might just be the future of banking).*

The MVP for Dropbox was a video that brought to life the concept of the (yet to be built) product. At the end of the video was a link to landing page where people could register interest by entering their email address. Sharing goes viral. Waiting list jumped from 5,000 to 75,000 in one day. (*Drew Houston, Startup Lessons learned*)

User research

During SME calls to the ESAS helpline, operators can take 4-5 minute collecting a caller's detailed personal information, before offering any advice.

"I follow other entrepreneurs on Twitter, so I read their posts & share with relevant people" (Solveiga).

"There is a forum that I visit that's for operations managers. It talks about new things that people are doing in their companies...Things that have gone well, things that have bombed" (Saadia).

Collaborative

Why?

By creating two way tools, we can that allow users to share data, advice, case studies, and provide mentorship at greater scale than government alone.

Our users are constantly aware of their peers, competitors and others within the business community

Because advice from peers is so important, communication should feel 2 way, not 1 way; collaborative, not top-down.

How?

In some cases, BEIS function could be limited to facilitating conversations between experienced and less-experienced SMEs rather than publishing original information.

Desk research

There are many community-run websites offering very detailed information about a variety of subjects. Stack Overflow offers programming advice, MumsNet offers a huge range of advice to mothers, MoneySavingExpert offers financial advice. Although the advice offered can sometimes be inconsistent, these sites are hugely successful and in many cases self-policing.

User research

"I have a really good network of advisors, and also I have a network of entrepreneurs my age" (Solveiga).

"I don't really seek out articles but sometimes people will send me some and I will read them" (Solveiga).

"I'll go on LinkedIn and make friends with builders in different towns, we'll go to a breakfast club every month to meet with other businesses" (Judy).

"We attend seminars, got to the chamber of commerce, have directorships of other companies" (Ashley).

"We've had great visits with other businesses, which is great. You come back really enthusiastic" (Steve).

$[x]$ Big thinking brought to life

Maintainable

Why?

One often voiced criticism of Energy Efficiency content sites is that they are out of date - something the FSB have been vocal about.

While there are important changes in technology, pricing and policy, the feeling of date-sensitivity may be exacerbated by poor design decisions; articles with visible dates, content published in PDFs that cannot be easily amended.

How?

Content should be in bite-sized chunks. This modular approach makes it easier to update only the content that has changed.

Where necessary, engage third parties to provide the most detailed time-specific content (about grants, deadlines, regulation changes).

Ensure robust contractual arrangements with those third parties, with enforceable KPIs; don't just link to their page and hope for the best.

Desk research

"There is a huge amount of information in the public domain. However, much of it is inaccurate, out of date, inappropriate, or provided by those with a commercial angle or other vested interest." The Price of Power, FSB, 2017

User research

"It's such a fast moving environment, with smart meters and digitisation. The way that companies are going to have to engage with the energy system is going to completely change"

"The question is, does the information exist, and how is it kept up to date and as it becomes more complicated, because it is more digital, how is it still accessible to companies that are not IT literate?"

"My bakery ovens are 40 years old. The Carbon Trust were running a scheme giving funding to replace things that were using more electricity than they should be. But by the time I got round to doing anything about it, they'd stopped running the scheme" (Mark).

Controllable

Why?

Effective modern communications are likely to involve elements of user generated content; open forums, use of third party sites like Facebook or LinkedIn, mentorship programs.

Use of these platforms involves reputational risk, and doesn't allow hierarchical chains of approval and refinement.

How?

To be confident in this environment, BEIS will need to be sure that content and tools can be controlled; content can be taken down, algorithms can be clearly understood.

For specific ideas, the GDS Social Media Playbook may have useful guidelines, particularly around community management.

Desk research

"It is important to have an escalation policy in place that all community managers are comfortable with. This should include a list of known subject areas/scenarios which should be continually monitored for and a procedure on how to deal with them should they arise." GDS Social Media Playbook

$[x]$ Big thinking brought to life

Lean

Why?

There is a vast amount of energy efficiency advice already available to SMEs and much of it is good, relevant and helpful. We should only create what doesn't exist.

GDS guidelines are very clear: "Government should only do what only government can do."

How?

