A Rooftop Solar for Every Home in India

Guidebook to Organise Local Solarise Campaigns

July 2022

Image : Sachin Zachariah/ CEEW

Contents

Your journey to Solarise your community

Starts here!

Image : Akash Gupta/ CEEW

Are you a green advocate?

Curious about the economical and environmental benefits of Rooftop Solar?

Want to do your bit for air pollution?

SOLAR PANEL

INVERTER

SOLAR & NET METER

IMPORT

EXPORT
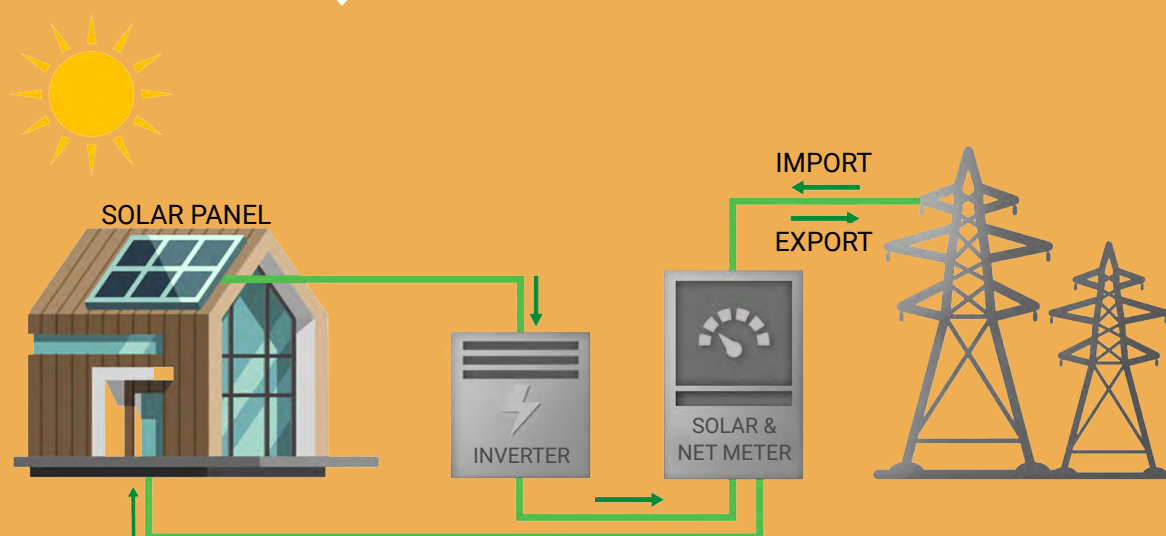
Are you also one of the following?
- **Interested in clean energy**
- **Want a green community**
- **Work on clean energy advocacy**

Yes?

Then welcome to the Solarise guidebook for campaign organisers!

Learn how to build a community of solar rooftop users by leveraging trust and peer-to-peer influence.

Solarise campaigns bring together potential solar customers through peer-to-peer communication, community outreach, and education on the benefits of rooftop solar to encourage the purchase and installation of rooftop solar systems.

This Solarise Guidebook, in a nutshell, is a powerful tool to help you organise, in partnership with your local utility, dedicated community-based campaigns to increase the awareness and adoption of rooftop solar in your area.

This Solarise Guidebook is specifically designed to:

- Provide a systematic framework for organising Solarise campaigns

- Guide you in planning, managing, and executing the campaign

- Help you ensure consumer motivation is converted into action

- Bring you closer to successfully and confidently organising Solarise campaigns in your community!

As you course through this guidebook, you will learn the different phases of the campaign, get useful information on important aspects of a campaign, and understand how to organise the most successful Solarise campaign for your community.

Let's solarise! →

Campaign Framework

1

- Define campaign objectives and targets
- Identify target audience
- Identify key stakeholders

2

- Form the campaign team
- Coordinate and plan responsibilities
- Plan to monitor and evaluate the programme

Conceptualise

Manage

Execute

Design

4

- Build continuity
- Document findings
- Address key challenges
- Scale-up Solarise campaigns

3

- Curate key messages
- Decide design language
- Design actionable content
- Choose communication channels

1

Conceptualise the Campaign

Your campaign objectives can look like this!

"Conduct 10 awareness activities with participation from at least 100 consumers"

"Finalise 100 kW of RTS installations in the campaign area"

What this section covers

1. What is a community-based campaign?
2. Defining campaign objectives and targets
3. Identify your target audience
4. Identify key campaign partners
5. How to collaborate effectively

Image : Akash Gupta/ CEEW

1.1. What is a community-based campaign?

A community-based campaign is a demand creation tool targeted at a particular community or geographical area with the aim of increasing the awareness levels of community members and drive them towards the adoption of a technology. In Solarise campaigns, the technology is rooftop solar (RTS).

Community-driven campaigns differ from large-scale awareness and mobilisation campaigns on several accounts, as shown in Table 1.

Key characteristics of community-based campaigns

- Focuses on a **particular community or geography.**
- **Close and consistent interaction** with the community members through word-of-mouth communication and recommendations to help them build awareness slowly and transition to RTS adoption
- **Capitalise on the pre-existing social connection** to build trust in the community about RTS through community-oriented activities such as rooftop demonstrations and open house discussions.
- Aim to provide comprehensive **services along the entire solar journey**
- **Benefits all involved parties**: community members, solar vendors, and campaign organisers

Table 1 Community-based campaigns offer several advantages over larger regional/national campaigns

Key characteristics	Large-scale campaigns	Community-based campaigns
Scale	International, national, state level, or regional (E.g. Swachh Bharat Abhiyan)	Limited to a small geographical area or community (E.g. Political campaign for local elections)
Target audience	Not specified by demographics or region; can be in millions as well	Specific to a certain community or demographic profiles
Time	Long-term and continuous	Short-term (2–4 months) with/ without multiple phases
Cost	High expenditure	Low budget depending on the scope of activities
Engagement level	Limited personal/in-person engagement with consumers	Long and sustained personal engagement with consumers
Stakeholders	Multiple stakeholders at the international or national level	Multiple stakeholders at the community or local level
Tools and methods	Mass media advertisements, celebrity endorsements, large events	Community engagement, peer-to-peer discussions, demonstration drives, interaction with stakeholders
Impact	Impact is on a large scale but may take a long time	Impact is at a local/community level and may be visible in the campaign duration

Source: Authors' analysis based on their experience with Solarise Delhi campaigns

1.2. Defining campaign objectives and targets

Defining the campaign objectives is essential if you want to achieve desired results from the campaign! Your campaign objectives should clearly define the expected output and outcomes from the campaign. Set well-defined key objectives (not more than four) summarising the scope, the expected impact, and the outcomes of your campaign.

