The Participation Triangle

Involving Generation Y in energy strategy

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“Creator of knowledge we all are.”

(Arbnor and Bjerke, 2009)

PREFACE

The thesis that lays before you is the result of my journey that started in 2009. That year I began at HoraEst![1] with the idea of doing my PhD. I did this without having any notion of what the impact of this decision would be. During this period, I have learned a lot intellectually, psychologically and spiritually. I could not have done the research without the support of others though. So I would like to take this opportunity to thank those people.

The empirical part of the research took place at Eneco. Different people helped me in preparation of the research and setting the right prerequisites. I'd like to thank Guido Dubbeld and Jeroen de Haas for making it possible for me to do the research next to my work, Anne Maria Middelkamp Hup for critically reviewing the budget for the events, Eric van Engelen and Christian Dietzel for granting the budget and participating during the events. Next to Eric and Christian other people invested their personal free time in order to make the events a success. Anneke van Kollenburg, Floortje van den Berg, Marijn Pannekoek, Fedor van Herpen, Glenn Bijvoets and Dick Jonker I'm very grateful that you participated so enthusiastically. The events could not have taken place without you.

There would not even have been any event, if the group of Gen Y-ers that participated had not been willing to invest their energy and free time to participate with Eneco. Their enthusiasm and open view were a joy to experience and it was a privilege to get their insights and thought in relation to (future) energy supply. At the same time it would not have been such a success without the support of SAMEEN and the great job of Jong & Je Wil Wat of facilitating and leading the events. And the events would not have been recorded in such detail without the support of De Huurwoordenaar[2] and Inhouse Filming[3].

Tom Egyedi thank you for the talks we had during our regular cups of coffee. It helped in generating the necessary ideas. Thank you Bert Enserink for your

[1] Half year program at the Rotterdam School of Management during which you learn how to organize your research as a PhD student that is not employed by any university. After that half year you are supposed to have written a research proposal and to have come to an agreement with a professor for being your supervisor.
[2] https://www.huurwoordenaar.nl/
[3] https://inhousefilming.com/

support and guidance. They were vital for the direction in which the research went. And although I sometimes didn't know how to process his feedback, I thank my professor Wil Thissen for his extensive and continuous review of my work. I'm convinced that this contributed greatly to the quality of the thesis. Both Bert and Wil an additional special thanks for keep on believing in me when times got rough.

And of course I'd like to thank my dad, mom, sister and best friend for supporting me and for accepting that I wasn't always available in a social sense. With special attention I thank my husband who offered me the place of refuge during the tough times.

SUMMARY

The liberalization of the Dutch energy market has led to a change of relation between energy companies and their customers. At the same time, the Dutch energy policy expects energy companies to contribute to an energy supply that is cleaner, smarter and more varied, and available at any time at affordable prices. The situation since the liberalisation of the energy market can be summarized in the following points:

- Energy companies provide a product: energy, that is of social interest and importance, which forces them to act in a socially responsible manner,
- Energy as a product is a commodity
- Energy consumers are free to choose the energy supplier they want, to provide in their energy need.

Consequently, energy suppliers have to think and act like a commercial company, which means that energy companies in a liberalized market, next to their public responsibility, have strategic marketing issues to handle. Energy companies' long-term survival in the future depends, in my view, on understanding the dynamics at the customer-end, and responding adequately to changing situations and circumstances. Companies therefore can no longer afford to act autonomously, but should seek interaction with consumers and thereby co-create value. Since it is to be expected that changes in preferences and ambitions at the consumer-end affect the way of doing business, the challenge for energy companies thus is to review or define their strategy from a consumer perspective. In this line of reasoning, young people are an interesting target group of consumers with whom energy companies should connect to recognize and understand developments at the consumer-end. The social relevance of this research therefore lies in the challenge for energy companies to understand the future energy consumer, represented by Generation Y. For Eneco, as the energy company of interest, this research is specifically relevant in relation to its strategic objectives: "Sustainable, Decentralized, Together". In this strategy, participation with customers has been given great importance in order to make sustainable energy supply for[4] everyone come true. For Eneco and other energy companies, Generation Y is the future consumer they will be dealing with in the near future in making sustainable energy supply happen.

[4] In 2017 this changed into: "Everyone's sustainable energy" in order to emphasize the fact that customers produce energy themselves more and more.

The notion that energy companies a) need future energy consumers to help them understand changes going on at the consumer-end, and their probable implications on future energy supply, while b) they are unfamiliar with this specific group of consumers at the same time, has resulted in the following leading question of the research:

> How to involve the future energy consumer effectively in the strategy of an energy company?

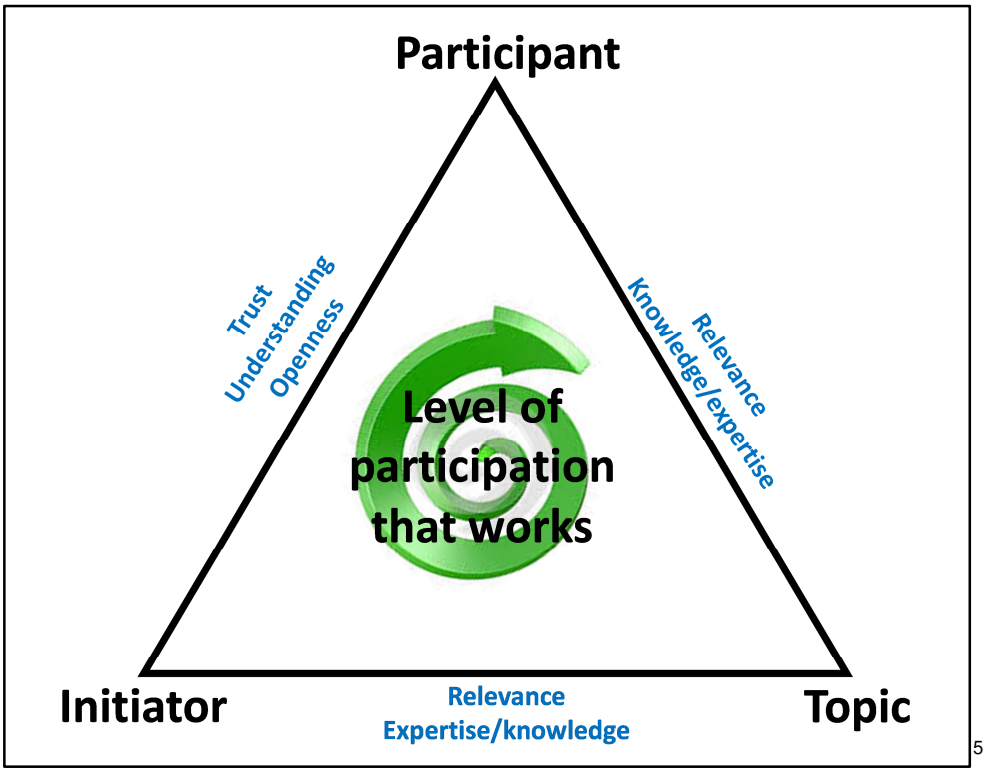
Answering this practical design question requires answering a variety of underlying knowledge questions, including definitions of key concepts such as 'involvement' and 'effective', and, more generally, 'What factors and conditions affect the process of involvement, and what is their impact on the effectiveness of the process?', and 'What are the design principles following from these insights'?

The theoretical basis to answer these knowledge questions lies in two research traditions; Policy Analysis and Consumer Research. The strength of Consumer Research in relation to the concept of involvement lies in learning about habits, and triggers of targeted groups of stakeholders. The strength of Policy Analysis lies in properly organized content-oriented learning processes. In combination they provided the necessary insights on "how to involve a group of stakeholders effectively". Consumer Research and Policy Analysis assign three common elements to the concept of involvement. They both implicitly and explicitly consider:

1) *The topic:* the subject the involvement is about. In this research the topic was the strategy of Eneco concerning future energy supply.
2) *The participant:* the person or group of persons that is actively involved or being involved with the topic. In this research the future energy consumer, represented by participating member of Generation Y, was the participant.
3) *The initiator:* the party that initiates and/or organizes the involvement of the participant in the topic. In this research Eneco, representing the energy company, was the initiator.

These elements are interconnected when considering involvement; one cannot talk about involvement or participation when the participant and the initiator have no topic to communicate about. The same is true for the situation where the initiator has no participant with whom to communicate about a topic, or when the participant wants to communicate about a topic, while there is no initiator willing to

organize the participation. In this research the relations between these elements are conceptualised as “The Participation Triangle”:



[5]

FIGURE 1; PARTICIPATION TRIANGLE

The elements participant, initiator and topic are interdependent. The leg between 'participant' and 'topic represents the relevance of the topic to the participant or the knowledge he or she has about the topic. Consumer Research emphasizes the level of personal importance and practical experience with a topic and thus supplements Policy Analysis. The leg between ‘initiator’ and ‘participant’ represents

[5] Arrow from https://www.dreamstime.com/

the participatory behaviour of the initiator and the participant, and represents the level of trust they have in each other; here Policy Analysis' consciously designed content related activities are dominant. The leg between initiator and topic represents the expertise, interest, and experience of the initiator with the topic; here both Consumer Research and Policy Analysis contribute to the research project.