By working with partners like utilities companies and non-governmental bodies, we can signpost the best information and advice that is available.

However, this might be done in a more formal way than ad-hoc website linking; building partnerships with the people with relevant content, and putting KPIs in place to ensure that content is maintained and of a high standard.

Desk research

"We can create simpler and clearer services by removing any features that don't meet user needs." *Do less - Problems as shared spaces*, Ben Holliday, GDS Blog, July 2014

There is great deal of research from the marketing industry around content quality, looking at KPIs like reach, engagement and conversion which might be a good basis for building relationships with content providers.

User research

"We're in an age of information. So I don't think lack of information being out there is necessarily the issue. I think it's the choice for people to seek it."

User needs

User Needs: Primary

ID	Journey Phase	User Need	Priority
BAU1	Business as usual	As an SME Owner/Manager I want to maintain a healthy cash flow so that I can continue to operate my business without fear of failing	High
BAU2	Business as usual	As an SME Owner/Manager I want to attract and retain the best talent so that I can build a team that is capable and self-sufficient	High
BAU3	Business as usual	As an SME Owner/Manager I want to find and develop new opportunities so that I can continue to grow my business and reach the goals I have set	High
BAU4	Business as usual	As an SME Owner/Manager I want to constantly improve the quality of our offerings so that our customers continue to return to us	High
BAU5	Business as usual	As an SME Owner/Manager I want to operate my business in a responsible way so that my suppliers, customers and employees will happily support it	High
BAU6	Business as usual	As an SME Owner/Manager I want to continue learning and taking on new challenges so that I don't become stale or bored	High
BAU7	Business as usual	As an SME Owner/Manager I want to run my the business in a way that is consistent with my personal values so that I practice what I preach	High
BAU8	Business as usual	As an SME Owner/Manager I want to be recognised for my efforts so that I feel a sense of validation and achievement	Medium
BAU9	Business as usual	As an SME Owner/Manager I want to try to research the best deals so that my business is not taken advantage of	Medium
BAU10	Business as usual	As an SME Owner/Manager I want to build relationships with small suppliers so that my business supports people like us	Medium

$[x]$ Big thinking brought to life

User Needs: Secondary

ID	Journey Phase	User Need	Priority
AWA1	Awareness	As an SME Owner/Manager I want to know how I am using my energy so that I can make more informed decisions around my business's consumption	Medium
AWA2	Awareness	As an SME Owner/Manager I want to know where I'm wasting energy so that I can take any required action(s) to remedy the situation	Medium
AWA3	Awareness	As an SME Owner/Manager I want to know how much I could save so that I can decide whether to invest my time and money in becoming more energy efficient	Medium
AWA4	Awareness	As an SME Owner/Manager I want to know how energy efficient I am compared to others so that I can make sense of numbers that otherwise exist without context	Medium
CON1	Consideration	As an SME Owner/Employee I want to understand the financials (cost, potential savings, payback) associated with becoming more energy efficient so that I can decide whether or not to do it	Medium
CON2	Consideration	As an SME Owner/Employee I want to know if I can get funding to become more energy efficient so that I can make an informed investment decision	Medium
CON3	Consideration	As an SME Owner/Employee I want to apply for funding so that I can implement the required products and services to become more energy efficient	Medium
CON4	Consideration	As an SME Owner/Employee I want to understand the effort required to become energy efficiency so that I can factor this into the future plans for my business	Medium
CON5	Consideration	As an SME Owner/Employee I want to know who (us or our landlord) is responsible for making our working environment more energy efficient so the relevant parties can agree on any work to be undertaken and who will pay for it	Medium

