

# Beyond audits: A behavioural change perspective

What more is needed  
to make audits more  
impactful?

**LEAP**<sup>4</sup>  
**SME** ENERGY AUDIT POLICIES  
TO DRIVE ENERGY  
EFFICIENCY



# SME decision-making

- Research has identified factors that can barrier and motivate SMEs to invest in energy efficiency
- The [perceived] barriers and drivers that can influence decisions-making exist at different levels
- Focus of ongoing research is on internal stakeholder(s) behaviour



- **Macro**
  - Market
  - Regulation
  - Technology



- **Meso**
  - Characteristics
  - Processes
  - Strategies



- **Micro**
  - Individual and employee attributes

# Research questions

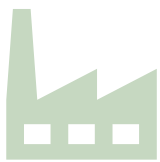
What is known about the influence of internal stakeholders on SME decision-making investment by SMEs?



What types of internal stakeholder(s) are considered in the literature?



In what ways do internal stakeholders influence decision-making and investment in SMEs?



Are some geographies and sectors more represented in the literature more than others?



What do the findings tell us about policy and programme design?

# Approach

- A rapid evidence assessment was undertaken to gain an overview of the density and quality of evidence and support and identify any gaps
- Based on defined inclusion/ exclusion criteria 88 outputs were identified, with 26 selected for full review
- Information collected on location, methods, sample, sector, behavioral factors, programme and policy recommendations

# International context

- Mostly primary research, some reviews
- Typically, interviews/ questionnaires with 3 – 750 SMEs/ representatives
- Several case studies, energy assessment and program evaluation
- Focus on manufacturing and processing industries in Europe
- Less research on horticulture, building/ construction, hospitality and retail

# UK context

- Qualitative research and case studies
- Building/ construction, retail and hospitality – focus on sole traders and small SMEs
- Highlights firm-specific energy requirements – products, processes, services, conditions



# Decision-making factors to consider when promoting investment in energy efficiency among SMEs

## Professional/ industry-related

- Network participation and access to energy efficiency experts
- Increase in internal competencies
- Prevailing technologies

## Personal/ employee attributes

- Management sensitivity to energy efficiency
- Great ambition and entrepreneurial mind
- Pride in work
- Positive working relationships
- Variety and challenge

# Recommendations for energy efficiency and audits in SMEs

- Engage with their priorities and values
  - Find out what's important to them and their business model
- Event-driven interventions and support
  - Growth milestones, expansions and diversification
  - Contract renewals, if applicable
  - Maintenance and repair services
- Knowledge and awareness of issues
  - Improvement option and availability of public and private funds

*What type(s) of audit best suit their needs?*

*When and what are there opportunities to engage?*

*What information and support is relevant and needed?*