The axis in the centre of the Participation Triangle is the stimulus, in terms of Consumer Research, or communicative action, in terms of Policy Analysis, that brings the three elements together. This axis represents the participation process that should effectively involve participants in the topic of involvement, leading to a level of participation that works. The design of this participation process should meet certain design requirements. In this research these have been described in the structure of a) form, b) content, c) incentive, and d) overall organization. *Form* entails the format or set-up of the participation between Eneco and Gen Y-ers. *Content* concerns the content of the participation and basically entails the way the topic has been made tangible. *Incentive* describes the elements in the participation that impel Gen Y to participate in the first place. *Overall organisation* concerns the things that support the participation in terms of the necessary availability of facilities

Throughout the research, the concept 'involvement' is used in two ways:

1) *to involve:* the process an initiator undertakes to include persons in something, in order to make them part of that something, and

2) *to be involved with:* the state of mind of feeling committed to or engaged with something and therefore take part in that something.

In relation to this research, 'the something' in both interpretations of involvement, refers to the topic and/or the participation process. Effective involvement can be linked to different aspects concerning participation. It can be an indicator of the quality of the process or of the quality of the outcome of the process. Naturally, the relevance of the topic that the participant experiences prior, during or after the participation process, is an attribute of the effectiveness of the involvement. In the context of this research, necessary conditions to create effective involvement are the following:

1) Involvement in the topic: Gen Y reaches the mental state of being involved with the strategy of Eneco.
2) Involvement in the participation process: Gen Y reaches the mental state of being involved with the participation process.
3) Enduring involvement as the outcome: The participation process leads to a relationship between Eneco and Gen Y.

The topic in relation to this research concerns 'the strategy of the energy company regarding future energy supply'. At the start of this research three interpretations of strategy applied; strategy content, strategy-making process, and strategy implementation and translation into concrete actions, products and services. Part of study was to find out which of the above interpretations relates best to the future energy consumer.

The empirical part of the research (called "the empirical journey of discovery") was approached as a participatory action research, with elements of a case study and of ethnographic field research. The researcher performed the research together with the participating actors in the context of energy company Eneco. In the empirical part of this research, the natural behaviour of the participating actors was studied without being directed by the researcher. The empirical journey of discovery has been done in three different phases. In phase 1, a qualitative survey was performed in order to assess the level of Eneco's participatory behaviour and group interviews were held that had to gain first insights in: a) Gen Y's communication principles concerning content, style and channel of communication and b) the relevance Gen Y experiences with future energy supply. In phase 2 group discussions explored the interaction between Eneco and Gen Y in a concrete participatory action in the form of the event 'Youth Energy Day'. The survey that followed generated a broad overview of the relevance Gen Y experiences in relation to energy supply and sustainable energy in particular. In phase 3 during a quasi-experiment a real-life situation was created in which Eneco and Gen Y participated in the co-creation of a tangible energy product of strategic importance to Eneco. The co-creation took place in the form of a project during a three month period under the name: Eneco Energy Challenge; Toon®3.0. At the end of each phase the data and insights collected led either towards new design requirements or an amendment of the design requirements of the previous phase. The experience gained during the empirical journey thus helped to further concretize the design principles form, content, incentive, and overall organization.

The research results indicate that although Generation Y is also referred to as the *Internet* Generation and are considered as the first *Digital Natives*, they prefer face-to-face contact over digital contact in relation to participation with a company. They also love to compete in teams in order to create new solutions to the problem assigned to them. Gen Y-ers appreciate an interaction with the company which is as personal as possible from employee to participants. Also the opportunity to meet new people to expand their personal network with and learn from is high on their list of reasons why to sign up for participation. Furthermore, there are practical requirements: activities should be at an attractive location, near public transport, having fast internet and plenty of electric sockets available. But above all, the participation with a company should be fun to do.

Regarding the relevance of the topic to the participating Gen Y-ers the research results indicate that energy is considered a commodity and ever present, thus nothing the participating Gen Y-ers feel they have to be concerned about. In order to make the concept of energy supply (being the content of the Eneco strategy) relevant for them, they were first asked to create their vision on future energy supply. Approaching energy supply from this strategy making point of view didn't make the topic tangible enough for the participating Gen Y-ers to relate to. Literature[6] [7] suggests that a topic of interest should be made an experience first before it becomes interesting for consumers. Therefore, it was decided, in the third phase, to organize a co-creation around Eneco's strategic proposition Toon®, which made energy supply more tangible for the participating Gen Y-ers. Clearly, participating Gen Y-ers could better relate to the topic 'energy supply' when they were asked to co-create a concrete energy proposition for the consumer market (content of strategy implementation), than when they were asked to create scenario's concerning future energy supply (content of strategy making). The quasi-experiment succeeded in getting the future energy consumer reach the mental state of being involved with the strategy of Eneco., because it enabled him to co-create concrete content concerning the topic. In this case concrete content entailed the development of features in Toon® with respect to energy consumption saving measures, which related to the way he experiences energy supply in daily live.

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[6] Pine II and Gilmore (2005)
[7] Prahalad and Ramaswamy, (2004)

Unfortunately, the realized participation process did not lead to a relationship between Eneco and participating Gen Y-ers for the long term. The energy company did not put any effort in continuing the involvement; Eneco did not provide feedback (other than the immediate feedback during the events) about what the company had further done with the results in a later stadium after the process. The future energy consumer's involvement with Eneco lingered a little longer, but due to the lack of subsequent involvement activities, did not remain active.

These observations learn that in the design to involve Generation Y in a topic of interest, the initiator should bare the following in mind: Make an effort to understand the participating Gen Y-ers worldview in order to find out where the relevance of the topic lies for them. Change the emphasis on the topic when that change makes the topic more relevant to them. Let Generation Y experience the topic in co-creation of concrete content together with you. Organize the co-creation in the form of assignment(s) they can work on in competing teams during pressure cooked brainstorm session. Assign dedicated coaches to each team in order to guide (not steer) the participating Gen Y-ers through the process and answer their topic related questions. Take them seriously by organizing face-to-face interaction moments where they can meet and get to know each other. Create an ambiance of trust in an open process based on dialogue, respect, personal interaction and certain equality between you and them. Make sure that the work on the assignments can be done in an attractive location with catering near public transport and reimburse any expenses they have to make to participate. Reward their efforts by organizing a social event afterwards where you can hang out together. And don't forget to give feedback on what you eventually did with the solutions they provided you with.

More generally, I would like to emphasise that, in terms of the Participation Triangle, it is the relative context of 'initiator', 'topic' and 'participant' that determines at what level participation can be effective. That relative context implies that all three elements should be considered of equal importance at the start of every participation process. Characteristics of 'participant', 'initiator' and 'topic', determine the balance based on which the participation could have effect. **When the relevance of the topic to the participant is clear, the initiator has the knowledge where to emphasize the content of the topic in order to involve the participant**. Here the research shows that Policy Analysis should learn from Consumer Research about the importance of relevance of the topic to the participant. **Involvement cannot be standardized,** because its progress and outcome depends so heavily on the combination of the three elements. **It is the**

continuous interplay of 'initiator', 'participant' and 'topic' that leads to a level of participation that works. By approaching the involvement process as participation at the community level[8], it is possible to find out at what level the initiator and the participant would participate effectively for the longer run. **The participation process is considered the road towards the eventual level of participation between 'initiator' and 'participant' concerning a certain 'topic'. The research confirms that the road should be considered as part of the "involvement" itself, and thus handled as part of the participation process.**

[8] Chang and Jacobson, (2010)

SAMENVATTING

De liberalisering van de Nederlandse energiemarkt heeft geleid tot een veranderde relatie tussen energiebedrijven en hun klanten. Als gevolg van de liberalisering van de energiemarkt kunnen energieleveranciers zich niet langer gedragen als overheidsbedrijf, maar moeten ze denken en handelen als commercieel bedrijf. Tegelijkertijd staat in het Nederlandse energiebeleid dat energiebedrijven moeten bijdragen aan een energievoorziening die schoon, slim en betaalbaar is, maar ook betrouwbaar en op elk moment beschikbaar. De situatie na de liberalisering van de energiemarkt kan als volgt worden samengevat:

- Energiebedrijven leveren het product energie, wat voor iedereen belangrijk is en daarom van maatschappelijk belang. Dit maakt dat energiebedrijven maatschappelijk verantwoord moeten handelen,
- Energie als product is een commodity, en
- Energieverbruikers zijn vrij om de door hen gewenste energieleverancier te kiezen, die in hun energiebehoefte kan voorzien.