$[x]$ Big thinking brought to life

User Needs: Secondary

ID	Journey Phase	User Need	Priority
DEC1	Decision	As an SME Owner/Employee I want to understand the benefits to my business of becoming more energy efficient so that I can make an informed decision about what initiatives I undertake	Medium
DEC2	Decision	As an SME Owner/Employee I want to understand the effort required to become more energy efficient so that I can decide if it's worth the time and effort to do so	Medium
DEC3	Decision	As an SME Owner/Employee I want to understand the benefits to me personally of becoming more energy efficient so that I can make an informed decision about what initiatives I undertake	Medium
DEC4	Decision	As an SME Owner/Employee I want to be confident that the promised returns are real so that I can further justify the investment into becoming more energy efficient	Medium
ACT1	Action	As an SME Owner/Manager I want any energy efficiency initiative(s) I undertake to be quick and easy to do so that they do not take up to much of my time and effort	Medium
ACT2	Action	As an SME Owner/Manager I want somebody else to take care of the energy efficiency initiatives for me so that I do not have to worry about them	Medium
ACT3	Action	As an SME Owner/Manager I want any energy efficiency initiative(s) I undertake to not be too disruptive so they do not affect my day-to-day business operations	Medium

$[x]$ Big thinking brought to life

User Needs: Secondary

ID	Journey Phase	User Need	Priority
MNT1	Maintain	As an SME Owner/Manager I need to receive feedback about my energy efficiency initiative(s) so that they stay front of mind	Medium
MNT2	Maintain	As an SME Owner/Manager I want to know my energy efficiency initiative is working as it should be so that I can be confident we will reap the planned benefits	Medium
MNT3	Maintain	As an SME Owner/Manager I want to tell others about my energy efficiency initiative(s) so that I can show off how well we're doing	Medium
MNT4	Maintain	As an SME Owner/Manager I want to see/hear about other energy efficiency initiative(s) so that I can learn from other people in the same situation as me	Medium
ADV1	Advocacy	As an SME Owner/Manager I need to receive recognition for my energy efficiency initiative(s) so that I feel proud of my achievements and can do more of them	Medium
ADV2	Advocacy	As an SME Owner/Manager I need to help others implement the same energy efficiency initiative(s) as me so that they can also reap the benefits	Medium
ADV3	Advocacy	As an SME Owner/Manager I need to help tell others about my energy efficiency experience so that I can showcase our good work and inspire them to undertake similar activities	Medium

$[x]$ Big thinking brought to life

Assisted Digital Support

Headlines from the

GDS guidelines

Observations:
- Only 2% of SMEs don't use the internet at all[1]
- We're targeting SMEs large enough to operate from premises that are not domestic
- Many businesses use intermediaries if they are not digitally literate themselves[2]

Potentially relevant personas from the GDS guidelines[3]:
- Mohammed, an ex-taxi driver who speaks limited English
- Greg, a farmer with no digital skills or access
- Sarah, a freelance gardener with limited literacy

How ideas and content strategy tie into the above:
- Provide bite-sized content in plain language, in video form where possible
- Reach SMEs via their trusted intermediaries using third party partnerships
- Test out the facilitation of face-to-face knowledge exchange, to supplement digital

$[x]$ Big thinking brought to life

[1] Article from Vanessa Clynes, User Experience Manager for the Employer Digital Service
[2] Article from Alan Ryder, Assisted Digital Lead for GDS
[3] To be further investigated during Alpha project phase

Observance of GDS Standards

1. **Understand user needs**
    We have conducted 30+ interviews during the Discovery Phase with a mixture of SME owners/employees, industry domain experts and key BEIS stakeholders. Where consent was given, interviews were recorded and the insights obtained have been used to produce the personas, user journeys and user needs detailed within this document.

2. **Do ongoing user research**
    Fluxx have a proven track record of conducting highly successful user and ethnographic research for many of the UK's leading companies and public sector organisations. We have made a good start on this during the Discovery phase and would recommend that further interviews and co-creation activities with SME owners/ managers are conducted during any future phases of this project.

3. **Have a multidisciplinary team**
    The Fluxx team has been made up of the following roles; Scrum Master, Service Designer, Content Strategy Lead, User Needs Researcher and Designer.

4. **Use agile methods**
    During the Discovery Phase we have applied a lightweight agile methodology. This included daily stand-ups attended by the Fluxx team and our primary BEIS stakeholder. A sprint review/ retrospective meeting was conducted at the end of each week.

5. **Iterate and improve frequently**
    The agile approach used by Fluxx have enabled us to iterate frequently based upon new information received from interviews and project update meetings.

6. **Evaluate tools and systems**
    Whilst we have not built any software during this Discovery Phase, we have given consideration to what the minimum viable products might need to be for the product and service ideas we have proposed.