PRO-TIPS

The campaign objectives resemble the vision and mission of a company. If the vision is building a solar community, the mission is to make sure that every resident adopts RTS. The performance of the campaign has to be constantly evaluated against the objectives by setting specific targets at each stage. You can read more about the SMART paradigm here.

Why would I want to give up my terrace space for Rooftop Solar?

Benefits for the community:

Reduces the pollution by cutting down emissions released by thermal power plants, leading to cleaner air for all.

Mitigates the effects of climate change.

Creates jobs in the renewable energy sector and helps in sustainable rebuilding of the local and national economy.

Image : Annie Spratt / Unsplash

Next, define the targets to track the performance of the activities that you will undertake to achieve campaign objectives. They should follow the SMART paradigm—Specific, Measurable, Achievable, Relevant, Time-bound.

To define the campaign objectives and targets

- Identify and consult the relevant stakeholders (such as discoms, community leaders, solar companies) and understand their expectations from the campaign.

- What can your campaign achieve? Define your campaign's target and activities based on the resources and time you have. Check the box for examples of campaign objectives!

- Based on the campaign target and stakeholder expectations, develop the key objectives (three to four) that you want to fulfil with the campaign.

- The objectives should drive the progress towards the campaign targets and should be measured with well-defined key performance indicators (KPIs). For example, a KPI like 'no. of leads generated per week' can help you track progress on your consumer engagement.

- If on-ground challenges make it difficult to achieve the objectives, consult with the stakeholders and modify the objectives based on changing opportunities and challenges.

1.3. Identify your target audience

The target audience is the set of people that you are aiming to engage with during the campaign. These are the consumers/residents who are the key beneficiaries of your campaign efforts and activities.

As you identify the target audience, you also need to develop an understanding of their demographic profile, preferred modes of communication, social structures within the community, awareness levels, and attitudes about RTS. This can help you design the campaign content and events that can be easily understood by the audience to influence them to adopt RTS. A convincing campaign that provides essential information to the target audience with enough activities built in can significantly increase the effectiveness of your efforts.

PRO-TIPS

Spend a day or two with the community to understand their concerns and connect with them through one-on-one and focus group discussions (FGDs)

Conduct baseline surveys to have a greater understanding of the current situation, and effectively measure the campaign's impact at a later stage

Examples of collaboration with local partners

- Campaigns in Surat and Delhi collaborated with college students for awareness-raising activities and on-ground presence

- Solarise Delhi partnered with BYPL and BRPL for effective communication

- Solarise Delhi collaborated with residents' welfare associations (RWAs) and community leaders who were identified as "Solar Ambassadors"

Image : Milan Jacob/ CEEW

ASK YOURSELF

- Is the target audience suitable for meeting the campaign objectives?

- Do we understand the community and their attributes?

- Have we consulted the right community leaders and relevant stakeholders to set the objectives?

- Do we have strong solar ambassadors from within the community?

Things to keep in mind while understanding your target audiences:

- **Understand the technical feasibility of your campaign area:** It is highly advisable that the target audience and community has high availability of shadow-free roof spaces and home ownership. Ensure this through consultations with residents, site visits, and feasibility checklists.

- **Understand the community and their preferences**: Consult with community leaders and residents to understand their motivations (economic, environmental, and social) to participate in awareness campaigns, and the challenges they are facing in adopting RTS. Also, understand the preferred modes of communication and the kind of messaging that will resonate the most with the target audience. You can also gather the target audience's preferences on the day of the week and time when they would like to attend events (for example, Sunday mornings), the kind of events they are interested in, and any community festivals or events that can be targeted for further engagement. All of this will help you ensure greater participation.

- **Assess support:** Identify people who can act as solar ambassadors and/or community influencers for ground-level support because within the community, influencers tend to enjoy greater trust and recognition.

- **Interact with stakeholders:** Carry out discussions with local discoms, vendors, and other stakeholders in the community to build a more rounded understanding of your target audience.

1.4. Identify key campaign partners

Different stakeholders would infuse their inherent capacities into the campaign and can help pool resources to reach a wider audience so that the campaign creates a larger impact. For example, discoms can help develop an easier and more trustworthy relationship with consumers. Ideally, bring in the discom on-board for your campaign and identify activities where they could interact openly with their customers. You could establish responsibilities between different partners using the responsible, accountable, consult, inform (RACI) framework shown in Table 2.

Why and with whom to collaborate:

A collaboration with the following partners during the campaign bestows several benefits, each of which are listed against each partner.

1. National, state, local, and nodal government agencies
- Enhances credibility and legitimacy of campaign
- Provides access to the required resources

2. Discoms
- Provides access to the discom consumers through the existing strong communication networks that discoms have built with them
- Gives a deep understanding of consumer behaviour and concerns
- Provides trust and familiarity to the campaign

3. Solar vendors
- Provides assistance in conversion and final deployment
- Helps address simple, implementation-oriented questions by consumers

Image : Sachin Zachariah/ CEEW

4. Community residents' welfare associations (RWAs), leaders

- Helps in understanding community needs and challenges
- Enables garnering influence, gaining trust, and aggregating demand for campaign

5. Civil society organisations (CSOs) and academia

- Providing intellectual assistance for implementation
- Ideation on innovative methods of implementation

6. Financial institutions

- Provide easy financing options to participating consumers
- Address concerns about the cost of RTS by explaining financial benefits

How to collaborate effectively?

- Understand the incentives and expectations driving each stakeholder and ensure that the campaign offers value to them
- Keep all stakeholders in the loop while taking decisions. Create a secretariat? Or single point of contact from each partner?
- Ensure that they agree with the general course of action and objective of the campaign
- Make all stakeholders feel valued about their contribution to the campaign

ADDITIONAL RESOURCES

- Reach out to state-specific distribution companies—Discoms for help and guidance: https://tinyurl.com/solar-discoms

PRO-TIPS

Spend time in focus group discussions with partners to understand their concerns and objectives in-depth

Bringing the discom on-board as a campaign partner is important to build credibility and reach a wider audience.