Kortom betekent het dat energiebedrijven moeten nadenken over strategische marketingvraagstukken naast dat ze hun publieke verantwoordelijkheid behouden. Hoe energiebedrijven op de lange termijn kunnen overleven hangt af van hoe goed ze de dynamiek bij klanten begrijpen en hoe adequaat ze kunnen reageren op veranderende situaties en omstandigheden. Bedrijven kunnen niet langer autonoom handelen, maar moeten de interactie met consumenten opzoeken om zodoende (gezamenlijk) waarde te kunnen creëren. Aangezien verwacht wordt dat veranderingen in voorkeuren en ambities bij de consument invloed hebben op de manier van zaken doen, is de uitdaging voor energiebedrijven om hun strategie vanuit een consumentenperspectief te definiëren. Wanneer we deze redenering blijven volgen, zijn jonge mensen een interessante doelgroep van consumenten met wie energiebedrijven de verbinding zouden moeten aangaan om de ontwikkelingen aan de consumentzijde te kunnen herkennen en begrijpen. De sociale relevantie van dit onderzoek ligt daarom in de uitdaging voor energiebedrijven om de toekomstige energieverbruiker, lees: ‘Generatie Y’, te leren begrijpen. Voor het energiebedrijf, lees: ‘Eneco’, is dit onderzoek specifiek relevant in het licht van haar strategische doelstellingen: "Duurzaam , Decentraal, Samen". In deze strategie speelt participatie met klanten een belangrijke rol om duurzame

energievoorziening voor iedereen[9] mogelijk te maken. Voor Eneco en andere energiebedrijven is Generatie Y de consument met wie ze in de duurzame energievoorziening in de nabije toekomst waar moeten maken.

Het idee dat energiebedrijven a) toekomstige energieverbruikers nodig hebben om hen te helpen bij het begrijpen van veranderingen aan de consumentzijde en de mogelijke gevolgen daarvan voor de toekomstige energievoorziening, terwijl b) zij op hetzelfde moment onbekend zijn met deze specifieke groep consumenten, heeft geleid tot de volgende hoofdvraag in het onderzoek:

> Hoe betrek je de toekomstige energieconsument effectief bij de strategie van een energiebedrijf?

Om deze praktische ontwerpvraag te kunnen beantwoorden moeten tevens diverse onderliggende kennisvragen beantwoord worden. Dit betreft kennisvragen als: “Wat zijn de definities van sleutelconcepten zoals 'betrokkenheid' en 'effectief'?” Meer algemene kennisvragen zijn: “Welke factoren en voorwaarden beïnvloeden het proces van betrekken en wat is de impact daarvan op de effectiviteit van het proces?” En “Wat zijn de ontwerp principes die uit deze inzichten naar voren komen?”

De theoretische basis voor de beantwoording van deze kennisvragen is opgebouwd uit de volgende twee onderzoekstradities; Beleidsanalyse en Marketing. In relatie tot het begrip betrokkenheid, ligt de kracht van Marketing bij het leren van de gewoonten van en mogelijke triggers voor klantdoelgroepen. De kracht van Beleidsanalyse ligt in het goed organiseren van content gerichte participatieprocessen. Echter in combinatie hebben ze de nodige inzichten geleverd over "hoe een groep belanghebbenden effectief betrokken kan worden". Marketing en Beleidsanalyse wijzen beiden impliciet en expliciet de volgende drie elementen toe aan het begrip betrokkenheid:

[9] In 2017 is de missie veranderd in: “Duurzame energie van iedereen” om het feit dat klanten steeds vaker hun eigen energie opwekken te benadrukken.

1) Het *onderwerp*: het onderwerp waar de betrokkenheid over gaat. In dit onderzoek was het onderwerp de strategie van Eneco in relatie tot toekomstige energievoorziening.

2) De *participant*: de persoon of groep van personen die actief betrokken zijn of betrokken worden bij het onderwerp. In dit onderzoek was de participant de toekomstige energieverbruiker, vertegenwoordigd in deelnemende leden van Generatie Y.

3) De *initiatiefnemer*: de partij die de participant bij het onderwerp betrekt. In dit onderzoek was Eneco het energiebedrijf, wat de betrokkenheid van de participant initieerde/organiseerde.

Bovengenoemde elementen zijn onderling verbonden wanneer betrokkenheid van doelgroepen wordt overwogen. Zo kan men niet praten over ‘het betrekken van’ of ‘participatie’ wanneer de participant en de initiatiefnemer geen onderwerp hebben om over te communiceren. Hetzelfde geldt voor de situatie waarin de initiatiefnemer geen participant heeft met wie hij over een onderwerp wil communiceren of wanneer de participant over een onderwerp wil communiceren, terwijl er geen initiatiefnemer bereid is de participatie te organiseren. In dit onderzoek worden de relaties tussen deze elementen gepresenteerd en toegelicht in: "De Participatie Driehoek":

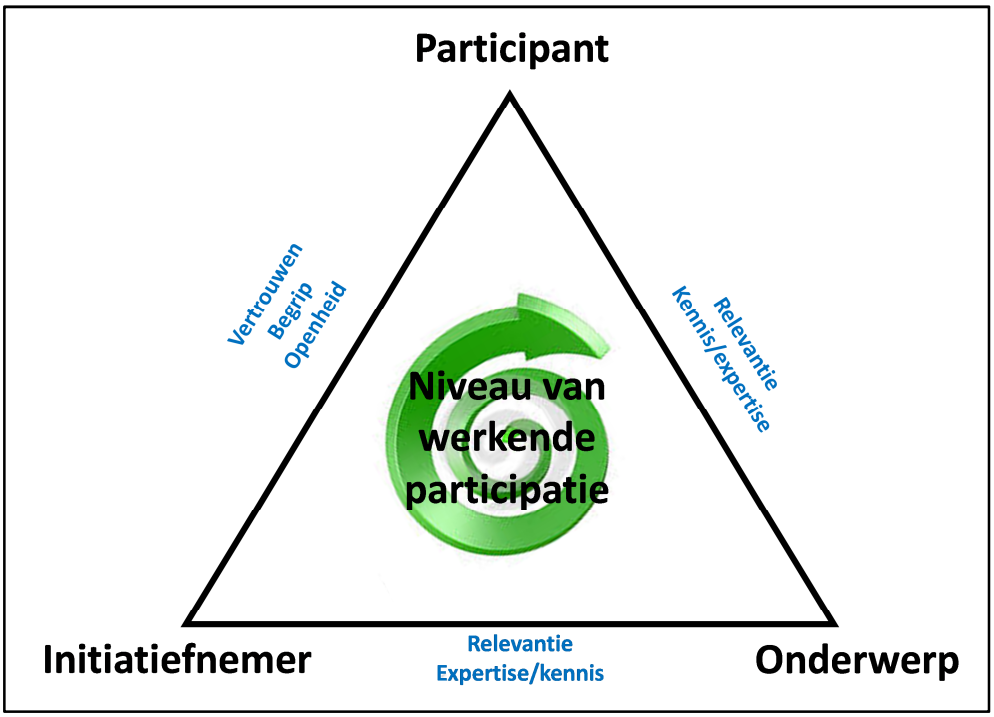

FIGURE 2; PARTICIPATION TRIANGLE

De elementen ‘participant’, ‘initiatiefnemer’ en ‘onderwerp’ kennen een onderlinge afhankelijkheid. De zijde tussen 'participant' en 'onderwerp' geeft de relevantie van het onderwerp aan voor de participant of de kennis die hij of zij over het onderwerp heeft. Marketing benadrukt de waarde van persoonlijk belang en concrete praktijkervaring met een onderwerp en vult daarmee Beleidsanalyse aan. De zijde tussen 'initiatiefnemer' en 'participant' vertegenwoordigt het vertrouwen en de ruimte tussen initiatiefnemer en de participant om te kunnen participeren. Hier is kennis van bewust ontworpen content gerelateerde activiteiten uit Beleidsanalyse dominant. De zijde tussen ‘initiatiefnemer’ en ‘onderwerp’ vertegenwoordigt de expertise van de initiatiefnemer, zijn interesse in en ervaring met het onderwerp; Hier dragen zowel Marketing als Beleidsanalyse bij aan de conceptualisering van de Participatie Driehoek.

De as, gepresenteerd in het midden van de Participatie Driehoek, is de stimulans die de drie elementen bij elkaar brengt. Deze as vertegenwoordigt het participatieproces dat participanten effectief moet betrekken bij het onderwerp. Het

effectief betrekken leidt tot een *werkend* participatieniveau. Het ontwerp van dit participatieproces moet echter voldoen aan bepaalde ontwerpeisen. In dit onderzoek zijn deze eisen beschreven in de structuur van a) vorm, b) inhoud, c) incentive (reden), en d) algemene organisatie. *Vorm* betreft de opzet van de participatie tussen Eneco en Gen Y-ers. *Inhoud* betreft waar de nadruk op het onderwerp van participatie wordt gelegd. *Incentive* beschrijft wat (de reden) Gen Y ertoe brengt om mee te doen aan de participatie. De *algemene organisatie* betreft de wijze waarop de participatie georganiseerd is of ondersteund wordt in termen van benodigde faciliteiten.

Gedurende het onderzoek wordt het begrip ‘betrokkenheid’ op twee manieren gebruikt:

1) het *betrekken van*: de acties die een initiatiefnemer onderneemt om participanten onderdeel te laten uitmaken van iets, en

2) het *betrokken zijn bij*: de gemoedstoestand van participanten waardoor ze zich betrokken voelen bij iets en zich daarom willen inzetten voor dat iets.

