



**Pew Center on Global Climate Change
Corporate Energy Efficiency Strategies– Project Survey
January, 2009**

I. Company and Contact Information

1. Company Name: _____
2. Company total employees (2007): _____
3. Company gross revenue (2007): \$ _____000
4. Company total energy costs (2007):\$ _____000

5. Survey lead respondent
 - a) Name: _____
 - b) Title: _____
 - c) Email: _____
 - d) Telephone: _____
 - e) Postal address: _____

We prefer that our participation remain confidential.

II. Introduction – Overall Strategy

1. Do you think that comprehensive legislation mandating reductions in greenhouse gas emissions will be enacted in the U.S.?

 Yes
 No (**Skip to Q.3**)

2. When do you believe such legislation will be enacted?
 - Within two years (by 2010)
 - After two years, but before four years (between 2011 and 2015)
 - After more than four years (after 2015)

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3. By 2014 where do you expect energy prices to be (using world oil prices as a general proxy)?

- \$49/barrel or less
- \$50-74/barrel
- \$75-99/barrel
- \$100-124/barrel
- \$150/barrel or more

4. This survey is part of a project focused primarily on energy efficiency. In these questions we use the term “energy efficiency strategies,” but companies may use various terms for the strategies or programs that include their efficiency efforts. To clarify this issue, please tell us the most common terminology your company uses to frame its energy efficiency strategies:

- Sustainability
- Energy productivity
- Energy management
- Resource management
- Energy conservation
- Energy efficiency strategy
- Other: (Specify) _____

5. Has your company established an overall energy efficiency strategy or implemented any specific energy efficiency initiatives?

- Yes
- No

6. If your efficiency strategy includes measurable goals, please state them in the table below:

Energy Efficiency Goal	Measured as				Base Year	Target Year
	% Energy Savings	Total Energy units i.e. kWh gallons of oil, MCF of natural gas, Total BTU	Energy units/unit of product	\$ Savings (\$000s)		
Operations						
Supply Chain						
Products/Services						
All						
Other: Our goals are expressed in another form, described below						

6. Other _____

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7. Are the energy efficiency goals linked to/part of broader corporate greenhouse gas reduction goals?

- Yes
 No (**Skip to Q.9**)

8. What are the greenhouse gas reduction goals (GHG)? Please state them in the table below:

GHG Goal	Measured as			Base Year	Target Year
	% GHG reduction	Total GHG Savings (\$000s)	GHG/unit of product		
Operations					
Supply Chain					
Products/Services					
All					
<input type="checkbox"/> Other: Our goals in one or more of the categories are expressed in another form, described below.					

8. Other _____

9. Does your company benchmark its energy performance against other companies, organizations, or standards?

- Yes
 No (**Skip to Q. 12**)

10. What companies, organizations, or standards does your company benchmark against?

11. Do you use the same metric you reported above, or another set of metrics?

- Same as above
 Other metrics (elaborate): _____

12. In what year was your energy efficiency strategy launched?

_____ year

13. Have you subsequently revised this goal?

- Yes
 No (**Skip to Q. 15**)

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14. When was that?

_____ year

15. What are the most compelling motivations for your energy efficiency strategies? Please choose up to **three**, and **rate those three** on a 1-10 scale, where 1 is least compelling and 10 is most compelling. Circle your choices and place your 1-10 rating on the line.

- ____ Rising energy prices/need for more aggressive cost control
- ____ Part of a larger corporate commitment to reduce carbon footprint
- ____ Anticipation of carbon emission regulations
- ____ Improving energy performance as a way of demonstrating corporate social responsibility
- ____ Risk management—efficiency as a hedge against volatile energy costs
- ____ Developing new, more energy-efficient products and services to expand sales
- ____ Technology advancement—efficiency efforts as doorway to wider productivity, innovation, and future growth
- ____ Other (specify): _____

16. Is your energy efficiency strategy corporation-wide, or does it operate at the individual plant or division level?

- ____ Corporation-wide
- ____ Plant level
- ____ Division level

17. More specifically, do you quantify energy performance or energy saving opportunities corporation-wide, or only by business units and/or facilities?