Table 2 An example of the RACI (Responsible, Accountable, Consult, Inform) framework used in Solarise Delhi campaigns

Stakeholder	Responsibility matrix (RACI)				Roles and responsibilities
	R	A	C	I	
Task Force		A		I	• Drive the renewable energy transition in India through technology and knowledge transfer.
The Ministry of New and Renewable Energy (MNRE)				I	• Provide the overall guidelines for deployment of grid-connected RTS systems
BRPL and BYPL (discoms)	R		C		• Responsible for publicising and supporting the campaign • Actively participate in activities and deploy interventions
SmartPower and WeeGreen			C		• Provide the WeeGreen platform for the creation of websites • Facilitate the designing of WeeGreen pages for Solarise, and the overall campaign design to maximise the impact
CEEW	R	A			• Responsible for the overall design, implementation, monitoring, and evaluation of the Solarise campaign pilots
Solar vendors	R		C		• Deliver quality rooftop solar installations and value-added services to the target communities • Ensure a smooth purchase experience for potential consumers
Solar ambassadors and RWAs	R		C		• Act as nodes to disseminate information about the campaign and initiate community dialogue about RTS • Provide insights into consumer behaviour and feedback during the campaign

Source: Authors' analysis based on Solarise Delhi campaigns

ASK YOURSELF

- Are you utilising the strengths of the stakeholders?
- Is the campaign beneficial to all the stakeholders?
- Are you collaborating with at least two stakeholders?
- Are you regularly checking-in and updating your partners?

2

Campaign Management

What this section covers

1. Coordination and planning
2. Forming the campaign team
3. Managing consumer interest and leads
4. Monitoring and evaluation

Image : Akash Gupta/ CEEW

Example of what a RACI table looks like:

Check out the RACI table prepared for Solarise Delhi campaigns in Table 3. The campaigns had stakeholders ranging from international, national, state, and local players.
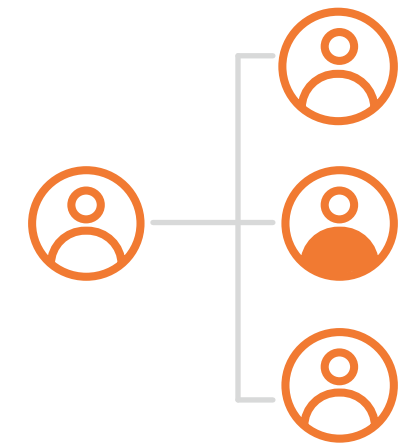
2.1. Coordination and planning

Campaign activities range from consumer interactions to social media marketing. Therefore, it is important to ensure a good coordination between team members and also of the activities. A thorough planning of team members' role and activities is very important at all stages of the campaign—during the build-up to the campaign launch and also during the campaign (Table 3).

Things to keep in mind when planning your campaign

- The campaign planning should start at least two to three months prior to the launch date of the campaign.

- The campaign objectives, messaging, activities, event, communication strategy, and all schedules should be decided before the launch, but they can be modified during the campaign,

if necessary.

- Prioritise between offline and online events depending on consumer preferences, resource availability, and ease of execution. Ideally, aim for a combination of online and offline activities and resources.

- Ensure all deliverables and key performance indicators (KPIs) are finalised before the launch, along with their targets and monitoring mechanisms.

- Build contingency plans right from the beginning. Have alternate event ideas, guest speakers, and consumer engagement plans; prepare all the team members to improvise during the campaign if required.

- Establish clear and smooth communication channels along with information hierarchy. Along with roles and responsibilities, establish a RACI (Responsible, Accountable, Consult, Inform) framework between team members and external stakeholders.

Table 3 Campaign planning and execution requires concerted efforts at several stages

Campaign stage	Main activities
Conceptualisation	• Identify key stakeholders and partners • Identify and profile target audience • Define campaign objectives and scope • Form campaign team
Planning and design	• Plan campaign events • Develop communication strategy (messaging, tone, communication channels, type of content) • Create content for events and awareness • Develop consumer interest management plan • Develop monitoring and evaluation plan • Establish contingency plans • Establish baseline for KPIs • Conduct baseline surveys
Implementation	• Execute events • Establish and maintain on-ground presence in communities • Roll-out content pieces and communication • Manage consumer interest and close leads • Collect regular feedback from community members and stakeholders • Review campaign objectives and revise if necessary
Monitoring	• Regularly collect data on KPIs and track progress on objectives • Collect regular feedback from consumers and campaign partners • Ensure quality and completeness of data
Conclusion	• Organise a campaign closing event • Acknowledge and appreciate the contribution of stakeholders and consumers • Debrief all stakeholders and decide the next steps for the campaign • Leave consumers with awareness resources and vendor details for future consumption
Evaluation	• Collect follow-up data • Analyse the collected data and present findings through report, briefs, or presentations • Disseminate high-level learnings, shortcomings, and recommendations

Source: Authors' analysis based on their experience with Solarise Delhi campaigns

2.2. Campaign team

Identifying right set of team members with the required skill sets that complement each other is crucial. For example, an effective campaign needs experts in consumer relations, content creation, and event logistics; technical experts; and overall campaign and project managers.

Some important roles and responsibilities of team members are discussed in table 4. This is not an exhaustive list and may need to be revisited (added or reduced) depending on your objectives and scope.
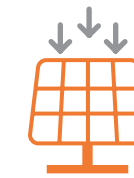
ADDITIONAL RESOURCES

For further in-depth detail on monitoring and evaluation

• **The Open University**—Monitoring and evaluating advocacy and campaigns

• **NCVO Knowhow**—Evaluating the impact of your campaign

PRO-TIPS

Ensure that all team members are familiar with RTS technology, its benefits, and the motive behind accelerating RTS deployment.

If there are new team members joining in, spend time on familiarising them with the campaign and other team members.

Team members can also take on multiple roles if their skill sets and experience are suitable for handling them.

Set weekly goals and deliverables and hold regular team meetings to understand successes and challenges.

ASK YOURSELF

• Have you covered all key roles and responsibilities in your team structure?
• Are there any experts or consultants who may be willing to volunteer their time with the campaign?
• Are we utilising the team strengths optimally?
• Are all team members motivated by sustainability?