Met betrekking tot dit onderzoek verwijst 'het iets' in beide interpretaties van betrokkenheid naar het onderwerp en/of het participatieproces. Effectieve betrokkenheid kan op verschillende aspecten van participatie getoetst worden. Effectief kan een indicator zijn van de kwaliteit van het proces of van de kwaliteit van het resultaat van het proces. Daarnaast is de relevantie van het onderwerp welke de participant ervaren heeft voor, tijdens of na het participatieproces, een kenmerk van de effectiviteit. In het kader van dit onderzoek zijn de noodzakelijke voorwaarden om effectieve betrokkenheid te creëren de volgende:

1) Betrokkenheid bij het onderwerp: Gen Y bereikt de gemoedstoestand van zich betrokken voelen bij de strategie van Eneco.

2) Betrokkenheid bij het participatieproces: Gen Y bereikt de gemoedstoestand van zich betrokken voelen bij het participatieproces.

3) Voortdurende betrokkenheid als resultaat: Het participatieproces leidt tot een relatie tussen Eneco en Gen Y, waarbij er herhaaldelijk participatie plaatsvindt.

Het onderwerp dat in dit onderzoek centraal staat betreft ‘de strategie van het energiebedrijf op het gebied van toekomstige energievoorziening'. Aan het begin van dit onderzoek waren drie interpretaties van de strategie mogelijk: strategie-inhoud, strategievormingsproces, en strategie-implementatie door vertaling ervan

in concrete acties, producten en diensten. Uitvinden welke interpretatie het beste zou aansluiten bij de toekomstige energie consument, was onderdeel van het onderzoek.

Het empirische deel van het onderzoek (genaamd "de empirische ontdekkingsreis") werd benaderd als een participatief actieonderzoek, dat elementen had van een casestudy en etnografisch veldonderzoek. De onderzoeker heeft samen met de deelnemende actoren het onderzoek uitgevoerd in de context van het energiebedrijf Eneco. In het empirische deel van dit onderzoek is het natuurlijke gedrag van de deelnemende actoren bestudeerd zonder dat de onderzoeker dit gedrag actief stuurde. De empirische ontdekkingsreis is in drie verschillende fasen gedaan. In fase 1 is een kwalitatief onderzoek uitgevoerd om het niveau van het participatie-gedrag van Eneco te beoordelen. Daarnaast werden er groepsgesprekken gehouden om inzicht te krijgen in: a) communicatie principes van Gen Y betreffende inhoud, stijl en communicatiekanaal en b) de relevantie die Gen Y ervoer bij toekomstige energievoorziening. In fase 2 heeft de onderzoeker de interactie tussen Eneco en Gen Y onderzocht door groepsdiscussies te organiseren tijdens het evenement 'Jeugd Energiedag'. De aanvullende enquête gaf een breder zicht op de relevantie die Gen Y ervoer bij energievoorziening in het algemeen en duurzame energie in het bijzonder. In fase 3 werd, tijdens een quasi-experiment, een real-life situatie gecreëerd waarin Eneco en Gen Y deelnamen aan de co-creatie van een tastbaar strategisch energieproduct van Eneco. De co-creatie vond plaats gedurende een drie maanden durend project onder de naam: ‘Eneco Energy Challenge; Toon®3.0’. Aan het einde van elk van deze fasen leidden empirische en theoretische inzichten naar nieuwe ontwerpeisen of een wijziging van de ontwerpeisen van de fase ervoor. De kennis en ervaring die werden opgedaan tijdens de empirische reis hebben bijgedragen aan het concretiseren van de ontwerpeisen: vorm, inhoud, incentive en algemene organisatie.

De onderzoeksresultaten geven aan dat ondanks dat Generatie Y (ook wel bekend onder de naam ‘de Internet Generatie’), wordt beschouwd als de eerste generatie waarvoor digitaal handelen vanzelfsprekend is, zij liever face-to-face participeren met een bedrijf dan op afstand via internet. De onderzoeksresultaten laten ook zien dat ze graag in competitie met elkaar in teams nieuwe oplossingen creëren voor een aan hen toegewezen probleem. Gen Y-ers waarderen het bovendien wanneer een bedrijf zo persoonlijk mogelijk met ze communiceert gedurende de participatie. De gelegenheid om nieuwe mensen te ontmoeten om hun persoonlijke netwerk uit te breiden en van te leren, staat hoog op hun lijst van redenen waarom ze zich

inschrijven om mee te doen. Verder zijn er praktische vereisten waaraan moet worden voldaan: de activiteiten moeten op een aantrekkelijke locatie zijn, vlak bij het openbaar vervoer, met snelle internetverbinding en er moeten voldoende stopcontacten zijn voor het opladen van hun tablet, laptop en smartphone. Maar bovenal moet participatie met een bedrijf leuk zijn om te doen.

Wat de relevantie van het onderwerp voor de deelnemende Gen Y-ers betreft, wijzen de onderzoeksresultaten erop dat energie als een commodity wordt beschouwd; overal en altijd beschikbaar. Ze vinden dat ze zich er dus geen zorgen over hoeven te maken of over hoeven na te denken. Om uit te zoeken wat de relevantie van het onderwerp energievoorziening voor de deelnemende Gen Y-ers was, werden ze eerst gevraagd om hun ideeën omtrent toekomstige energievoorziening te visualiseren. Het benaderen van het onderwerp vanuit deze interpretatie van strategie (strategievorming) maakte het onderwerp echter niet tastbaar genoeg voor de deelnemende Gen Y-ers om erbij betrokken te raken. Literatuur op het gebied van strategie en marketing suggereert bovendien dat een onderwerp eerst ervaren moet worden voordat het interessant genoeg wordt voor mensen om te handelen. Op basis van deze empirische en theoretische uitkomsten werd besloten om in de derde fase een co-creatie te organiseren rond Eneco's strategische product Toon®. In deze fase werd het onderwerp energievoorziening wel meer tastbaar voor de deelnemende Gen Y-ers. De uitkomsten van fase drie hebben duidelijk gemaakt dat de deelnemende Gen Y-ers beter reageerden op het onderwerp 'energievoorziening' toen ze gevraagd werden om een concrete energiepropositie voor de consumentenmarkt te bedenken (interpretatie van strategie in termen van strategie-implementatie) dan toen ze gevraagd werden om scenario's te maken over toekomstige energievoorziening (interpretatie van strategie in termen van strategievorming). Het op deze wijze ervaren van energievoorziening maakte dat de deelnemende Gen Y-ers betrokken raakten bij de strategie van Eneco. Het stelde hen namelijk in staat om met energievoorziening bezig te zijn op een manier waarop ze energievoorziening in het dagelijks leven ervaren, omdat ze concrete functies in Toon® konden bedenken om energiebesparing te stimuleren.

Het participatie proces tussen Eneco en de deelnemende Gen Y-ers heeft helaas niet geleid tot een relatie tussen beide partijen voor de langere termijn. Het energiebedrijf heeft geen moeite gedaan om de betrokkenheid te laten voortduren; Eneco heeft geen feedback gegeven (behalve de directe feedback tijdens de

gebeurtenissen) over wat het bedrijf met de resultaten uit de participatie heeft gedaan. Een aantal Gen Y-ers heeft nog wel contact gehad met medewerkers na de participatie, maar dit contact is een stille dood gestorven door het gebrek aan vervolgacties vanuit Eneco.

Deze observaties uit het onderzoek leren ons dat de initiatiefnemer het volgende in gedachten moet houden, wanneer hij Generatie Y wil betrekken bij een onderwerp: Probeer de belevingswereld van de deelnemende Gen Y te begrijpen om te achterhalen waar de relevantie van het onderwerp voor hen ligt. Wijzig waar je de nadruk op het onderwerp legt, wanneer die verandering de relevantie beter representeert. Laat Generatie Y het onderwerp ervaren door gezamenlijk concrete inhoud te creëren aangaande het onderwerp. Organiseer de co-creatie in de vorm van opdracht (en) die ze onder tijdsdruk kunnen uitvoeren tijdens brainstormsessie in met elkaar concurrerende teams. Wijs coaches toe aan elk team om de deelnemende Gen Y-ers gedurende het proces te begeleiden (maar niet te sturen) en onderwerp gerelateerde vragen te laten beantwoorden. Neem de deelnemende Gen Y-ers serieus door face-to-face interactie momenten te organiseren waar ze elkaar en de organisatie kunnen leren kennen. Creëer een sfeer van vertrouwen door de interactie te laten plaatsvinden op basis van dialoog, respect, persoonlijke interactie en gelijkwaardigheid. Zorg ervoor dat er vanuit een aantrekkelijke locatie in de buurt van het openbaar vervoer en met catering op locatie aan de opdrachten gewerkt kan worden. Compenseer ze ook voor alle kosten die ze eventueel moeten maken om mee te kunnen doen. Beloon hun inspanningen door vervolgens een social event te organiseren waar je samen kunt relaxen. En vergeet niet om feedback te geven over wat er uiteindelijk met de uitkomsten wordt gedaan.