Mark ALL that apply

- ____ Corporation-wide
- ____ At the business unit level
- ____ At the individual facility level

18. Does your company have a full-time corporate energy manager?

- ____ Yes (**Skip to Q.20**)
- ____ No

19. How is the energy management function staffed?

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20. Please estimate the relative effort that goes to the following elements of efficiency in a typical recent year or a current plan. Please rank them on a scale of 1 to 5, where 5 is the largest share of effort and 1 is the smallest share of effort.

Program Element	Rank— labor effort	Rank— \$ spent (\$000s)
Program management (data collection, reporting, IT systems, project development, etc.)		
Operations practices improvement (no cost to low cost changes in operations)		
Low-cost equipment measures (typically 1 year payback or less, fundable out of current operations and maintenance budgets)		
Larger capital projects (multi-year paybacks, requiring capital financing, possibly involving process changes)		
Employee engagement, communication, etc.		

21. Which people or department(s) within your company would you consider to be the most important champions of your energy efficiency strategy? Please choose up to **three**, and **rate those three** on a 1-10 scale, where 1 is least important and 10 is most important. Circle your choices and place your 1-10 rating on the line.

- _____ Board of Directors
- _____ CEO and senior management team
- _____ Plant or facility managers
- _____ Accounting and finance
- _____ Environmental Health and Safety
- _____ Operations
- _____ Strategic Planning
- _____ Other (specify) _____

22. How did you meet resource needs for implementing your energy efficiency strategy? Please choose up to **three** of the most important approaches, and **rate those three** on a 1-10 scale, where 1 is least important and 10 is most important. Circle your choices and place your 1-10 rating on the line.

- _____ Hire new staff
- _____ Reassign existing staff
- _____ Engage external consultants
- _____ Engage energy service companies
- _____ Strategic alliances/partnerships with NGOs
- _____ Strategic alliances/partnerships with trade associations
- _____ Strategic alliances/partnerships with government
- _____ Strategic alliances/partnerships with electric or gas utilities
- _____ Other (specify): _____

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23. Is energy performance a formal and measured element of job performance and career advancement in your company?

Yes

No

24. At what levels of the company is energy performance measured and accounted for:

Senior management (“C-level”)

Officer level (Vice Presidents or other officers)

Corporate energy manager

Middle management (Division or department managers)

Facility level (Plant managers, facility managers)

25. What are examples of specific performance/compensation methods?

26. Is employee engagement, beyond the core energy management leadership team, a formal element of your corporate energy management strategy?

Yes

No (**Skip to Section III, Q. 1 below**)

27. Please describe your employee engagement efforts:

III. Finance and Risk Management Aspects of Energy Efficiency Investments

1. Do you use a standard financial criterion to assess energy efficiency projects?

Yes

No (**Skip to Q. 4**)

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2. Is your standard criterion: **Mark ALL that apply**

- Simple payback: ___years
- Internal rate of return (IRR), or hurdle rate: ___%
- Net operating income: ___% improvement
- Life cycle cost (minimum): (\$000s)_____
- Net Present Value
- Other:_____

3. Does your company employ any additional considerations or special processes for energy efficiency projects to ensure that efficiency projects get funded that would otherwise fail corporate financial criteria?

___ Yes

___ No (**Skip to Section IV Q.1, below**)

4. What considerations or special processes does your company employ? **Mark all that apply**

A. We have established a special pool of capital available only for energy efficiency projects.

1. What is the size of the capital pool you have established in total dollars over how many years?

Total \$000s_____ over ___years

B. We build in assumptions about future energy price increases or supply shocks into the proposal to enhance financial or risk management benefits of efficiency projects.

C. We build in assumptions about future carbon prices to enhance benefits of efficiency projects.

1. What do you assume about carbon prices? Please include \$/tonne (metric ton) estimate, for each year:

(a) 2012

- Under \$10
- \$10-\$20
- \$21-\$30
- Over \$30

(b) 2016

- Under \$10
- \$10-\$20
- \$21-\$30
- Over \$30

(c) 2020

- Under \$10
- \$10-\$20
- \$21-\$30
- Over \$30

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D. We take into account the relative lack of risk involved in energy efficiency projects.