Table 4 Community-based campaigns need a dedicated and multi-faceted team

Roles	Responsibilities
Campaign manager/lead	• Manage the overall coordination and execution of campaign objectives • Identify and on-boarding of relevant campaign partners • Ensure effective communication between teams and partners • Creating surveys, understand the impact of the campaign, and recommend future course of action
Creative director	• Responsible for the development of the campaign's design language, media outputs, and other content pieces as per target audience • Work closely with the communications and events manager to ensure synergy between content, messaging, and event
Technical expert	• Provide the technical expertise on RTS technology and systems • Engage with consumers and explain technical concepts in simple language • Work with vendors and ensure quality of products and services
Content creator	• Responsible for creating campaign contents such as posters, ads, social media posts, flyers, and others • Manage the campaign social media handles and campaign website and uploads campaign contents in a timely manner
Communication manager	• Responsible for the communication strategy of the campaign • Ensures that the overall tone and messaging of the campaign is suitable for the objectives and audiences • Time the campaign adequately to reach wider audience
Customer relations manager	• Act as the point-of-contact for all consumer interactions • Responsible for managing solar leads and consumer interest • Address consumer concerns and ensure the campaign is aligned with consumer expectations • Regularly collect consumer feedback and provide updates to campaign manager
Events and logistics manager	• Responsible for the planning and execution of in-person and virtual events • Supporting outreach efforts and dissemination of multimedia
Volunteers	• Responsible for on-ground presence and continued day-to-day engagements • Help in organising events, distributing awareness content, and other campaign activities

Source: Authors' analysis based on their experience in Solarise Delhi campaigns

Figure 1 An example of a potential organogram for a Solarise campaign
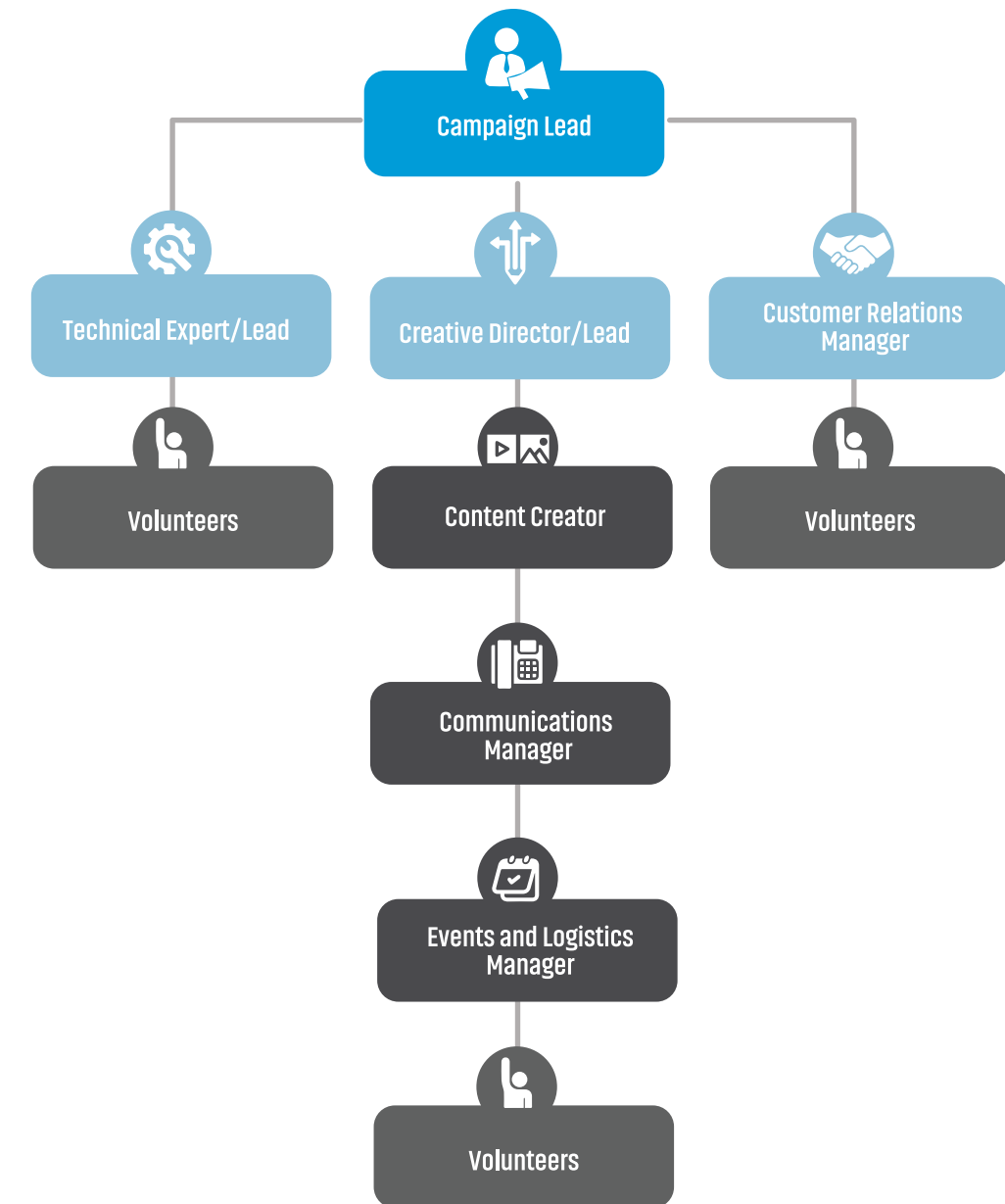
Source: Authors' analysis based on Solarise Delhi campaigns

PRO-TIPS

You can set up weekly team meetings to track progress and assign responsibilities for upcoming tasks.

A simple worksheet with activities, responsible persons, and timelines can help track activities and progress.

Artworks made by school students as a part of a competition during the Solarise campaign

2.3. Managing consumer interest and leads

The consumer's solar journey begins once they express their interest in a rooftop evaluation. Each consumer is a potential adopter of RTS. It is, thus, important that consumer interest is actively managed throughout their solar journey, and the campaign organisers provide support at every step—right from registration for RTS evaluation to installation.

To effectively manage each consumer lead, keep the following things in mind:

- It is crucial that the partner vendors approach the consumer swiftly once the lead is generated. Create a lead transfer system with specified deadlines that can help quickly assign leads to vendors and monitor their approach time.

- Build a robust lead tracking and consumer management system. This can be done through structured Excel sheets that have all the consumer data and can track the progress on each lead. Such sheets should have the lead management steps mentioned, along with space for remarks. The vendors should update this sheet regularly as they progress with each lead.

- Regularly talk to consumers and vendors and collect updates on the progress. Feedback from the consumers should be discussed with the vendors on a weekly basis, and low performance should be identified and addressed.

Properly managed and pursued leads are crucial for converting consumer interest into installations. Make sure the partner vendors and their teams are motivated to pursue these leads and put in the efforts required to realise installations.