Op basis van de Participatie Driehoek kan algemeen gesteld worden dat de wijze waarop de elementen 'initiatiefnemer', 'onderwerp' en 'participant' zich tot elkaar verhouden bepaalt op welk niveau participatie effectief kan zijn. Alle drie de elementen zijn aan het begin van elk participatieproces even belangrijk. Contextueel afhankelijke kenmerken van 'participant', 'initiatiefnemer' en 'onderwerp' bepalen wat de balans tussen hen is op basis waarvan de participatie effectief kan zijn. **Betrokkenheid kan niet worden gestandaardiseerd**, omdat de voortgang en het resultaat daarvan zo sterk afhangt van de combinatie van de drie elementen. **Het is de voortdurende wisselwerking tussen 'initiatiefnemer', 'participant' en 'onderwerp' dat leidt tot een participatieniveau dat werkt.**

Wanneer de initiatiefnemer de relevantie van het onderwerp voor de participant duidelijk heeft, kan hij bepalen waar hij de nadruk op moet leggen of hoe hij het onderwerp moet presenteren om de participant te betrekken. Uit het onderzoek blijkt dat Beleidsanalyse kan leren van inzichten in Marketing over het belang van relevantie van het onderwerp voor de participant. Door samen met participanten het participatieproces te ontwerpen, implementeren en evalueren is het mogelijk de participatie effectief te maken. **Het participatieproces wordt beschouwd als de weg naar het uiteindelijke werkende participatieniveau tussen 'initiatiefnemer' en 'participant' over een bepaald onderwerp. Het onderzoek bevestigt dat de weg moet worden beschouwd als onderdeel van de "betrokkenheid" zelf, en dus deel uitmaakt van het participatieproces.**

CONTRIBUTIONS

The events that will be described in this thesis, could not have performed without the help of three organizations; Jong & Je Wil Wat and SAMEEN and Eneco. Jong & Je Wil Wat took the facilitator role during Youth Energy Day and the Eneco Energy Challenge and SAMEEN supported the Eneco Energy Challenge. Eneco made the research possible, by enabling me to do the research in their organization. Jong & Je Wil Wat and SAMEEN will be described briefly here. Eneco will be described in chapter 11 of this thesis.

Jong & Je Wil Wat helps organizations to reach young people with their communication. They do this by facilitating client-organization to work together with young people. Together they create marketing and communication solutions that give young people a reason to listen, read, do and buy. At Jong & Je Wil Wat they believe in the power of young people because they know what's going on. By understanding young people organizations can communicate with them in the right way. The portfolio of Jong & Je Wil Wat has to offer:

- Research & co-creation: Perform qualitative research and co-creation that give insight into the world of experience and wishes of young people.
- Communication: Translate knowledge and insights from research or co-creation into strategies, concepts and campaigns that appeal to young people.
- Workshops & presentations: Organize workshops in order for client-organizations to Learn, understand and reach young people.
- Youth network: Enabling a youth network young people aged 10-27 who want organizations to help communicate with their peers.

SAMEEN is a student platform that offers jobs on the side for talented students to work on energy-related assignments, projects and researches for organizations within and outside the energy sector. During the assignment, the student is supported with knowledge

and experience of the multidisciplinary board of SAMEEN. All knowledge collecting during assignments is stored in the SAMEEN-knowledge base. This knowledge base helps to find better and faster solutions to future challenges.

SAMEEN enables students to gain relevant work experience next to their study and at the same time organizations can benefit from that in order to contribute together to the energy solution of the future. The SAMEEN students that are selected to work for an organization, have the latest knowledge and come from a variety of fields of study. In this way, they can afford organizations the latest knowledge to help them achieve their ambitions. Benefits for organizations of working together with SAMEEN thus lie in:

- - Solving organizational questions by the best student
- - Possibility of recruiting future employees
- - Modest hourly rate for solving organizational questions
- - Supervised and supported students

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PART I

In part I of this thesis, the research will be introduced. The introduction starts with an impression of the energy market and the challenges a Dutch energy company faces. This is followed by the justification and relevance of the research. This part ends by providing insight in the underlying paradigm, which forms the perspective from which the research was performed.

1. INTRODUCTION TO ENERGY SUPPLY

1.1 DEVELOPMENTS IN ENERGY SUPPLY

Organized energy supply in the Netherlands is relatively young. The first signs can be traced back to 1800 when the industrial production of gas[10] began. Privately-owned factories supplied the gas needed for light in the streets and in the homes of the wealthy. The majority of the people however had to rely on cheaper alternatives such as burning wood. Quite soon after the gasworks were set up, local municipalities engaged themselves in gas operations and the gas producers became utility companies. This process led to everyone being able to use gas at affordable prices. Around 1880, another form of energy, namely electricity became known[11]. The first city in the Netherlands to experiment with electric power was Rotterdam. This early form of public energy supply was limited to a particular area. The next generation power station was built in the village of Kinderdijk in 1886, with which electricity was delivered to customers via a network. It was a private initiative, but soon these activities were also transferred to the municipality. Slowly the production and distribution of gas and electricity were integrated in single businesses, and the first 'energy companies' emerged[12]. In the early 1900's, these companies were focussed on supplying energy within a specific municipality alone. But soon after, these municipalities began to supply energy to other municipalities in their surroundings[13]. Together with regional energy companies they developed an inter-municipality supply of electricity. Soon the districts Noord-Brabant and Groningen made this public electricity supply of governmental interest and decided to found the first provincial electricity companies. This initiative was followed by the same kind of initiatives in other districts, under responsibility of the members of the VDEN[14]. The Dutch government had a limited role by just allowing companies to build an infrastructure in the public area. However after the turbulent period of the Second World War, public demand for energy grew in the mid and end of the 20th century due to the on-going industrialization. The supply of gas and electricity thus became of public interest more and more. The government had to step up and take

[10] Gas as product out of the process of combustion of coals
[11] Source: http://www.eneco.com/nl/organisatie/historie/ (06-12-2013)
[12] Source: http://www.eneco.com/nl/organisatie/historie/ (06-12-2013)
[13] Source: Bureau Ellens BV (red.) (1977). *Elektriciteit voor Nederland een terugblik*. 's Gravenhage: Semper Avanti. offered by VDEN.
[14] Association of Executives of Electricity companies in The Netherlands

responsibility. In order to meet the rising demand of energy, the government had to create the conditions to enhance the reliability and availability of energy supply.

Although the Dutch government already assigned two commissions[15] in 1919 and 1921 to advise about the role of the government in the national supply of electricity, it wasn't until 22 October 1938 that the first legislation of electricity supply came into effect. This legislation enabled the government to enforce important decisions concerning the Dutch electricity supply by Royal Decree[16]. Dutch energy supply in those days heavily relied on fossil fuels. However the oil crisis of 1973[17] demanded nationally and internationally for profound reconsideration of this energy supply. The scarcity of this fossil fuel demanded a transformation in countries' energy households. In the Netherlands this resulted in the first Energy Memorandum (in Dutch: Energienota) in 1974. In this governmental policy document, the supplying parties stated that energy is to be considered a valuable property, which should be used wisely. This meant that it should not be wasted and that a growing offtake should not be a goal in itself. On top of that, the parties foresaw a further increasing demand for energy. Energy companies therefore had to consider alternative fuels as well (being nuclear and coal instead of gas and oil)[18]. In the decades that followed it became more apparent that energy supply based on fossil fuels (alone) was not the way forward. In order to secure energy supply for the future, the Dutch government (under growing influence of the EU) took more control over energy supply and formulated further going rules and regulations to enforce a policy towards a secure, reliable and affordable energy supply based on renewable energy sources[19].

In the 1980's the first energy companies merged back into independent self-reliable utility entities, although with the municipalities still as main stockholder and stakeholder. These utility companies were a combination of supplier and grid operator with only customers in the specific area that the utility companies were responsible for. The liberalization (unbundling of integrated energy companies into

[15] 1919 commission-Lely, 1921 commission-Van Lynden van Sandenburg
[16] Source: Bureau Ellens BV (red.) (1977). *Elektriciteit voor Nederland een terugblik*. 's Gravenhage: Semper Avanti. offered by VDEN.
[17] Source: http://www.energie.nl/beleid/nl60e0001.html (06-12-2013)
[18] Source: Bureau Ellens BV (red.) (1977). *Elektriciteit voor Nederland een terugblik*. 's Gravenhage: Semper Avanti. offered by VDEN.
[19] Source: www.ec.europa.eu, doc. ref.:119141 (2011)

an energy supplier and a regional grid operator) of the Dutch energy market[20], made a definite end to these utility companies in 2004. The objective with the liberalization of the energy market was: a) to promote the (price) competition between energy suppliers, giving customers more freedom of choice, and b) to come to a reliable, affordable energy supply for the long term[21]. Since the liberalization, a lot has changed in the role of energy companies and the role of energy consumers[22] in the energy market. As from 1 July 2004 energy customers (small: households, medium: SME's, and large sized: industries and companies) are free to choose[23] any (with a maximum of two) energy supplier that is authorized to supply power and/or gas in the Dutch energy market[24]. However, due to the physical and location-determined character of the infrastructure related to the energy supply, customers cannot choose their grid operator (party responsible for the transport of energy).