    Continued.

$[x]$ Big thinking brought to life

Observance of GDS Standards

The following GDS standards were not relevant for this Discovery Phase:

7. **Understand security and privacy issues**
8. **Make all new source code open**
9. **Use open standards and common platforms**
10. **Test the end-to-end service**
11. **Make a plan for being offline**
12. **Make sure users succeed first time**
13. **Make the user experience consistent with GOV.UK**
14. **Encourage everyone to use the digital service**
15. **Collect performance data**
16. **Identify performance indicators**
17. **Report performance data on the Performance Platform**
18. **Test with the minister**

$[x]$ Big thinking brought to life

Ideas to test in Alpha Phase

$[x]$ Big thinking brought to life

Some ideas to start with

AUTOMAGIC ACTION PLAN

> Answer 3 questions, and we'll tell you how companies like you are finding new opportunities through EE.
> Give us your number and our bot will text weekly with tips, requests for more info, and the opportunity to share your success.

Motivations: Growth, Ethics, Money

SPEED MENTORING

> Help business people with questions find answers from their peers.
> Work with LinkedIn to do matchmaking for online chats, giving participants the chance to share useful insights, building a library of questions and answers.

Motivations: Growth, People, Ethics

THE ENERGY NETWORK

> Promote your business and access new markets by joining the EE network.
> Upload a bill for a 'Going Green' status + badge for vans & websites.
> Show real savings for 'Carbon Champion' badge
> Advice & events along the way to help you succeed

Motivations: Growth, Ethics, People, Fulfilment

ENERGY LEADERSHIP PROGRAMME

>1,000 office & facilities managers have the chance to be selected for the first national energy action scheme.
>They will be part of an 8-week online training scheme, with videos & online seminars with green entrepreneurs.

Motivations: Fulfilment, Ethics

Some ideas to start with

SME LIKE ME SCHEME

> Send us your year-on-year energy bills, and we'll use any savings to contribute towards responsibly powering a SME in a developing country.
> Work with energy companies and a charity that has access to SMEs in developing countries.

Motivations: Ethics, People, Fulfilment

VISUALISE

> Interact with a depiction of a workplace & wider setting to determine the ideal state.
> Answer 3-5 questions to see your "as-is" state, and then change aspects of the workplace to impact the wider setting & financials.
> Find the optimal place for yourself and receive a plan.

Motivations: Ethics, Money

THIRD PARTY PARTNERSHIPS

> Educate on energy consumption through unrelated groups that SMEs trust, like FSB, HSE and the Chartered Accountants of England & Wales.
> As a first test, work with HSE to create a toolbox talk.

Motivations: Money, Growth

BEIS BUSINESS ADVICE

> Piggy back on all the contacts that BEIS already has to offer advice to SMEs, and add energy efficiency advice where possible.
> Inform on the benefits of energy efficiency in a the context of marketing and strategy, and provide how-tos within operations.

Motivations: Money, Growth, Fulfilment

Automagic Action Plan
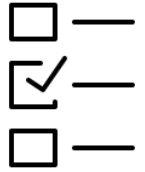
Assumptions to Test:

Desirability
- We believe that growth-, money- and ethics-driven SME managers give us their basic information in exchange for an energy action plan.

Feasibility
- We believe that it is possible to put together an energy action plan based on limited information.

Viability
- We believe that supplying relevant content is enough to change behaviour.

$[x]$ Big thinking brought to life

Speed Mentoring

Assumptions to Test:

Desirability
- ○ We believe that growth-, ethics- and people-driven SME managers will be interested in a lightweight mentoring scheme connecting them with people in the same industry with relevant and specific experience.

Feasibility
- ○ We believe that it will be possible to connect these SME managers with mentors who can offer relevant advice.
- ○ We believe that it will be possible to scale this up.

Viability
- ○ We believe that mentorship will change behaviour.

$[x]$ Big thinking brought to life

The Energy Network

Assumptions to Test:

Desirability
- ○ We believe that growth-, ethics-, fulfilment-, and people-driven SME managers would want to join an energy-focused network.
- ○ We believe that these SME managers will send us their bills.

Feasibility
- ○ We believe that there are enough businesses interested in this to create a robust network.