2.4. Monitoring and evaluation

Monitoring the performance of the campaign and evaluating the impact are important to identify learnings from the experience and areas for improvement. This form of evaluation helps assign accountability, understand the success factors, and those that limited the campaign's effectiveness.

Based on your campaign KPIs, define the data points you will need to collect. These should be identified at the planning stage of the campaign and methods for collecting this data should be in place before the launch. It is important to collect comprehensive data on KPIs regularly to ensure that the progress over the campaign duration can be evaluated against these KPIs. Based on the progress, strategy could be modified during the campaign if required. The degree and depth of evaluation can vary depending on the intention and scale of the campaign.

Regularly monitoring campaign performance also helps the campaign team identify what is working and what is not in real time. This evaluation can enable you to quickly modify your approach and strategy to achieve the desired outcome. For example, regular consumer feedback should be discussed weekly to see if campaign messaging is effective and has a wider reach. Based on the feedback, modifying the tone and content of communication pieces can help consumers connect better with the campaign.

In community-based campaigns, it is important that the team is flexible and capable of adapting quickly to changing conditions on the ground. Tracking progress and listening to consumers regularly can help you stay ahead of consumer expectations.

Table 5 A simple yet effective monitoring and evaluation plan ensures verifiable information and impact evaluation

STEP 1
Define how your campaign will influence consumer behaviour (also known as theory of change). For example, 'the campaign will increase adoption of rooftop solar in the target community by raising awareness.'

STEP 2
Set the goals you want to achieve in the short term and long term (also known as outcomes). For example, 'Install 100 kW of RTS systems in four months.'

STEP 3
Create suitable key performance indicators (KPIs) to measure progress using the SMART paradigm. A KPI following our goal can be, 'RTS installations per month (kW/month)'.

STEP 4
Choose and define your methods for data management—collection, sharing, and analysis. These can include surveys, telephone calls, door-to-door interviews, and updates from partners.

STEP 5
Define your baseline for all indicators. For example, collect data on existing level of RTS installations in your target community.

STEP 6
Regularly collect performance data on KPIs during the campaign and after the conclusion. For example, have a weekly and monthly collection of RTS installation data

STEP 7
Analyse data and performance on indicators.

STEP 8
Report the campaign performance and reflect on strengths and areas of improvement. You can share learnings with stakeholders, government agencies, and other organisations looking to implement such campaigns.

Source: Authors' analysis based on Solarise Delhi campaigns

Image : Akash Gupta/ CEEW

3

Campaign Design

What this section covers

1. Curate key messaging
2. Design language
3. Content on different variables
4. Events
5. Communication channels

Image : Akash Gupta/ CEEW

Designing the campaign events, content, and communication strategy is a great opportunity to bring out your creative self to the fore!

Examples of key messages:

A message on individual benefit can be 'Save 90% or more on your electricity bill with a rooftop solar system!'

A message focused on community benefits can be: "Install a rooftop solar system and build a greener future for our country!'

3.1. Curate key messaging

The overall tone and message of the campaign defines how the consumers view the campaign and connect with it. Your interactions with community leaders and knowledge of the consumers' expectations should help you decide the key actionable message that your campaign will communicate. Broadly, there can be two main types of messages in a Solarise campaign: one focused on self-interest and the other on community interest.

1. Focused on individual benefits of RTS (self-interest)

This messaging appeals to the self-interest of consumers and highlights the benefits that the household would get from RTS such as financial benefits due to reduced electricity bills and protection from rising electricity prices, among others.

2. Focused on community and public benefits (community interest)

This messaging appeals to the community aspects of consumer behaviour, highlighting the benefits that their surrounding community can get from RTS. The messages include environmental and social benefits of RTS such as reduced carbon emissions, clean energy, clean and green community, and contribution to the environment and national alternative energy goals.

While the messages can focus on either of these benefits, you do not have to limit your messaging to one of the two categories! If your target audience is receptive of both kinds of benefits, you can use a mixed approach to your messaging.

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Things to keep in mind while designing your campaign hooks and messages

- Use same key message across all media content to develop familiarity in the consumers' mind. Remember the Amul girl? You can see her everywhere in Amul's branding.

- The message should grab the consumer's attention and appeal to their priorities; for example, "Save 90% on your bill".

- Keep your key message short and crisp so that consumers can easily remember it.

- Use local elements for the campaign, such as the community name, to invoke a sense of familiarity or emotion in the consumers' mind such as 'Solarise Karkardooma'.

- Finalise a colour theme that will be used consistently in the campaign.

- Pay attention to the fonts and their colour—your text should be easy to read yet look pleasing. Use bold backgrounds for key messages.

- Select a few design elements with high recall value. The sun, buildings with RTS, and people tend to build an instant visual connection between your campaign and RTS.

- Use relevant graphics or images that support the content. For example, a RTS demo event flyer can have an installer with an RTS system in the background.

3.2. Design language: Theme-oriented

The design language refers to the visual theme of your content. This applies to all awareness content that you create for the campaign—presentations, flyers, banners, posters, stickers, social media posts, print advertisements, gifts, or any other campaign-related material. The campaigns should have a uniform visual theme or design language. This helps build recall value about the campaign and enables consumers to instantly recognise the campaign and its content.

Things to keep in mind
- Create a captivating campaign logo to be used across all content pieces. Also use logos of all key stakeholders to build trust.
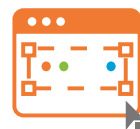
PRO-TIPS

Think of any successful brand—their logo and ad campaign. Amul, for example. Just seeing their logo, or the Amul girl, sparks a thought that this is an Amul ad. A similar effect can be achieved with a compelling design language.

Draw mock-ups of content pieces and test them with your solar ambassadors. Get their feedback and make changes if necessary.

Don't place all your messages in one communication. Only include relevant information in that piece to convey the information needed. You don't want to overwhelm people with too much information at once.

Figure 2 A highly successful print advertisement created for Solarise Delhi. You will see several important design elements reflected in this ad.

Source: Prepared by Solarise Delhi team for circulation among consumers on WhatsApp

Figure 3 When designing an event invite, summarise major talking points of the event, incorporating elements like QR code for more information.

Source: Prepared by Solarise Delhi team for circulation among consumers on WhatsApp

Ask Yourself

- Is your content using the design language and the key message?
- Does the key message have high recall value?
- Is your content suitable for the chosen communication channels?
- Have you taken inputs from relevant stakeholders while designing the content pieces?