The liberalization of the energy market thus has led to a change of relation between energy companies and their customers; energy suppliers went from acting in a monopoly position bound to a region with highly predictable customers to acting in a market situation based on competition with highly unpredictable customers but with opportunities nation-wide. And customers, because they no longer had an energy company automatically appointed to them, now have to actively choose an energy company based on price, service, and other aspects they find important. At the same time, the Dutch energy policy expects energy companies to contribute to an energy supply that is cleaner, smarter and more varied, and available at any time at affordable prices. So on the one hand they have to do with a product of public interest, with all its implications, and on the other hand they have to distinguish themselves from the competition in order to attract customers to make enough money to at least enable their survival in a

[20]Source: http://www.ce.nl/publicatie/vrije_stroom%2C_vieze_stroom%2C_weg_stroom/366 (11-12-2013)
[21] Source: http://ec.europa.eu/economy_finance/structural_reforms/sectoral/energy/index_en.htm and http://www.iea.org/publications/freepublications/publication/Empower.pdf (12-12-2013)
[22] Consumer: person who uses a good or a service. Customer: person that pays for a good or a service (source: http://www.encyclo.co.uk/). A customer can also be the consumer of the good or the service. A consumer uses the good or the service, but doesn't necessarily be the one that pays for it.
[23] Heat not included because of the physical aspect related to this energy product
[24] Source: http://www.energieleveranciers.nl/energie/vrije-energiemarkt (06-12-2013)

dynamic market. This implies the following: 1) energy companies now have to formulate their raison d'être, because their individual existence in the market is no longer evident, and 2) the public now has become the energy companies' commercial customer and has attained a much stronger market position in relation to energy companies, meaning that the customer needs to be allured instead of just 'connected'. On top of that the product being delivered is a commodity, thus exactly the same product is delivered by different energy companies. This means that energy companies cannot differentiate themselves based on the product qualities of the commodity power and gas, but should distinguish themselves otherwise to customers. At their end, customers are not only better informed than ever about the quality of companies' services and the price of the products companies deliver, they also share their experiences with their peers about companies' performances[25]. On top of that, they turn from being consumers into prosumers, which implies that they not just consume products, but can create these products themselves as well[26]. This adds a new dimension for energy companies, because developments in production techniques of solar, wind, and biomass enable energy customers to produce energy (mainly electricity) themselves.

1.2 ENERGY COMPANIES' CHALLENGES

The situation since the liberalisation of the energy market can be recapitulated in the following points:

- Energy companies provide a product that is of social interest and importance, which forces them to act in a socially responsible manner,
- At the same time energy as a product, is a commodity
- Energy consumers are free to choose the energy supplier they want, to provide in their energy need,
- Energy suppliers thus have to think and act like a commercial company

This all means that energy companies in a liberalized market not only have a public responsibility but, also have strategic marketing issues to handle. Energy companies' long term survival, in my view, depends on understanding the

[25] Prahalad and Ramaswamy, (2004)
[26] Kotler et al., (2010)

dynamics at the customer-end, and responding adequately to changing situations and circumstances. Prahalad and Ramaswamy (2004) state that the role of the consumer is changing from isolated to connected, from unaware to informed, from passive to active. Companies therefore can no longer act autonomously, but should seek interaction with consumers and thereby co-create value[27]. Since it is to be expected that changes in preferences and ambitions at the consumer-end affect the way of doing business, the challenge for energy companies thus is to review or define their strategy from a consumer perspective. In this line of reasoning, young people are an interesting target group of consumers with whom energy companies should connect *to recognize and understand developments at the consumer-end*. Specifically these consumers grow up in a time in which changes at the customer-end, that could be relevant for future energy supply, become apparent. Young people understand these changes (although not always their implications), either because they never knew differently or even because they started them. It is to be assumed that some of these changes are still unknown to energy companies, and therefore not in scope when new strategies are created. The supposed implications on energy supply these changes have, therefore remain 'in the dark' too, and in my view, cannot be understood by energy companies on their own. *"These (..) young people are beginning to transform every institution of modern life"*[28], and *"whatever business you are in, this generation will make or break your market success"*[29]. In this context therefore, they form the group of disablers or enablers of a certain future energy supply without energy companies acknowledging them. They are also consumers that energy companies are unfamiliar with, because these young people (adolescents) are not yet all contracted customers, but are energy users nevertheless. This "unfamiliarity" is a complicating factor if energy companies want to have them participating in their strategy.

The notion that energy companies a) need future energy consumers to help them understand changes going on at the consumer-end, and their probable implications on future energy supply, while b) they are unfamiliar with this specific group of consumers at the same time, has resulted in the following leading question of the research:

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[27] Prahalad and Ramaswamy, (2004)
[28] Tapscott, (2009: p.6)
[29] van den Bergh and Behrer, (2011: p.5)

How to involve the future energy consumer effectively in the strategy of an energy company?

However, this is not a practical problem only. The scientific challenge lies in providing a well-founded response to this design question. This requires answering a variety of underlying knowledge questions, including definitions of key concepts such as ‘involvement’ and ‘effective’, and, more generally, ‘What factors and conditions affect the process of involvement, and what is their impact on the effectiveness of the process?’, and ‘What are the design principles following from these insights’?

In chapter 4, the main question will be further elaborated on in terms of applied terminology.

1.3 OUTLINE OF THE THESIS

This thesis is divided in five main parts. Each part contains coherent chapters that have homogeneous content. Part one already started with the introduction of the leading question and will continue with the justification of the applied scientific fields and what the contribution socially and scientifically should be. This part will end with demarcations concerning the perspective from which this research had been performed.

Part two will go deeper into the research question by explaining the terminology used. Furthermore this part will go into the research strategy with which the research has been approached. It will explain that this research, is a participatory action research, based on case study - and ethnographic field research characteristics.

Part three is dedicated to the theoretical foundation of the research. Here the different facets of involvement will be described. As the involvement has to be effective, part three also will explain the conditions of effective that have to be met. The theoretical learning points lead to the introduction of The Participation Triangle. The Participation Triangle represents the interaction between the elements: topic, participant and initiator, leading to a specific realization of the participation process.

In part four, the elements of The Participation Triangle will be elaborated on. The elements will be explained in terms of their empirical realization along an empirical journey of discovery. During this journey it will become clear who the participant and initiator are, and what the topic is, that influence the design of the participation process. The empirical journey of discovery has three phases during which the elements of The Participation Triangle are put in interaction. This interaction should take place in such a way that the realization of the participation process meets the conditions of effective. The design of the effective participation process thus evolves during the empirical journey. The requirements of that design will be explained in the structure of form, content, incentive, and overall organisation.

Part five will describe the conclusions drawn from the research and the research question will be answered. The conclusions will elaborate on how to effectively involve the participant, by evaluating the mental state of the participant concerning the content of the topic and the degree of success of the process, and if a relationship between initiator and participant was realized. The conclusions are followed by the final design for an effective participation process with the future energy consumer. Part five then continues with the methodology of effective involvement that can be applied when an initiator want to participate with his stakeholder(s). Part five ends with a number of points of discussion, which could lead to further research and with reflections on the manner in which the research was performed.

2. JUSTIFICATION AND RELEVANCE RESEARCH

This chapter will highlight two things. First it handles the justification of my choice of scientific traditions. Second it describes the relevance of the research for both science and society.

2.1 JUSTIFICATION

The research question's scientific core "How to involve effectively" implies that the 'to involve' should be approached from the 'how' and from 'effectively'. The 'how' suggests an action of *how to do involvement*. 'How' refers to the execution of a process. 'Effectively' on the other hand, suggests that *whom is to be involved*, should be taken into consideration. This *whom* therefore has influence over the 'how'.

This research's fundaments lie in the tradition of Policy Analysis. It would therefore be obvious to approach the research question from this tradition. However, Kuhn (1962) and Feyerabend (1975) noted that in order to solve a problem, the research question should not only be considered from the perspective it originates from in the first place, but should be studied from other (scientific) fields as well[30] [31]. Only then you will have the right mind-set that is open to the solution that fits the problem. Looking into Policy Analysis theories, providing answers to "how to involve" should be possible with participatory Policy Analysis and participation theories. "How to involve *effectively*" should however be answered from the *whom*. The *whom* in this research's main question is 'the future energy consumer', which implies that 'to involve' concerns the involvement of a type of *consumer*. Looking into Consumer Research there is a strong tradition of involvement theories, mainly in advertisement theories.

[30] Kuhn (1962), 50th anniversary edition 2012, Ian Hacking
[31] Feyerabend, (1975), New edition Ian Hacking

The theoretical basis of this research thus lies in two research traditions; Policy Analysis and Consumer Research. In both traditions there is a tendency to advocate for participation of stakeholders[32] [33] [34] [35] [36] [37], which should benefit this research. Attention for stakeholder participation is consistent with the societal trend of civil and consumer empowerment since the Information Age, making the research question a contemporary one. Due to developments in technology, information is available at anytime and anywhere, enabling self-expression by individuals and collaboration between them[38].

However, the research traditions mentioned also differ in perception and core values; where Policy Analysis mainly focusses on the public area in terms of governmental policy, public interest and social issues, Consumer Research focusses on the business world in terms of economy, customer desires and profit. According to the looks of it, they are opposing one another. This research intends to handle this area of tension by showing that in fact they don't contradict but complement each other. Approaching an item from different theoretical perspectives makes the comprehension of the item broader. The biggest difference lies in what the perspectives emphasize.

