

# The Evolution of an Award Winning Program: Nevada Pulls Smooth Moves in Energy Efficiency and Renewable Energy Programs

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## **EXECUTIVE SUMMARY**

While the Sierra Pacific/Nevada Power ENERGY STAR® Residential Lighting Program may be seemingly a very standard energy efficiency program, we have been extremely successful at finding non-traditional ways to educate the community about compact fluorescent lamps (CFLs) and promote energy efficiency. Utilizing the unique, local culture of Las Vegas, we have found ways to work with other organizations that want to promote energy efficiency and conservation in partnership with us. The success of this Program has been demonstrated by our innovative CFL change-out events with non-profit organizations; the use of unconventional channels, such as local casinos, to promote the Program; and by receiving a National ENERGY STAR award for our Hispanic Outreach promotion in 2006.

While still implementing standard methods of marketing and advertising (i.e. retail point-of-purchase materials, retail outreach and staff training, etc.), we have also conducted an extremely successful and very well-received Hispanic Outreach campaign. Through our Hispanic Outreach efforts, we have managed to reach out to this growing market segment and provide Spanish-speaking customers with fun and educational materials about energy conservation. For the past three years, this campaign has consisted of a series of events that target the Hispanic populations of Northern and Southern Nevada. The Program partners with both Spanish TV and Radio stations, as well as Spanish language print publications to promote the events.

In addition to the Hispanic Outreach campaign, the Program has held several CFL change-out events at non-profit organizations, earning the Program a great amount of earned media exposure. We have partnered with organizations such as the Ronald McDonald House, Department of Housing and Urban Development housing complexes, and a local Veterans' Home in Reno, Nevada. Our lighting change-out events have become very popular, and have even been requested by other local community partners.

We have also marketed our program through more untraditional channels, such as local casinos. Targeting three casinos in Las Vegas with over 98% local clientele, the Program assisted with the purchasing of over 100,000 CFLs to then be given away as prizes. The casinos have fully supported our conservation message and even purchased extra CFLs for their own employees. The casinos also help promote the Program by putting utility conservation posters and banners inside the casino, and by posting the event out front on their huge marquee signs.

In late 2006, we approached new home builders in Las Vegas with the idea for a model-home lighting change-



*Casinos promoted CFL giveaways to local clients on their huge marquees.*

out. After months of hard work to convince builders that 1) CFLs would look great in their homes and 2) CFLs would save them money, more builders signed on. Now, nearing the end of 2007, 16 builders have joined this program and we have retrofitted more than 40,000 sockets with CFLs that burn 24 hours a day<sup>1</sup>. This represents changing over half of the model homes in Las Vegas. By offering this program to new home builders, the utility has generated energy savings of 16 million kWh, just in the first year. This represents energy costs savings of over \$1.8 million for local area builders, which is crucial in reducing overhead costs in this decreasing market.

The utilization of these types of activities has resulted in:

- 2006 ENERGY STAR Award for Excellence in Promotion - Hispanic Outreach
- An estimated 350,000 media impressions achieved through Hispanic media (2006)
- Upwards of 250-300 attendees at each Hispanic Outreach retailer event
- An average of approximately 1,500 CFLs sold per Hispanic Outreach event
- Just under \$70,000 worth of free publicity from change-out events (2006)
- Over 1 million impressions achieved through earned media (2006)
- Free advertising through casino marketing campaigns (newsletter, marquee, banners)
- More than 3.2 million CFL bulbs are attributable to the Program since 2003
- The percentage of residential sockets with energy efficient lighting has risen from 0.833% in 2003 to 7.35% today through the Program efforts



<sup>1</sup> In the Las Vegas market, the lights in model homes are on 24 hours a day. Therefore, the placement of CFLs results in tremendous energy savings for the Utility, while showcasing the technology of CFLs to new home buyers. Usually, the average hours use in the residential sector for lighting is only 3 hours per day.

## INTRODUCTION

For the past two to three years, Nevada residents, along with citizens throughout the United States and, indeed, across the globe, have experienced an unprecedented environmental “awakening.” Spurred by Al Gore’s Oscar-winning documentary, *An Inconvenient Truth*, and articles in major newspapers and periodicals, more people than ever are thinking about and talking about green living, conservation and the way their daily choices impact the globe. In addition to embracing “green living,” many people are looking for ways to bring energy conservation into their daily lives. For them, the Sierra Pacific/Nevada Power ENERGY STAR Residential Lighting Program delivers a timely and welcome message and an added incentive for making planet-positive changes.