3.3. Content on different deliverables

Your content pieces combine your key message and the design language and package them in a way that can be easily disseminated through your chosen communication channels. Each content piece serves a specific purpose and is usually connected to an activity or specific component of your campaign. As figure 4 depicts, your communication strategy needs to focus on key messaging, design language, and communication channels.

When creating your content pieces such as presentations, posters, invitations, WhatsApp forwards, advertisements, and banners, ensure that they are aesthetically pleasing, capture the key details that need to be shared, and follow the campaign's design language.

Thing to keep in mind while writing your content and designing your pieces

- Convey the key message by subtly highlighting the benefits of RTS (individual or community, or both).

- Ensure that your content piece adequately describes the activity or campaign component. For example, an event invite should include the key topics to be covered during the event and the schedule.

- Consistently use the design language and key messaging across all collaterals.

- Use strong and actionable headlines to capture attention and motivate consumers to act such as the following:
  - 'Give a missed call on the toll-free number for a free site-visit'
  - 'Visit our website to know more!'
  - 'Scan this QR code and register for a virtual tour!'
- Curate the content piece differently for each communication channel. For example, content for social media should be different from that for a flyer. Figures 2 and 3 show actual advertisements and communications used during Solarise Delhi campaigns.

Figure 4 The three main components of a successful communication strategy
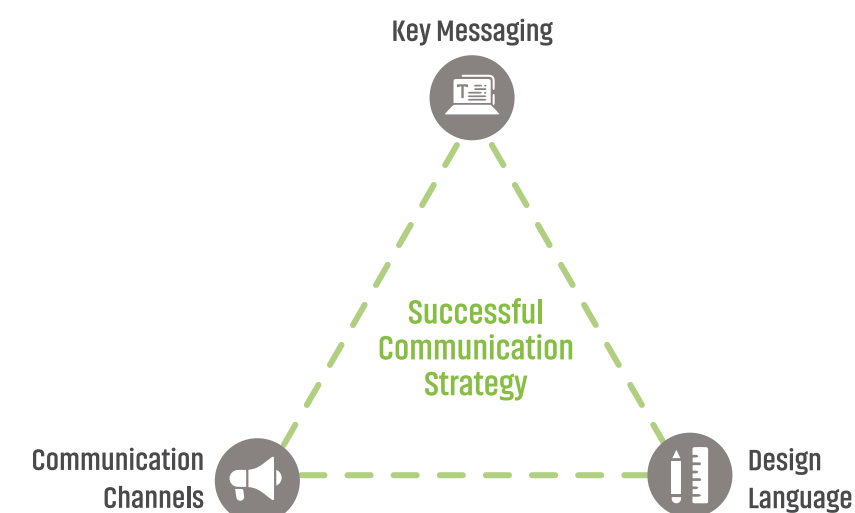
Source: Authors' analysis based on Solarise Delhi campaigns

3.4. Events

Interactive events which involve participation of the consumers enhances their interest in a particular activity—in this case, buying rooftop solar. These sessions also help answer their questions and address the barriers faced by the consumers.

The list and scope of events that can be conducted during the campaign will depend on a number of factors such as preference of online or offline events, health and safety concerns, availability of resources, and the timelines. Consult with community members and other stakeholders while drawing up the event calendar.

In the post-pandemic world, online events are increasingly becoming popular and well-accepted and can be an effective way of engaging with consumers who may not be willing to attend in-person events. However, organisers should decide on an optimal mix of online and offline events if the local conditions are favourable and agreeable to all stakeholders.

Some interesting event ideas are given on the next page. We encourage you to brainstorm with the campaign team and stakeholders and curate your own events list!

PRO-TIPS

An exciting and inviting campaign calendar can really generate interest in your campaign. Make sure the design language is as per the consumers' preferences. Check out figure 5 for an example.

Ensure your events are well spaced out and are not overlapping with important holidays and festivals. This will help consumers participate in campaign events freely. The event calendar should not have more than one event in a week.

While executing the events, always prepare an event checklist and have everything thoroughly checked before each event. Prepare for unexpected situations and questions, and have a plan for contingencies.

This becomes especially important in online events, as there are multiple things that can go wrong with your computer or internet.

Figure 5 An interesting collection of events can generate significant consumer interest

Source: Prepared by Solarise Delhi team for circulation among consumers on WhatsApp

It is advisable to space out events and mix them up so that the consumers don't get fatigued with just one type of event and lose interest in the campaign.

Event Ideas for Solarise Campaign

1 Campaign Launch Event

Create a **large event for the campaign launch in which all the stakeholders are present**. A big launch will catch residents' attention and make the campaign look interesting and exciting!

Representatives from all the stakeholders should **address consumers** during the launch and **highlight the benefits of RTS and the Solarise campaign**.

Ensure your campaign team and solar ambassadors publicise the launch well in advance and **encourage consumers to join, either virtually or in-person** as the event has been planned.

2 Hands-on Workshops and Product Demonstration

Introduce the solar panels directly to the consumer and help resolve their questions regarding maintenance and usage.

Facilitate a **direct interaction with a professional who answers the questions** live instead of a written question and answer (Q&A) method.

Conduct events in **collaboration with the vendors and discoms** to introduce them to their consumers.

Conduct these workshops preferably offline while streaming demonstrations online through Facebook Live and YouTube Live.

3 Door-to-Door Campaigning and Virtual Meets

Expand the awareness of RTS and the campaign among community members.

Build **community relations** and address the queries that arise from the community members

Spark conversations within the community to **utilise word-of-mouth communications effectively** to convey the key message of the campaign

4 In-School Workshops and Competitions

Engages the children of the community as **awareness creators to influence the decision makers** to actively consider RTS adoption.

Examples of **in-school competitions: poster-making competitions, presentations** on solar energy, **essays**, and **speech competitions**.

5 Hands-on Workshops and Product Demonstration

Involve young adults and college students through **volunteer programmes to expand conversation.**

These programmes are beneficial to the organisers in two ways— they **provide additional resources for the campaign influence future decision makers.**

Youth could be called to carry out **flash-mobs, perform street plays, and give talks on RTS in public spaces** to attract the audience.

6 Webinars and FAQ sessions

A platform is needed for **information dissemination on basic and advanced aspects of RTS adoption.**

The campaign should **disseminate information** covering everything from installation and maintenance to discussing financing models and government subsidies available.

FAQ sessions are extremely important to enhance the confidence of consumers to adopt RTS.