2.2 RESEARCH RELEVANCE SCIENTIFICALLY

The participatory character of this research can already be recognized in the use of the verb "to involve". The concept involvement is considered in two ways; 1) *to involve*; the process an initiator undertakes to include persons in something, in order to make them part of that something, and 2) *to be involved with*; the state of mind of feeling committed to or engaged with something and therefore take part in that something. The concept of involvement, will be further elaborated on in section 4.4 and chapter 7. As described below, approaching involvement from Policy

[32] Enserink, (2003)
[33] Prahalad and Ramaswamy, (2004)
[34] Kotler et al., (2010)
[35] Lee and Kotler, (2011)
[36] Hoppe, (1999)
[37] Geurts and Joldersma, (2001)
[38] Kotler et al., (2010)

Analysis and Consumer Research, teaches us that the perspective on involvement is different.

Involvement in Policy Analysis:

In Policy Analysis theories involvement is "citizen – or stakeholder participation". Participation in Policy Analysis is an answer to the criticism of traditional Policy Analysis in that it was antidemocratic and limited by its positivist framework[39]. Policy analysts were at too much distance from the people they assessed or recommended policy for[40]. On top of that, analysis didn't lead to better policy made by policy makers[41]. Policy analysts should be able to mobilize the best available knowledge to handle policy problems[42], either to enrich analytical models with subjective sources of knowledge[43] or improve the policy process and know how it evolves[44]. Participatory Policy Analysis is seen as alternative to the more traditional form. Pelletier et al. (1999) recognize three benefits for participation in Policy Analysis: 1) substantive benefits; improve policy design with best available knowledge, 2) instrumental benefits increase the chance of effective and legitimate outcome, and 3) normative benefits; Policy Analysis as democratic process is the only correct approach.

Involvement in Consumer Research:

In Consumer Research "involvement" is considered a state of mind which customers experience towards a product, a product class and/or a brand. In Consumer Research, a lot of experience has been gained on "thinking in target groups" and approaching them in a specific manner accordingly. Furthermore, Consumer Research pays special attention to Youth Marketing applicable in both public and private organizations, which is interesting in the context of this research. From studying Youth Marketing I should be able to draw the necessary lessons in relation to the future energy consumer. Most contributions to the concept of

[39] Durning, (1993)
[40] DeLeon, (1992)
[41] Shulock, (1999)
[42] Hoppe, (1999)
[43] Geurts and Joldersma, (2001)
[44] Hoppe, (1999)

involvement come from the field of advertisement[45] [46] [47]. The objective in this field is to allure people and ensure that people buy the products or are loyal to a brand.

In summary, the strength of Consumer Research in relation to this research for me lies in learning about habits and triggers of targeted groups of stakeholders. The strength of Policy Analysis in relation to this research on the other hand, lies in properly organized content-oriented learning processes. In other words: how to properly undertake participation processes.

Policy Analysis and Consumer Research have not yet been brought together like intended with this research. In my view the research fields separately either provide an answer to *involvement* in the sense of: a) "how to approach participants by categorizing them in target groups" and study their behaviour, or b) "how to perform involvement as a participation process". In combination they should provide the necessary insights on "how to involve a group of stakeholders effectively". Furthermore, in most Policy Analysis cases, the policy topic is a given that is presented in the way the initiator of the participation[48] has organized it. This research intends to explore to what extent the relevance the participant experiences with the topic should be taken into account in the way the topic is presented. Even if this implies to present the policy in a completely different manner not previously foreseen. Where Policy Analysis and Consumer Research position participants or consumers as *direct object,* the participants in this research are perceived as *subject*. Where the Participation Ladder[49] suggests that the initiator decides the appropriate level of participation, this research states that neither the participant, the initiator nor the topic are individually responsible for the effectiveness of the involvement. It is the interplay between these elements that dictates what is effective and what is not. Each having its own weight, related to the specific involvement situation.

[45] Zaichkowski, (1986 and 2013)
[46] Bloch and Richins, (1983)
[47] Hawkins et al., (1983)
[48] Policy makers or policy analysts or businesses
[49] Pröpper (2009)

2.3 RESEARCH RELEVANCE SOCIALLY

Since the first signs of organized energy supply in 1883, energy supply has evolved and has become of public interest and social importance. Nowadays, energy as a whole and electricity in particular, even make the headlines regularly. Energy supply, characterized as wicked problem[50] [51] and as social issue, makes it an interesting topic to discuss. The fact that the debate is already going on all over the world, is apparent from the media attention and researches done about future energy supply. In my opinion however, these lack a certain point of view; they currently are dominated from a technical, and climate perspective but a social point of view has not been addressed enough. In my opinion, the point of view of the next generation on future lifestyle, and the role of energy supply in that, would make future scenarios more interesting. I postulate that their perspective gives the necessary contribution to how energy policy should be formulated and communicated in order to make young people more involved in the topic. With this research I try to provide insight in Generation Y in relation to future energy supply in two ways. One is their point of view of the topic energy supply in terms of relevance to them. The other way however, has to do with the way they can be involved in the topic energy supply (being the content of the energy company's strategy).

For energy companies the relevance lies in the challenge to understand the future energy consumer, represented by Generation Y. Current approaches of stakeholder involvement do not consider "*the potential for engaging stakeholders to understand 'future change' or to resolve the radical uncertainty of constantly evolving knowledge.*"[52] My assumption is that there is no better way to think about strategy than to involve your potential future customer. This thesis therefore intends to understand that future energy customer in order to enable energy companies to shape future energy supply together with those that will set boundary conditions in a liberalized market mechanism. For Eneco, as the energy company

[50] Rittel and Webber, (1973)
[51] A problem that is difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize. The use of the term "wicked" here has come to denote resistance to resolution. Moreover, because of complex interdependencies, the effort to solve one aspect of a wicked problem may reveal or create other problems. (Wikipedia 24-05-2017)
[52] Hart and Sharma, (2004; p.9)

of interest, this research is specifically relevant in relation to its strategic objectives: “Sustainable, Decentralized, Together”. In this strategy, participation with customers has been given great importance in order to make sustainable energy supply for[53] everyone come true. This research postulates that understanding about your participant is prerequisite in order to make this strategic concept of ‘Together’ more concrete and successful. Again here Generation Y is ‘the participant’ we are talking about, because they will be the transformers of future forms of doing business[54] [55] [56]. As “you don’t know what you can’t see”, it is necessary to already go into dialogue with this future energy consumer in order to learn about ‘his world’. For energy companies Generation Y is the future consumer they will be dealing with in the near future in making sustainable energy supply happen.

[53] In 2017 this changed in: “Everyone’s sustainable energy” in order to emphasize the fact that customers produce energy themselves more and more.
[54] Van den Bergh and Behrer, (2011)
[55] Van Steensel, (2000)
[56] Tapscott, (2009)

3. PARADIGM

As every research is (and will be) performed within a certain paradigm, I will try to explain the paradigm underlying this research in this chapter. This should provide insight from what perspective the research could best be considered in order to fully grasp the meaning of its results[57]. The definition given by Kuhn (1922-1962) in 'The Structure of Scientific Revolutions' to the concept of paradigm entails: "*the entire constellation of beliefs, values, techniques, and so on shared by the members of a given community*"[58]. The following definition, although based on Kuhn, makes the concept more tangible for me: "*A paradigm can be seen as a set of assumptions, values and practices that forms a way of conceptualizing reality.*"[59].

I'd like the reader to understand that the paradigm related to this research, incorporates a certain 'view on the fundamental nature of reality' (ontology) and 'assumptions about how knowledge is obtained or created' (epistemology)[60]. Both the view on reality and the assumptions about how knowledge is created, have impact on the methodological view that lies behind the research methods applied during this particular research. I therefore will make four demarcations in this chapter, that lead to the methodological view. In my own way, I hereby adopt the classifications about paradigm made by Teisman (1992). He states that a paradigm consists of the following elements: 1) ontological statements, 2) epistemological statements, and 3) methodological statements.

The previous paragraphs suggest that the researcher can choose the paradigm the research is performed in. However, I don't think that, as a researcher[61], you can

[57] Note that this already is a relativistic remark in itself
[58] Kuhn, (2012, original publication 1962)
[59] Arbnor and Bjerke, (2009; p.392)
[60] Hatch, (1997)
[61] "Somebody who consciously takes on something in order to disqualify existing knowledge, or confirms existing knowledge or enlarges it, that is, that somebody in a critical, conscious and insightful fashion creates the prerequisites for generating knowledge. (…) Included in this meaning is also the assumption that this is a person who can consciously and

really choose the paradigm you work in. I believe that the paradigm within which the knowledge is created cannot be considered independently from the beliefs and values the researcher him/herself adheres to. These beliefs and values are a fundamental part of who the person behind the researcher is. Assuming that the person and researcher cannot act independently of each other, makes that these beliefs and values are always present when knowledge is obtained and created. In Kuhn's line of reasoning: "*(...) scientists working under different paradigms possess different concepts and make different observations.*"[62].