E. We take into account co-benefits of improved energy efficiency: **Mark ALL that apply**, and **rate them** on a 1 to 10 scale, where 1 is least important and 10 is most important. Circle your choices and place your 1-10 rating on the line.

- 2. ___ Improved competitive positioning
- 3. ___ Enhanced corporate reputation,
- 4. ___ Increased worker productivity,
- 5. ___ Improved employee morale
- 6. ___ Other (specify): _____

F. We bundle multiple energy efficiency projects into one larger budget item.

G. Other (specify): _____

IV Specific Initiatives

Internal Operations

1. Approximately how much energy does your company use in its internal operations, facilities, vehicle fleets, and commercial buildings each year?

Energy Type	Physical Units	Costs (\$000s)
Electricity	Kilowatt hours (000s)	
Natural Gas	Thousand cubic feet	
Coal	Short tons	
Fuel oil	Gallons	
Gasoline/Diesel fuel	Gallons	
Other: (specify below)		
Other: (specify below)		
Total	Million BTU	\$000

1. Other: _____

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2. How have your company's energy costs changed from 2000 to 2007?

- 2000 energy cost \$ (\$00s) _____
- 2007 energy cost \$ (\$00s) _____

- 2000 energy cost as a percent of year's gross revenues _____ %
- 2007 energy cost as a percent of year's gross revenues _____ %

3. What metrics do you use to measure energy performance, and what measured results has your organization attained to date?

- ___ We use the same metric reported earlier for our corporate energy savings goal
- ___ We use a separate metric **(Please complete the table below)**

Metric	Target (% or total units)			Results		
	%	Units	Year	%	Units	Year
BTU per unit of product						
BTU per dollar of sales						
BTU/square foot floor space						
Energy cost per unit of product						
Energy costs as % of sales						
Energy costs per square foot						
Other:(specify below)						

3. Other _____

4. What were your biggest challenges in developing and sustaining your efficiency initiatives for internal operations or, if your company does not have an energy efficiency strategy, which of the following are the major barriers to that? Please choose up to **three** challenges or barriers, and **rate those three** on a 1-10 scale, 1 being the smallest challenge or barrier and 10 being the largest challenge or barrier. Circle your choices and place your 1-10 rating on the line.

- ___Lack of senior management commitment
- ___Lack of information on where to look for energy saving opportunities
- ___Lack of staff time and expertise to develop projects to action stage
- ___Lack of project funding
- ___Lack of upper-level staff response to project proposals-
- ___Organizational disconnects, e.g. lack of coordination between engineering and finance departments, or procurement and operations (please provide additional detail):_____
- ___Other (specify):_____

5. What has worked in overcoming these challenges?

Supply Chain Initiatives

6. Have you estimated your suppliers' "energy footprint?"

- Yes
- No (**Skip to Q. 8**)

7. What is the approximate scale of your suppliers' footprint as a percentage of your internal operations footprint?

- Less than internal footprint
- Equal to internal footprint
- Larger than internal footprint
- A specific multiple of our footprint (specify): ____X internal footprint

8. Which of the following energy efficiency measures have you undertaken with your suppliers? **Mark ALL that apply**

- Set up a measuring/reporting system for their energy/carbon performance
- Set specific energy or GHG reduction targets
- Provided information on energy efficiency programs and other resources available from third-party sources
- Provided technical services (at your cost) to improve their energy/carbon performance
- Changed suppliers based on identification of suppliers with superior energy/carbon efficiency performance
- Other initiatives (specify):_____
- None of the above (**Skip to Q.10**)

9. What measured impacts you have experienced from undertaking these initiatives?

10. What were your biggest challenges in developing and sustaining efficiency initiatives in your supply chain? Please select up to **three** challenges, and **rate those three** a 1-10 scale, where 1 is least challenging and 10 is most challenging. Circle your choices and place your 1-10 rating on the line.

- ____ Resistance from suppliers
- ____ Difficulty in accessing energy data from suppliers
- ____ Cost barriers
- ____ Lack of senior management commitment
- ____ Other (specify):_____

11. What has worked in overcoming these challenges?

Products and Services

12. Have you calculated the energy footprint of your products and services?

- Yes
 No (**Skip to Q. 14**)

13. What is the approximate scale of your footprint from your products and services as a percentage of your internal operations footprint?