Interactive sessions should be conducted frequently to **make consumers feel comfortable and hand-hold them throughout the process.**

3.5. Communication channels

The final key in your campaign's outreach strategy is the communication channels for disseminating information. The choice of the channel will mainly depend on your target audience and their preferred modes of communication.

Typically, your target consumers will be homeowners aged 40 and older. WhatsApp groups are highly effective for quick and recurring communication with this demographic and has a wide acceptance as well. However, a community has members of all ages and interests, and the campaign should effectively leverage the communication channels that can reach these different groups.

Some examples of effective communication channels are listed in table 6. However, understand your local context and discuss with your team to decide the most effective communication channels that will work best for your community.

1.Emailing lists, text messaging, WhatsApp groups

- Create contact lists of interested consumers and keep them updated with news articles, offers from discoms and vendors, subsidies and policy changes (usually through email).

- Create WhatsApp groups to quickly disseminate news about events and campaigns, and any relevant information. Maybe you could send reminders on the day of the event using text messages.

- Open communication channels (such as emails or WhatsApp) could help consumers feel directly connected and make the process accessible in case they have questions.

2.Discom advertisements

- Partnering with the discom and sending out advertisements/flyers along with electricity bills is a highly effective way of reaching a large number of consumers as discoms are trusted by consumers.

- Targeted advertisements are a great way to expand the reach in a specific geography.

- Use catchy keywords with high recall value such as 'environment', 'save money', and 'energy efficiency'.

3.Social media campaigns and influencer marketing

- Helps to spark interests in non-interested people as well; for example, Amul creating awareness about national and international issues through their signature cartoon format.

- Sparks conversations and makes a wide range of people aware about the campaign.

- Influencer marketing is impactful because people listen to those they trust. Celebrities, online influencers, and even community leaders can persuade people to adopt RTS.

4. Offline communications

- Provide tangible material right in the hands of the consumers to minimise their effort and maximise accessibility for consumers looking for more information.

- Flyers, newspaper ads, posters, and awareness booklets should be part of the campaign material (Table 7).

PRO-TIPS

Utilise WhatsApp community groups to access active community networks. Messages are highly effective if shared through by trusted people, influential leaders or solar ambassadors

Table 6 Online channels of communication offer flexibility

Online Channel	WhatsApp	Facebook	Instagram	Text Messaging	Discom Advertisements
Target Audience	All age groups	Older demographic	Younger demographic	All age groups	All age groups
Form of Content	Text based message alerts; photos; videos	Informative posts; videos; live demonstrations	Audio-visual posts; crisp and engaging	Short text-based updates, information, offers	Compelling advertisements highlighting benefits of RTS and campaign benefits
Benefits	Keeping people updated continuously	Conducting interactive events and gauging interest of key demographic	Raising awareness and sparking dialogue	Generating awareness, call to action	Vast outreach, high trust factor, high hit rate, call to action

Source: Authors' analysis based on Solarise Delhi campaigns

Table 7 Consumers are more aware of offline communication channels

Offline Channel	Flyers	Newspaper Ads	Posters	Awareness Booklets
Target Audience	All age groups	Older demographic	Younger demographic	All age groups
Form of Content	Text based messages; graphic visualisations	Informative articles; actionable ads; opinion pieces	Crisp and engaging; visually captivating; call to action	Detailed information on RTS; frequently asked questions; further reading
Benefits	Wide reach with actionable information	Trustable source with large consumtion. Can use multiple forms of content	Can help establish familiarity and presence in social spaces	Generating awareness, long-term source of information; call to action

Source: Authors' analysis based on Solarise Delhi campaigns

4

Campaign Execution and Beyond

What this section covers

1. Executing the campaign
2. Building continuity
3. Documenting findings and learnings
4. Events
5. Communication channels

Image : Akash Gupta/ CEEW

Maintaining continuity in campaign is critical to ensure long lasting impact on consumers !

4.1. Executing the campaign

Executing the campaign requires clockwork coordination between the campaign team and stakeholders, real-time problem-solving, and constant communication. The duration of the campaign will be a lively and happening experience for the whole team, so make sure you enjoy it!

Thing to keep in mind while executing the campaign

- Ensure all team members are clear on their responsibilities and various processes such as data collection, lead management, and event logistics.

- Ensure that the preparation plan for each event is clear beforehand to ensure smooth execution.

- Regularly talk to consumers, community leaders, and other stakeholders to get real-time feedback and suggestions.

- Hold weekly coordination meetings to work on consumer feedback and resolve any issues in real time.

- Focus on consumer satisfaction and leads. Ensure that the vendors are following the lead management process and timelines and consumers are getting the right information.

To ensure that your campaign has a long-lasting impact on consumers and their willingness to buy RTS, you should also plan for post-campaign support and follow-up activities.

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4.2. Building and retaining consumer trust

By now, you have successfully created and executed your campaign!

However, your engagement with the community and the consumers does not end there. Previous experiences show that several consumers reach out for solar installations even after the campaign concludes. Some campaigns even extend their deadlines because of high consumer interest!

It is important that the campaign lends support to the consumers for some time after the end of the campaign as the decision-making cycle for buying RTS is around 6−9 months.

Things to keep in mind while you conclude the campaign

- Account for post-campaign support during the campaign design stage itself.

- Clearly identify the services that the consumers would benefit from the most after the campaign; for example, information booklets, access to hotlines, or vendor information.

- Convene all stakeholders and solar ambassadors and decide on the services that should be continued once the campaign ends. This can also be a discussion about extending the campaign if the resources are available.

- Ensure that the solar ambassadors can continue word-of-mouth discussions and direct the interested consumers to the relevant sources once the campaign ends.

- While the Solarise campaigns aim to support consumers to adopt RTS, it is desirable to make consumers self-sufficient in independently acquiring RTS systems. The necessary training and accompanying material can be organised and distributed before the campaign ends.

- Discuss the possibility of repeating the campaign after some time to capitalise on the awareness in the community about RTS.

- Periodically follow-up with solar ambassadors to gauge the persistence of awareness and see if any additional requirements can be met.

- Conduct post-campaign feedback calls with interested consumers to check on their experience and confirm whether the vendor has followed up with them regarding site visits and proposals.

PRO-TIPS

These campaigns are built on trust, and a sense of familiarity, and thus it is important that consumers do not feel abandoned after the campaign ends.

4.3. Documenting findings and learnings

It is important to document the learnings and experience from the campaign to understand the impact that the campaign had on educating motivating and activating the consumer.

One way to document is in the form of a report with the following key elements.