Viability
- ○ We believe that joining a network of like-minded businesses will promote "good" behaviour.

$[x]$ Big thinking brought to life

Energy Leadership Programme

Assumptions to Test:

Desirability
- ○ We believe that fulfillment- and ethics-driven SME managers will sign up for an 8-week course on sustainability.

Feasibility
- ○ We believe that it is possible to put together content that is relevant to office managers from companies of various sizes and industries.

Viability
- ○ We believe that educating one individual in energy efficiency will impact the energy consumption of a business.

$[x]$ Big thinking brought to life

SME Like Me Scheme
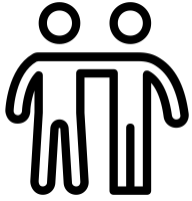
Assumptions to Test:

Desirability
- ○ We believe that fulfillment-, people- and ethics-driven SME managers would want to use their savings from reduced consumption in a charitable way.

Feasibility
- ○ We believe that it will be possible to connect UK SMEs with SMEs in other countries.
- ○ We believe it will be possible to regularly measure energy savings.

Viability
- ○ We believe that the emotional reward associated with giving to another will change behaviour.

$[x]$ Big thinking brought to life

Visualise

Assumptions to Test:

Desirability
- We believe that money- and ethics-driven SME managers will want to visualise the impact of their energy usage, whether financially or in terms of the environment.

Feasibility
- We believe that there is enough data available on the energy consumption of individual objects to show the impact of changing or turning on/off those objects.

Viability
- We believe that showing people a visual representation of their impact will change their behaviour.

$[x]$ Big thinking brought to life

Third Party Partnerships

Assumptions to Test:

Desirability
- We believe that growth- and money-driven SME managers will want to learn about energy consumption through a channel they already use.

Feasibility
- We believe that organisations like HSE will be willing to partner with us to supply information on energy best practices.

Viability
- We believe that by using already-known channels, we will be able to reach managers who are not currently looking into energy consumption.
- We believe that supplying relevant content is enough to change behaviour.

BEIS Business Advice

Assumptions to Test:

Desirability
- ○ We believe that money-, growth- and fulfilment-driven SME managers are interested in broadening their knowledge on how to improve their businesses.

Feasibility
- ○ We believe that it is possible to put together content that is relevant to office managers from companies of various sizes and industries.

Viability
- ○ We believe that by using a holistic approach, we will be able to reach managers who are not currently looking into energy consumption.
- ○ We believe that supplying relevant content is enough to change behaviour.