CFLs have received an enormous amount of national media attention over the past year. CFL bulbs are often promoted as “one of the ten simple things you can do to make a difference.” Even Oprah Winfrey, in honor of Earth Day 2007, encouraged her viewers to use CFLs in place of incandescent bulbs. Energy customers learned that through CFLs they could not only save energy, and consequently, money on their power bills, they could also help to curb global warming. Probably for the first time since Thomas Edison announced his invention, masses of people are talking about and giving careful consideration to the unassuming, oft-over looked, light bulb. Because consumer attitudes are often slow to change, even in light of overwhelmingly positive and substantiated scientific evidence, CFLs still faced two major obstacles to overcome before being the automatic “go-to” choice for green, green-leaning and energy-conscious consumers alike: their “funny” shape and their cost.

To address the resistance to purchase CFLs based on their looks, Nevada Power and Sierra Pacific, under the direction of Susan Calitri, Sierra Pacific Resources Senior Advertising and Marketing Consultant, launched the clever, self-deprecating “Looks Funny, Saves Money” campaign. By addressing the spiral-shape issue head on, the campaign helped to mitigate consumer prejudices by basically saying, “yes, we know, but so what?” to bias against shape. This maverick approach to marketing – and a popular television ad – proved to be a phenomenal success. Even the staunchest holdouts couldn’t resist “the little dog” from the commercial, and consumer attitudes, for the most part, began to shift. The campaign helped transform CFLs from the “dorky-looking kid in science class” to “the hip, hot BMOC.”



*Nevada Power’s hip, irreverent CFL ad was a hit and helped viewers see CFLs in a new way.*

The second obstacle, price, has been an issue for CFLs to overcome in the Utilities’ service territories and nationwide since they hit the market years ago. Only the staunchest eco-minded consumer was willing to pay a premium price up front for the long-term benefits associated with CFLs. The SPPC/NPC Lighting Program helped mitigate this consumer trepidation by offering deeply discounted bulbs, not only at the “big box” DIY chains like The Home Depot and Lowe’s, but at lower-end discount stores as well, where CFLs could be purchased for as little as 99 cents. In 2007, the Program was also able to include a wider variety of specialty CFL discount options, including A-lamps (which mimic an

incandescent bulb's shape), reflectors and globe lights, as opposed to the 2006 Program, which offered only discounted spiral-shaped bulbs and R-CFLs.<sup>2</sup>

### ***EDUCATION EVOLUTION***

In the fall of 2006 alone, the Program moved close to 1 million bulbs in the Nevada marketplace, making the 2006 CFL sales total more than 1 million bulbs. This was without the benefit of the “environmental media blitz” of 2007. In 2006, the Program focused on education through outreach events, *Change a Light* events and retailer trainings. Many consumers had not even heard of CFLs, and even fewer were aware of the myriad of benefits of CFLs (saves money, lasts up to ten times longer!). The conversation starter at outreach events was generally, “Do you want to save money on your power bill?” Field Coordinators had to be aggressive in their sales efforts. In 2007, consumers were more apt to start the dialogue with, “Tell me more about these bulbs.” Consumers were finally opening the door themselves to education about conservation, reducing energy consumption and the impact of energy use locally, regionally and globally.

In 2007, like 2006, Field Representatives conducted outreach events that centered around educating the public on the importance of energy conservation and the Utilities’ investment in helping customers use energy wisely. This also created the opportunity to share information on other conservation rebate programs, as well as on the ENERGY STAR designation itself. “In 2006, field representatives encountered an extensive amount of skepticism regarding the sincerity of the Utilities’ commitment to energy conservation,” states John Hargrove, Utility Conservation Department Manager. “This year, Field Representatives reported a marked change in the attitude of customers, from one of skepticism to one of gratitude and pleasant surprise. The Utilities are consistently being perceived by a greater number of Nevadans as promoting ‘earth-friendly’ and ‘consumer-oriented’ policies.”

### ***RETAILER EVOLUTION***

“Once, the Program was perceived as a ‘promotion’ by retailers. Now, it is embraced as a partnership, with retailers and the Utilities working together for the good of Nevada,” says Hargrove. For the past two years, Field Representatives have been changing attitudes and cultivating relationships with several retail partners. While the Utilities now have an outstanding rapport with many retail chains, **Costco Wholesale** has proved to be the Program’s greatest ally, and is a great example of how challenges can be overcome to create a successful partnership.