- **Campaign design:** Introduce your stakeholders, campaign activities, communication channels, vendor and lead management processes, and any interesting design thinking or elements you used for your campaign.

- **Campaign performance:** Describe the campaign's performance on your KPIs, and insights from feedback surveys, stakeholder discussions, anecdotes, and campaign debriefings.

- **Learnings and recommendations:** Based on your successes and limitations during the campaign, distil the key learnings from your experience and describe what worked and what can be improved. Also create actionable recommendations for future campaign organisers and policymakers.
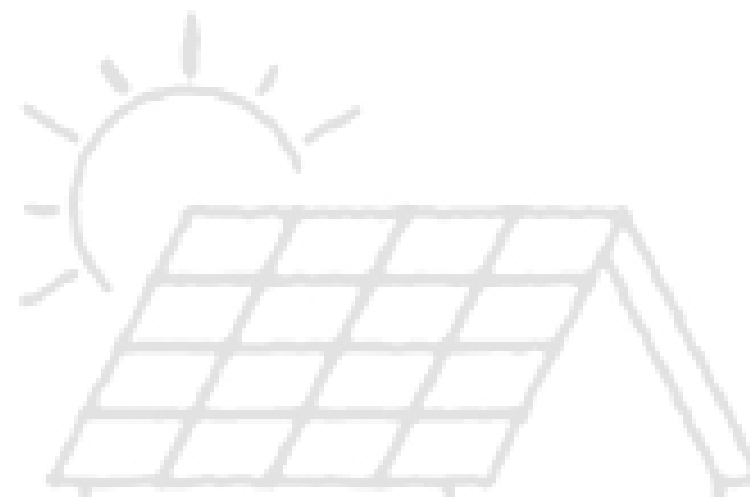
4.4. How to address key challenges

Several challenges and unforeseen circumstances can hinder the smooth running of large campaigns such as Solarise. Here we list some major challenges and how you can address them. Some of these issues might also be red flags, signalling you to take notice and begin course correction. Use this as a guide and assess your own campaign's challenges to reach an effective solution.

- **Solar ambassadors not participating actively:** Ensure that the solar ambassadors are motivated individuals who are personally interested in RTS. Residents who already have RTS are ideal for ambassadors. Include them in the campaign right from the planning stage and make them feel responsible for the campaign's success. Ambassadors who take this responsibility as a job rather than volunteer work are more likely to actively participate in the campaign.

- **Low consumer response and participation:** Ensure that you have understood the target consumers and their preferred modes of communication. Communicate with them using multiple communication channels such as WhatsApp, SMS, posters, flyers, and social media and observe the reach for each channel. You can then increase communication through the preferred channels. Also, check the tone and content of your messaging with the solar ambassadors, and ask them to amplify your messages. Another way to increase consumer interest is through in-person events, if possible.

- **Vendors not being responsible:** All the campaigning efforts will be futile if the vendors are not able or willing to close the leads generated through the campaign. Ensure that your partner vendors are as invested in the campaign as you. You can conduct special training sessions for the vendor sales representatives to familiarise them with the campaign's offerings and terms and conditions. While the individual installation size may be low, the vendors should be apprised of the bigger benefits of investing time and efforts in community-based campaigns such as reduction in cost of consumer acquisition.

- **Leads not converting into installations:** If your leads are not converting into actual installations despite all efforts, it's better to start talking to leads directly to understand their concerns and requirements. This feedback can be crucial for course correction or providing additional benefits that may convince the potential customers. Begin this process early so the changes can be incorporated in later campaign activities. For example, providing financing options such as solar loans, or an upfront discount by the vendor (if possible) may help close some leads.

- **Coordinating among diverse stakeholders:** Solarise campaigns require support from various stakeholders across the RTS ecosystem. This includes national and state authorities, regulators, local discoms, RTS developers, and RWAs. It is sometimes difficult to bring all stakeholders to the same page for achieving a common goal. To ensure coordination, clarify stakeholder expectations, roles, and responsibilities right at the planning stage. Maintain regular interaction with all the stakeholders through all-hands meetings during the campaign execution. This ensures quick identification and resolution of issues and facilitates communication.

4.5. How to scale-up Solarise campaigns

Solarise campaigns are effective as they leverage community trust and focus on providing high-quality information and services dedicatedly to a community. These features make Solarise highly customisable, modular, and scalable. You can opt to hold multiple campaigns in the same community—like an annual campaign or hold multiple simultaneous campaigns in different localities—like Solarise Safdarjung and Solarise Karkardooma as part of Solarise Delhi.

Here are some tips that can help you scale-up Solarise sustainably:

01 Identify potential communities for scale-up based on key parameters such as presence of RTS systems, level of awareness, and consumer interest.

02 Find effective local partners and solar ambassadors in every community that you want to expand to

03 Secure the support of relevant local authorities and government agencies for scaling up to a regional or state level.

04 Ensure that your team has bandwidth to manage multiple campaigns or connect with effective local partners who can manage their campaigns.

05 Identify community needs and expectations and customise the Solarise campaign accordingly. Ensure that your teams clearly understand the local context and modify each campaign accordingly.

06 For larger geographies, it may become necessary to engage with a dedicated public campaign firm to effectively deliver the campaigns.

07 Keep the design language and tone of the campaign consistent across all campaigns to make it easier for consumer to recognise the campaign.

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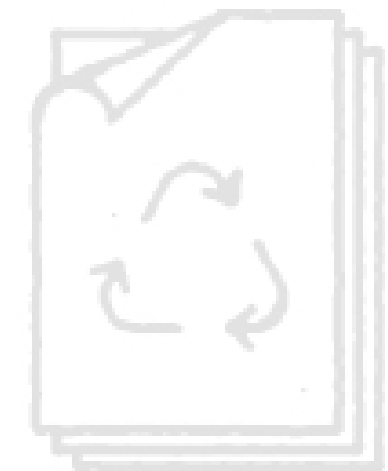
Image : Akash Gupta/ CEEW

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SmartPower, a US-based NGO, was created in 2002 and operates with a belief that today's clean energy solutions require the same consumer marketing approaches as traditional brands. Among many of its award-winning programs, SmartPower has perfected the on-the-ground outreach campaign known as "Solarize".

WeeGreen Inc is a software as a service (SaaS) company that helps companies and communities achieve their sustainability goals faster, easier and cheaper. Uniquely designed for peer-to-peer grassroots outreach WeeGreen helps accelerate the adoption of green products and services and helps companies meet their ESG goals.

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