$[x]$ Big thinking brought to life

Plan for
Alpha Phase

$[x]$ Big thinking brought to life
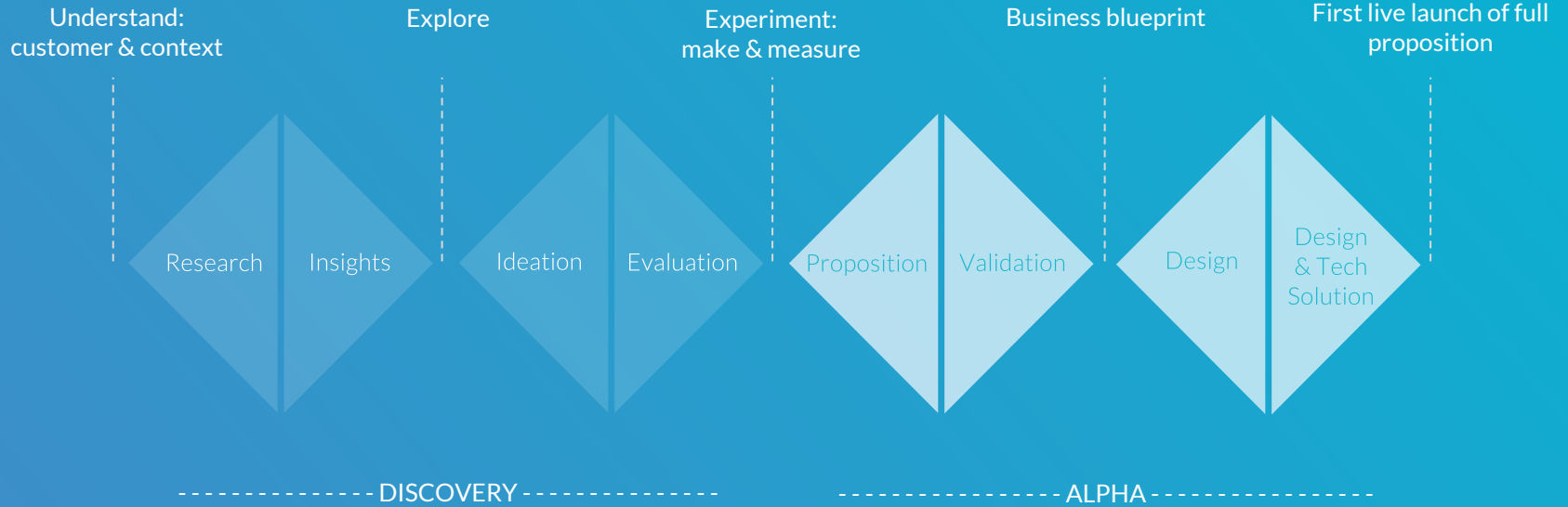
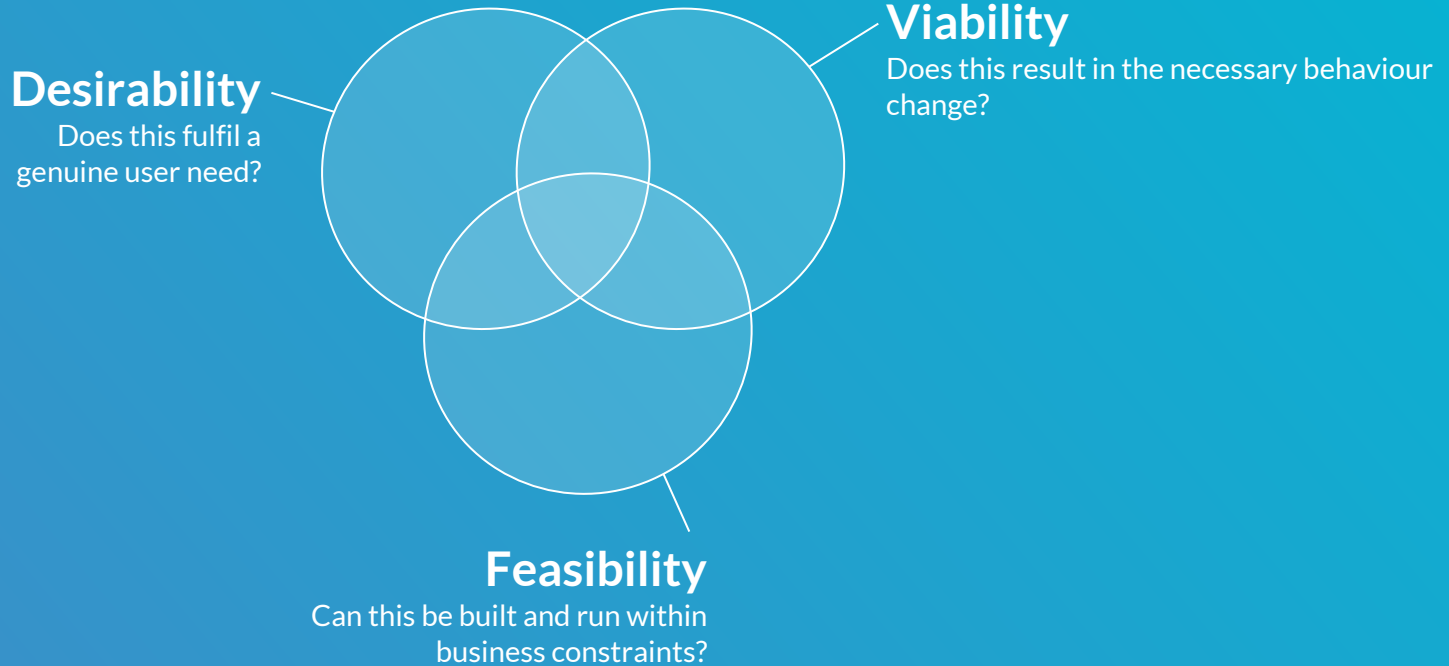# Using an iterative approach

Build
Create the smallest possible thing
to test your riskiest assumption.