*Reflector multi-packs fly off the shelves at a Nevada Costco. The Program's successful partnership with the warehouse retailer means more discounted bulbs are getting into the hands of Nevadans.*

<sup>2</sup> It is estimated that 0.833% of approximate 44,000,000 residential sockets had high efficiency lighting before the program began. Through 2007 it is now estimated that approximately 7.35% of the 51,000,000 residential sockets have high efficiency lighting.

In 2006, Costco managers were slow to realize the value in the discounted bulbs<sup>3</sup>. CFL product was not something that was part of their regular stock, and pallets would periodically show up in the warehouse unexpectedly. Field Representatives would regularly discover that no product was displayed on the floor, but instead loomed high above in the rafters. Reps were told that there simply wasn't enough space for displaying the CFLs. It was difficult to get the product displayed on *any* shelf, let alone in premium areas such as end caps. And although Reps were given permission to hang signage, it came with two caveats: The Program had to supply it, and it had to adhere to Costco's strict standards. Finally, there was a major hurdle to the Program's success: the lack of support for outreach events. Normally during these events, Field Representatives seek and receive permission from retail store managers to set up a table display, provide conservation literature and education, and ultimately bolster the sales of the promotional CFLs. While outreach events are an obvious win-win for everyone, Costco managers were reluctant to cooperate. Typically, a Field Representative would need to contact the manager several days, if not weeks, in advance to get permission to hold an event. Although Reps usually succeeded in getting permission in the end, the retail staff did not always cooperate with the event.



*Field Representatives in Costco share information on energy efficiency and Program-sponsored product discounts.*

But tenacity paid off. As managers saw Program efforts result in increased profitability for their stores, they literally started opening their doors for outreach events, and gave utility products premium end-cap and "front of the store" space at no additional cost. In fact, Costco Assistant Warehouse Manager Michael Garcia recently said, "Who knew these bulbs would be in such great demand? Thank you for allowing us the opportunity to be part of this promotion."



*99 Cent stores were eager to display bulbs and Program signage in their locations.*

Products are moved to the floor as soon as they are received, and Costco even prints signage for the products, bearing the appropriate Utility logo. In 2006, many Costco employees knew very little about CFLs and did not know that discounted bulbs were even being offered at their store. Today, many of them have purchased the bulbs for themselves and are proud ambassadors for the Program, touting the benefits of CFLs, crediting the discount sponsorship to the Utility, and directing customers to the product's location in the store.

The Program has experienced an equally impressive progression with **99 Cent Stores**. In 2006, Field Representatives had to routinely beg, plead with and charm managers to give promotional product prime locations in the stores. Managers were not only uneducated about CFLs, they had little interest in promoting their sales. This year, CFLs are selling at a significantly faster rate than last year. Store managers report that customers specifically ask for CFLs and are buying in larger quantities than ever before. In addition,

<sup>3</sup> CFL bulbs were discount through an upstream buy-down approach whereby we negotiated with lighting manufacturers to promote discounted CFLs through their various retailer channels. This approach was used to maximize the savings to the customer and provide instant rebates at the point of purchase without the use of any coupons.

the Program team was able to negotiate with the manufacturer Greenlite to have display boxes preprinted with Utility logos. If signage is inadvertently removed, the boxes stand as bold reminders of who is sponsoring the discounts. Managers also report that this year, bulb sales are contributing to their weekly sales counts. Now, they consistently ask Field Representatives about *increasing* their stock allocations.

The Program also saw a transformation in its relationship with **Lowe's**, a major national do-it-yourself chain. Lowe's has expanded its CFL offering, citing the fact that more shoppers than ever are looking for ways in which to influence their energy usage and cut their costs. In addition, more store managers are offering credible and enthusiastic testimonials to on-the-fence customers, because many reported that they had changed the lighting from incandescent to CFLs in their own homes. Lowe's Zone Manager Leonard McClendon, for example, says, "When I first started seeing the Nevada Power signage being posted at the lighting section, I really didn't know much about ENERGY STAR lighting, so I started reading about it. I was so impressed that I changed out all the bulbs in my home and can attest to the energy savings these bulbs provide." Not only has personal interest increased, so has the economic incentive.

"The volume of sales on CFLs has dramatically increased over the past year in our territories, as a direct result of our SPPC/NPC specially priced products and educational activities," says Hargrove. According to Lowe's managers, customers recognize the discounts on the CFLs because they are aware of "normal" prices for the bulbs. This results in sales of multiple bulbs per customer. Finally, in 2006, Lowe's would not allow any additional Utility signage in its stores. This year, it has not only welcomed signage, but it also offers better product placement and is careful to move (rather than remove) signage when it relocates product in the stores.