- Less than internal footprint
 Equal to internal footprint
 Larger than internal footprint
 A specific multiple of our footprint (specify): X internal footprint

14. Have you modified any of your products, services, or business lines, or created entirely new ones to enhance or offer new energy efficiency performance?

- Yes
 No (**Skip to Q. 16**)

15. What was the primary motive for modifying any of your products, services, or business lines, or creating entirely new ones?

- To take advantage of new market trends brought on by consumer concerns about energy prices
- To take advantage of new market trends brought on by consumer concerns about environmental issues
- To respond to competitive pressures (our competitors are driving us)
- To respond to expected future mandatory federal or state regulations/standards
- To demonstrate corporate social responsibility
- Other (specify): _____

16. Please provide any measured impacts you have experienced from undertaking these initiatives:

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17. What were your biggest challenges in developing, rolling out, or sustaining sales of energy efficiency products or services? Please choose up to **three**, and **rate those three** on a 1-10 scale, where 1 is least challenging and 10 is most challenging. Circle your choices and place your 1-10 rating on the line.

If your company has not developed energy efficient products or services, which of the following are most significant in preventing you from doing so? Please choose up to **three**, and **rate those three** on a 1-10 scale, where 1 is the least significant and 10 is the most significant. Circle your choices and place your 1-10 rating on the line.

- _____ Engineering barriers
- _____ Cost barriers
- _____ Regulatory barriers
- _____ Customer acceptance/willingness to pay
- _____ Advertising/marketing difficulties
- _____ Other (specify): _____

18. What has worked in overcoming these challenges?

V. Lessons Learned, Remaining Challenges, and Future Needs

1. What were the biggest successes you have observed in your energy efficiency initiatives?

2. What were the most significant setbacks? What didn't work?

3. What were the most successful corrective actions your company took in response to setbacks?

4. What surprises or unexpected results did you experience?

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5. What were the most important lessons you have learned since implementing your energy efficiency strategy?

6. What are the largest ongoing challenges keeping you from realizing the company's energy management goals?

7. What do you see as your most pressing needs to sustain and improve your energy management efforts?

a) Direct assistance for efficiency improvements. **Mark ALL that apply**

Rate your choices on a 1-10 scale, where 1 is least important and 10 is most important. Circle your choices and place your 1-10 rating on the line.

- _____ Better management tools: performance measurement systems, project assessment tools, etc.
- _____ Better overall technical and financial information on energy efficiency opportunities
- _____ Better technical assistance services for specific project engineering and development
- _____ Greater financial resources for funding projects.
 - Do you see internal or external funding as the greater need?
 - Internal funding
 - External funding

b) Corporation-wide commitments—additional resources needed to improve the energy management program. **Mark ALL that apply**

Rate your choices on a 1-10 scale, where 1 is least important and 10 is most important. Circle your choices and place your 1-10 rating on the line.

- _____ Personnel
- _____ Operating budget
- _____ Capital budget
- _____ Culture change/employee education/training
- _____ Creation of stronger corporate energy management structure
- _____ Change compensation and motivation systems to encourage efficiency
- _____ Overcome organizational barriers (finance vs. engineering, procurement vs. operations, etc.)
- _____ Creation of networks of energy managers across business units
- _____ Other (specify): _____

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8. What types of people or skill sets in a wider industry-wide talent pool would be most useful for helping you manage and implement efficiency initiatives? Rate your choices on a 1-10 scale, where 1 is least important and 10 is most important. Circle your choices and place your 1-10 rating on the line.

- ____Engineers
- ____Operations technicians
- ____Financial experts
- ____IT professionals
- ____Mid-level managers/MBA
- ____Other (specify):_____

9. Would you like to receive a report that shows your company's results compared with those of the rest of the participants?

- ____Yes
- ____No

10. If we have questions about your company's energy strategy, may we follow up with a brief (15-minute) phone call for clarification or further elaboration of responses?

- ____Yes
- ____No

Thank you for your participation in this survey.