Measure
Run your test, measuring
results along the way.

Learn
Analyse the results and apply what
you've learned to the next iteration.

[x] Big thinking brought to life

To validate product/service

Desirability
Does this fulfil a
genuine user need?

Viability
Does this result in the necessary behaviour
change?

Feasibility
Can this be built and run within
business constraints?

$[x]$ Big thinking brought to life

Why use experiments?

Fluxx were looking at building new data services based on comparing 'customers like you'. But in order to do this, needed customer consent to sharing their data. This was a big question mark over the feasibility of the proposition.

Before the experiment could be launched, internal policy dictated that it needed to be put through a focus group.

We recommended that a small scale experiment be conducted on one particular product to hit only a small sample of people.

Focus Group
24%

Real Life
96%

TABLE BALANCE

$[x]$ Big thinking brought to life
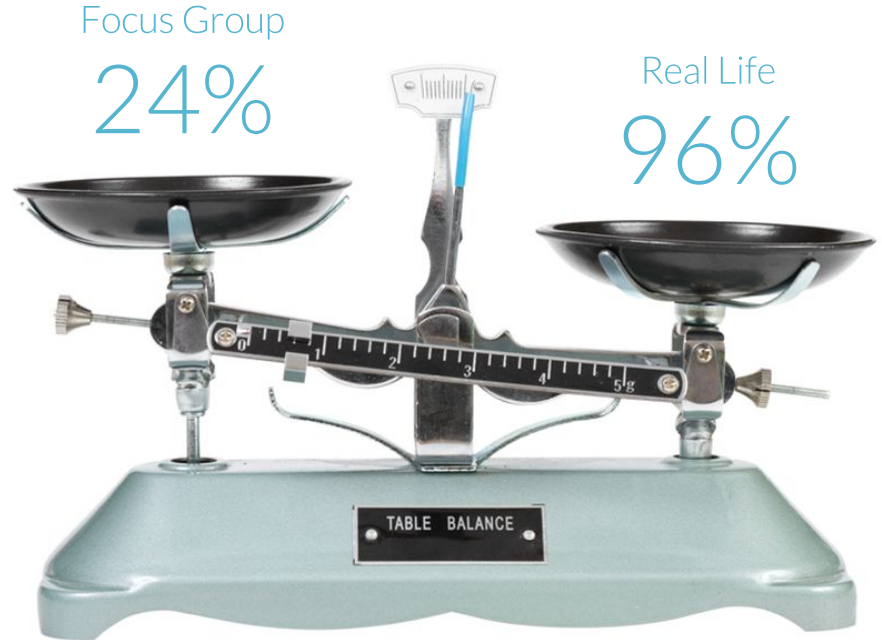
GDS guidelines

In the alpha phase you need to:

- build prototypes of your service
- test your prototypes with users
- demonstrate that the service you want to build is technically possible

You should use your experience building prototypes in the alpha to:

- find the problems with the design of your service and decide how you'll solve them
- make some estimates about how much your service will cost
- identify the biggest risks for the beta stage, as early as possible

By the end of alpha you should know:

- whether to move your service into the beta phase
- what you need to build in beta if you are moving into beta