In talking with customers at The Home Depot and Costco, as well as other retailers who sell CFLs, Field Representatives have seen an attitude change toward the purchasing of the bulbs. Hargrove states, "We are finding that customers are purchasing them in large bulk to supply themselves with enough bulbs for their entire house, unlike last year where we saw the customer purchasing only one or two packs to simply try out the bulbs. Most people we have talked to say they purchased the bulbs because of the money it will save them on their energy bill." One man told Field Representative Jason Battjes that he had over 100 recessed lights in his 5,000-square-foot house and was looking to change them all out to see a drop in his energy bill. Others have commented that they have already seen a drop in their energy bill and that they love the way the lights look as well. According to customer comments, light bulb style variety has also played a large role in terms of buying CFLs. More customers than ever are retrofitting their entire homes, rather than just a lamp or two.

The SPPC/NPC ENERGY STAR Lighting Program is delivered by Ecos, a third party contractor. However, utility staff is frequently involved in community promotions, and they eagerly seek out opportunities to cross-sell other Conservation Department programs. The Program also relies on the relationships we have invested in with program allies, such as retailers, who also lend staff and resources to assist with promotions.

### ***GIVEAWAY EVOLUTION***

Impacting the market through discounts at retailers is only one of the ways the Program has influenced change – it has also worked on changing how Nevadans "see the light" through giveaways and change-out events.



In 2007, the Program conducted an unprecedented “Change a Town” event. The Program embarked on an ambitious mission to conduct complete household lighting change-outs for every willing resident of Gerlach, Nev. The change-outs were conducted in conjunction with Solar Generations and organizers of The Burning Man festival, an annual event held in the small high-desert community. The Program also provided 500 free bulbs for community outreach in Winnemucca, a rural town in north-central Nevada.

CFL giveaways at Earth Day and Cinco de Mayo events enabled the Program to provide “sample” bulbs to Nevadans with the expectation (which has come to fruition) that once consumers try CFLs they will be inspired to purchase more.

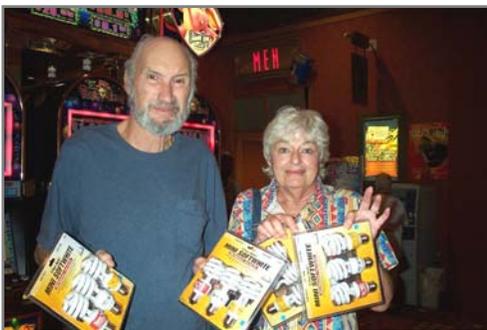
Supporting SPPC’s Major Account Executives, the Program provided giveaway bulbs to employees of several of their top accounts.

Increased awareness of these promotions also prompted some rather unexpected and remarkable changes in other areas of the community. This year, the Program partnered with local casinos to provide CFLs to other sectors of the population. The casino CFL giveaway, initiated by Program Manager Bobby Robertson, saw three local casinos give away more than 100,000 CFLs to their local clientele during month-long promotions in July and August. The casinos purchased the CFLs through the Program’s preferred vendors at deeply discounted prices and then offered them as rewards to players who accumulated a certain number of points during a day of play.

The promotions were advertised out front of the casinos on marquees in true Las Vegas fashion. “This concept was unique, innovative and very well received – no other utility in the country has ever presented a promotion of this nature with casinos,” says Hargrove. What’s more, it was prompted by a personal interest in energy conservation and environmentalism on the part of a casino executive’s wife. The Director of Marketing for the Cannery Casino remarked that “the redemption rate has been overwhelming.” This is a clear indication that consumers know about CFLs and are eager to try them. One of the most valuable results of this promotion was reaching out to a sector of the population that is normally resistant to CFL bulbs: the elderly.



*This young fan of energy efficiency was treated to a free Sno-Kone at a Hispanic Outreach event while his parents were treated to a free CFL.*



*The Program hit the jackpot by partnering with casinos to get CFLs into the hands of local clientele.*

Offering incentives to new home builders was another innovative concept initiated by the Utility in 2006 and 2007. In 2006, the Program approached home builders in Las Vegas and offered to install free CFLs in their model homes. Because the lights in these homes are on 24 hours a day, the placement of CFLs would result in tremendous energy savings for the Utility, while showcasing the technology of CFLs to new home buyers. Despite these benefits, there was a lot of resistance from new home builders, and only a handful were willing to participate. Richmond American Homes, KB Homes and Engle Homes all

recognized the value in this partnership, and the Utility provided CFLs to 233 model homes. These builders soon experienced a significant reduction in their energy costs and the expenses associated with labor to change burned-out light bulbs.

In 2007, as a result of the Utilities' commitment to changing the marketplace through outreach efforts to these new home builders, the Program has seen a huge jump in demand for CFLs, and home builders can no longer be resistant to this change. More than a dozen new home builders have signed up for the project to change out their incandescent light bulbs in every model home. A broader customer acceptance of the technology, decreasing margins due to a slow market, and the need to generate savings in their model homes are all factors encouraging home builders to seek Program assistance. This year, the builders that want to participate in model home change-outs are also willing to share 50% of the cost, whereas in 2006 they didn't even want the CFLs for free. In an effort to take it a step further, the Program is now working with home builders to provide CFLs as a standard for all new home construction in 2008. Home builders will be able to purchase the bulbs at a discounted rate through the Program's rebates.

To calculate kWh savings, the Program uses the ENERGY STAR recommended figure of three hour daily use. The Program is also structured to achieve an average annual kWh savings of 58 kWh per CFL through a variety of different bulb types and wattage equivalents. Statewide, 13.03% of CFL bulbs are turned on at the time of the electric system peak demand, compared to a national average of approximately 8%<sup>4</sup>. The net to gross ratio, which accounts for free-ridership and spill-over, is 70%, leaving 30% of the rebated CFLs sold through the Program going to customers who would have purchased the CFLs without any promotion.

## **CUSTOMER EVOLUTION**

The type of customer purchasing CFLs has also changed from 2006 to 2007. In 2006, CFL purchasers were generally passionate about one of two things: saving the environment or saving money. But in 2007, CFLs have gone mainstream.

Take the **Parker family** of Sparks, Nev. Self-described "reluctant environmentalists," husband and wife Ronnie and Deanna are among the affluent upper middle class that gives lifestyle and comfort preference over cost. Deanna said she has never given her power bill (what she describes as "one of the costs of living a life") a second thought. The family doesn't mind shelling out the hundreds of dollars in monthly costs to power a hot tub, electronic equipment, landscape water features and air conditioning. With two large cars, motorcycles, jet skis, a motor home and a powerboat, the Parker family seems to be living the American Dream. It took a class in Environmental Science for Deanna to realize that her



*The Parker family included CFLs in their plan to reduce their family's carbon footprint.*

<sup>4</sup> Nevada Power in southern Nevada has a peak of six hours per day for each of the four summer months, June through September, with 7.1% of CFL savings occurring during that peak period. Sierra Pacific Power in northern Nevada has a peak of 12 hours per day during the four summer months, June through September, and five hours per day for the remaining eight months of the year, with 37.5% of CFL saving occurring during those peak periods.

dream was a nightmare for the planet.

“We did a carbon footprint on our lifestyle,” she explains. “I learned that it would take three and a half Earths to keep up with our lifestyle if everyone lived like us. I was appalled and ashamed.”

Deanna, Ronnie and their three children have since cut back on their energy consumption by raising the temperature on their indoor thermostat in the summer and lowering it in the winter. They also incorporate passive methods for heating and cooling their 2,600-square-foot home and have cut back on using their cars and clothes dryer. They have also sold their motor home and installed more than 200 CFLs throughout their home.



*Deanna Parker was pleased to find CFLs for various applications, including reflectors for recessed cans.*

“I remember seeing CFLs for the first time and thinking, ‘what a funny-looking bulb,’” she says. “After the class, I wanted to do what we could to reduce our impact. I mean, it’s ridiculous to consume without any regard to consequence.”

Ronnie reports that the wide variety of bulbs – from standard twists to specialized reflectors for their recessed cans – also convinced them to make the change. “It’s the new technology,” he says. “We really compromise nothing.” According to Ronnie, cost was not an issue for the family, but the feeling of making a difference is priceless.

Like many young families, with two small children and a brand new house payment, the **Bell family** of Las Vegas is motivated to save money and cut costs where they can. Las Vegas natives, Shaun and his wife, Autumn, first learned about CFLs through Nevada Power’s “Looks Funny, Saves Money” campaign. In fact, after seeing the television commercial, their 2-year-old daughter Hannah said, “Mom, that’s not a dog – that’s a mouse!” The commercial piqued Autumn’s interest and she purchased spiral-style bulbs for her lamps.