$[x]$ Big thinking brought to life
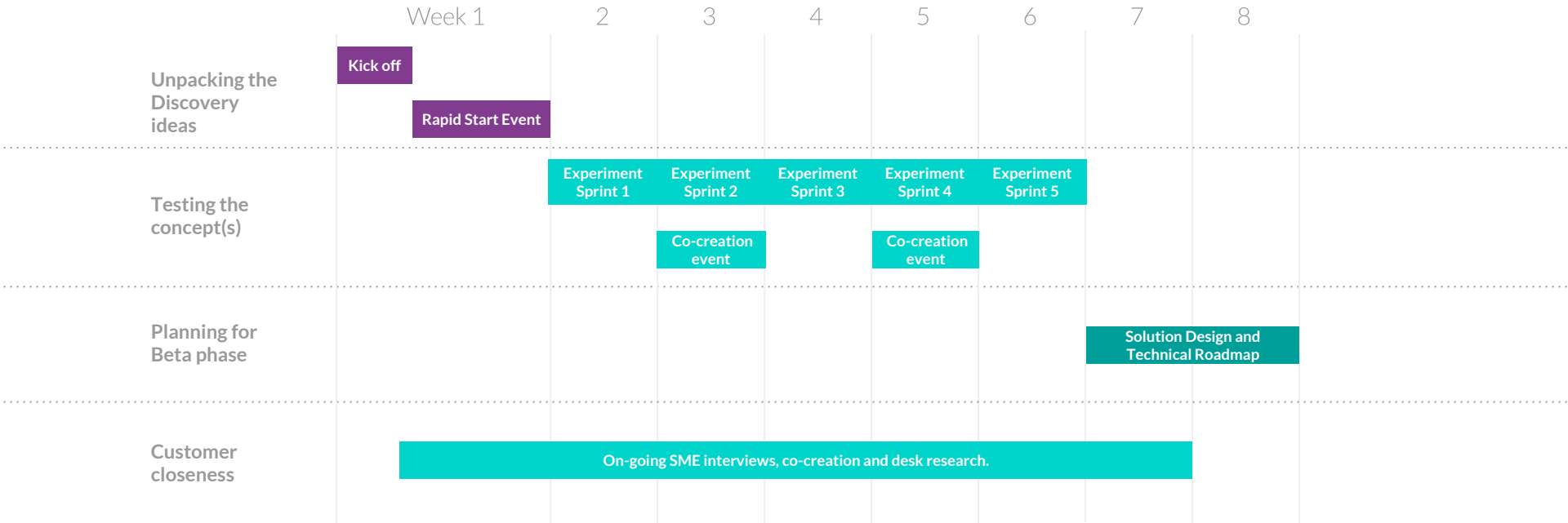
Takeaways

- The "barriers" cited in most research are excuses. Most SME owners and managers are simply not thinking about energy efficiency.

- For most SMEs, the potential cost savings are not enough to trigger action.

- There is no shortage of useful content, but few businesses are motivated to seek it out.

- A one-stop content hub is unlikely to be the solution.

Takeaways

- ○ We believe BEIS can use SMEs' real business motivations to engage with them.

- ○ By doing this, we believe that BEIS can weave energy efficient thinking into SMEs' business-as-usual activities.

- ○ Fluxx recommends that BEIS tests multiple ideas in the Alpha Phase in order to find solutions that work.

$[x]$ Big thinking brought to life

flux[x]

Appendix
Examples & Reviews of Existing SME Content

Content for SMEs: General Review

There is a wealth of content on energy efficiency and consumption, and most of it is easily accessible. However, there is a built-in assumption that people are looking for this kind of content; without searching for information, the target market simply won't read these articles and reports.

Assuming the content is found, much of it is not right for our audience. The reports, for example, are far too long for a time-poor SME manager. We also found that much of the content out there is a few years old, giving the impression that the information is outdated.

The majority of content focuses on funding or cost savings, despite research that shows that companies are as likely to make free changes as they are to make costly ones. On the other hand, behaviour change content offers tips that are unlikely to be used, in part because the effect would be so small. For example, E.ON encourages employers to start a "tea rota" so that the kettle isn't used for individual drinks.

Good content, according to our research, is short, relevant, shareable, and -- for many SMEs -- equal parts inspiring and practical. This kind of content comes from trusted sources like TED, trade magazines, and health and safety organisations. Our research participants reported searching for, finding, and sharing content on a variety of habit-forming platforms like Facebook, Twitter, LinkedIn.

Above all, research participants discussed content related to their business motivations. None of our research participants said that they had searched for and been unable to find information on energy consumption and efficiency-- those who had looked had found, but most did not look at all.

$[x]$ Big thinking brought to life

DECC SME guide to energy efficiency

Downloadable PDF (free) detailing low-cost measures and steps that SMEs can take to start saving energy and money on their bills.

+ Clean and well structured layout
+ Sensible, detailed guidance

- Not updated since original publication in March 2015
- Guide is 81 pages long

https://www.gov.uk/government/publications/sme-guide-to-energy-efficiency

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