“I liked the idea of saving money on energy costs and when I learned they last up to ten times longer, I was sold!” she says. The low heat of CFLs also pleased Autumn, who could relate the benefits of low-heat light bulbs with reduced air conditioning costs. Autumn also said she was happy to learn that CFLs are available in a variety of wattages and shapes.

“The house feels brighter with CFLs,” she said.

Shaun agrees. “We’re really enjoying the light from the CFLs, and the fact that they’re saving us money is a bonus.” As a pastor at The Venue Christian Church in Las Vegas, Shaun said he also preaches the good word about CFLs to their friends and family.



*Even the littlest member of the Bell family thinks CFLs are the smart choice.*

## CONCLUSIONS

The success of the Lighting Program is measured in very concrete terms – kilowatt hours (kWh) saved. However, there are also a variety of intangible outcomes that support the achievement of the kilowatt goals. During the 2006 program year alone, a total of 1,026,797 CFLs were sold between the two markets, Sierra-Pacific Power and Nevada Power. These 1 million CFLs generated 62,335,632 kWh savings. By the end of 2007, the combined markets will have managed to sell an astonishing approximately 2,000,000 CFLs and achieve more than 116 GWh of first-year savings.

Sales results and retail management interviews point to a presumption that people are buying more bulbs at a time. This supports the Program's premise that giveaway CFLs and discounted prices encourage consumers to try CFLs, and once satisfied (and heartened by Utility discounts), they choose to change out even more bulbs.

The fact that the Utilities' educational campaign has made a dramatic increase in overall awareness of CFLs from 2006 to 2007 is another Program success story. Instead of asking, "What is a CFL?" consumers are asking about the availability of different styles, wattages and applications. Field Representatives report a reduction in customer complaints about "flicker," slow startup times, color of light and brightness. This can be attributed to improvements in manufacturing as well as a general acceptance of CFLs for what they are, as they are – an outcome of the "Looks Funny, Saves Money" campaign. Concerns over mercury and proper bulb disposal have also shown a marked increase with the upsurge in awareness.

Another huge success is the enrollment of retail employees, satisfied customers and people in general who want an affiliation with "living green," in promoting bulbs to their peers. These "ambassadors" not only get the word out, they are examples to others. The message of conservation has not only become the norm, it has become *hip*.

Improved relationships with retailers have resulted in enthusiastic sales people, better shelf placement, increased signage and the ability to reach a larger demographic. "By expanding our program from the big box DIY chains into smaller stores like King Ranch Market (a Latin American market), the Dollar Tree, 99 Cent Stores, Big Lots, Smith's and Scolari's, we have been able to reach a broader range of customer bases – from the stay-at-home mother shopping for groceries, to the low-income shopper at discount stores," says Hargrove. What's more, many of the Program's retail partners encourage sales of discounted CFLs by adding their own discounts to the already reduced price to make CFLs even more cost effective for Utility rate payers. They are "hitching their wagon" to the star of conservation and enjoying public recognition as corporations embracing conservation and environmental preservation.

The most imaginative of the year's efforts was the initiation of the casino and builder giveaways. The casino events were a unique opportunity for Nevada Power and the first of its kind for any utility-sponsored conservation effort. Through this three-month joint venture with the local casino group, the Program provided more than 300,000 CFLs to local casino employees and Nevada Power patrons. To ensure that these CFLs stayed within the service territory, casino employees verified addresses upon receipt of bulbs.

In an effort to reduce energy costs and consumption, the Utility sponsored a builder incentive program to encourage new home builders to be more energy efficient. As a result, the Las Vegas new homes market has gone from nearly zero energy efficient measures to well over 50% of all model homes

using energy efficient lighting. An added benefit for the lighting program is that customers will be able to see CFLs in real world application, therefore perpetuating the conservation message.

Although some may consider the upswing of interest in CFLs to be a result of the current “green trend,” overall concerns about global warming are not likely to decrease in the foreseeable future. The time is right, right now, to continue to promote CFLs. “By forging ahead with aggressive efforts to sell CFLs, we are in effect, ‘striking while the iron is hot’ and changing the market,” notes Hargrove. Every successful business model echoes this adage. From a business standpoint, it only makes sense for the Lighting Program to ride the wave of public sentiment through smart, innovative relationships with manufacturers, retailers and, ultimately, customers.