This conviction of person and researcher being one-and-the-same, also implies that insight in a paradigm cannot be provided in the sense that a 'package' of statements, noted by the researcher, can be received, 'picked up', and understood by the reader independently of the beliefs and values that that particular reader *as a person* adheres to. The only thing we as persons, *acting* as researcher or reader, could do in attempting to understand is *to interpret what we notice* into meaning.

However, because of our ability to learn and adapt, beliefs and values can change through experience over time; implying that the paradigm from which a person acts, may change over time. As a consequence our understanding of how and what we notice changes. A nice example to illustrate what I mean is that at one time in history people believed that Earth was flat. As a consequence sailors thought they could fall off the planet if they sailed too far into one direction. Their view on the fundamental nature of Earth caused them to assume that they could fall off. Learning through experience during for example the European discovery voyages, and, later in time, the landing on the moon, resulted in a different view that upholds till today; Earth is round and, because of gravity, you cannot fall off.

In attempting to understand the statements in this thesis about the research results, it is necessary to recognize the paradigm within which it has been created. The first demarcation to be made is that this research has been done within the paradigm of social sciences, which implies that it should not be appreciated with the assumptions of mathematical causalities or natural laws that is common for

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stringently stick to the rules, but also, if necessary, creatively transgress them." (Arbnor, I & Bjerke, B, 2009; p. 6); We all are creators of knowledge

[62] Arbnor and Bjerke, (2009; p. 392)

natural sciences. In the next sections, I will make three other demarcations related to this research; one based on my view on reality (ontology), one based on my assumptions on how knowledge is obtained and created (epistemology), and one based on the related research approach and methods (methodology).

3.1 ONTOLOGICAL STATEMENTS

Because the way people perceive reality is important in this research, I will start with explaining how I perceive the concept of "reality" in three forms; 1) reality that *is*, 2) reality that *one becomes aware of*, and *gives personal meaning to*, and 3) reality that *one can create for himself*.

To illustrate **reality**, I use the concept of *Ding an sich*' introduced by Immanuel Kant (1724-1804) in 1781 in his 'Kritik der reinen Vernunft'. If I understood correctly, he states that we are only able to know things in their appearances in space and time (phenomena) or in their entities of thought in our minds (noumena). The *Ding an sich* will never been known to us but it still *is*, independently of our ability to notice[63].

Once we take some sort of notion of the *Ding an sich*, in the sense that it appears to us through our senses, making us conscious of it, we can speak of *phenomenon*; "the observed and interpreted reality of something that has become *real* to us".[64] We can become aware of the phenomenon by using our senses, whether or not enhanced with the use of instruments like a magnifying glass or radio. On the other hand we can make what is real to us tangible for others as well by means of words, sounds, pictures, creations or gestures. "*(…) we make the phenomenon real by speaking and acting in ways that give it tangibility*"[65].

[63] Veenbaas and Visser (translation), (2004)
64 Origin Edmund Husserl (1859-1938) based on Immanual Kant (1724-1804) and freely translated based on Wikipedia (http://en.wikipedia.org/wiki/Phenomenon 16-10-2013)
[65] Hatch, (1997; p.41)

When a Ding an sich doesn't appear to us through our senses but through concepts in our minds we can talk about *noumina* as mentioned by Kant (1781). Here Kant attempted to make a link between empiricism and rationalism and also to give room for metaphysical concepts like 'soul', 'cosmos', 'God'[66]. We also make this form of *real* tangible to others through the use of language.

What 'real' beholds differs from person to person though, due to the emotions and thoughts related to that person's personal consciousness of the phenomenon or nouminon. We thereby also look for explanations of what we don't understand. Like for example the creation of planet Earth and mankind; I myself am more of a Darwinist who believes in ever continuous evolution, while my grandmother as a Christian is convinced that God created Earth in 7 days. We tend to create *a real*, so we can give meaning to phenomena or noumina we're conscious of.

By using "appear to us", I unintentionally suggest that a Ding an sich *decides* to make itself notable to us in a certain shape or manner. That is not what I assume about reality at all; the phenomena and noumina are subjectively formed by the person in his consciousness. Meaning that the person always has a filter incorporated in the way he notices anything, making each phenomenon or nouminon different and individual.

I can make up a reality as well, consciously and subconsciously. For example I can create an alternative reality in my dreams or when I'm reading a book, which you can call *hallucinations* if you like, in the sense of: "*something that is perceived when nothing is*"[67]. I can even make something out of a sound or appearance which is completely different from what I experience as real the second time I look or listen, like with one experiences in witnessing fata morganas. These are *perceptual illusions*: "*what is there is perceived 'distortedly'*"[68] [69]. I call them mental

[66] Veenbaas and Visser, (2004)
[67] Audi, (2011; p.40)
[68] Audi, (2011; p.40)

products of my imagination, which are there in my mind and therefore real to me, if only for a second. The realities by imagination are a somewhat 'dangerous' type of reality as well, while people can make up a world that is very real to them but is not recognized as real by others. Some of these people are considered 'crazy', while others will be seen as 'geniuses' depending on the historical, social and cultural context[70].

With my interpretations of 'reality' given above, I put myself apart from the view of positivism which acknowledges that an "*objective knowable reality which is characterized by unchangeable (natural) laws and mechanisms.*"[71] or "*the truth of the **factive** reality*"[72]. I do recognize an objective reality though, but as Ding an sich[73] and therefore NOT knowable to us (humans anyway). I hereby believe that Dinge an sich *are*; not only those we just know in their phenomena or noumina[74], but also those we are completely unaware of[75]. I believe that the phenomena and noumina are subjectively experienced and interpreted through unique filters (idealism). These filters are founded in our physical, mental and social constructions. Hence hereby my second demarcation in relation to the paradigm of this research.

3.2 EPISTEMOLOGICAL STATEMENTS

> "Knowledge arises in experience. It emerges from reflection. It develops through inference. (...) But what exactly is knowledge?" (Audi, 2011; p. 246)

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[69] I've put distortedly between quotes, due to the realistic background of the reference, which suggests that something is objectively present and knowable. This would too much deviate from the Ding an sich and for usability therefore placed between quotes.
[70] Kusters, (2013)
[71] Monnikhof, (2006; p.43)
[72] Arbnor and Bjerke, (2009; p.424)
[73] Kant, (1781)
74 In my perception the term 'noumina' is unjustly applied as synonym of Ding an sich in http://nl.wikipedia.org/wiki/Noumenon and http://www.britannica.com/EBchecked/topic/420847/noumenon (consulted on 15-10-2013)
75 This statement has a metaphysical ring to it.

Where in the previous section reality can be looked at from an individual point of view, knowledge on the other hand cannot. From a relativistic point of view I claim that obtaining or creating knowledge cannot be a justification of just *one* truth. I believe that different views can coexist and with that different 'truths'. Truths are, in my view, interpretations of people based on their perception of reality considered from a particular point of view. I don't believe that 'knowledge' can stand on its own, because I assume that knowledge is socially constructed and not objectively given. These social constructions have been produced and reproduced by language, taken into account the failure of language to map or picture an independent world[76]. Human beings live in social interaction with each other and therefore have created some sort of understanding about what reality is. This mutual understanding is founded in the historical and cultural context of the society or community a person belongs to[77]. "*What sustains social order is at least partial consensus about how things are to be perceived and the meaning for which they stand. Through interpretation, members of a society make patterns of meaning out of their activities in the world, and then assume that the patterns they imposed exist apart from the interpretations that produced them.*"[78].

Realities as social constructs have socially been made tangible by the **norms**; "*the unwritten rules that allow members of a culture to know what is expected of them in a wide variety of situations*"[79], **artefacts**; "*the visible, tangible, and audible remains of behaviour grounded in cultural norms, values and assumptions*"[80], and **symbols**; "*anything that represents a conscious or unconscious association with some wider concept or meaning*"[81], which are common within a certain society.

The third demarcation of the paradigm underlying this research contains statements that can be recognized as claims in the epistemological domain of social constructionism. Social constructionism and I differ in opinion though; where social constructionism denies that reality has an essence, I do believe in such an

[76] Arbnor and Bjerke, (2009)
[77] Berger and Luckmann, (1966)
[78] Hatch, (1997; p.42)
[79] Hatch, (1997; p.214)
[80] Hatch, (1997; p.216)
[81] Hatch, (1997; p.219)

essence, although NOT knowable to us (in other words: the Ding an sich). Also a pragmatic claim can be identified in the objective I have with this research. In defining what effective involvement is, I state that "*true propositions are simply those that "work", in the sense that they are successful in practice (…) believing them, acting on them, and otherwise confirming them, leads (at least in the long run) to positive results*"[82].

In this research I attempted to perceive and interpret the research question from the angle or perspective of 'the future energy consumer' by trying to understand their motivations to participate. By doing so I, intrinsically assume, from a postmodern point of view, that knowledge can be obtained and created by applying different perspectives to the field of investigation. I therefore suggest to value my results as knowledge in all its diversity.

3.3 METHODOLOGICAL STATEMENTS

As previously mentioned, methodological statements form the third element that form the paradigm description of a research. The demarcations made on the ontology and epistemology of the research, lead to the methodological view[83] described in the next paragraph.

This thesis is all about individuals (read: actors) in social interaction with each other. In my view on a socially constructed truth this implies that, in the interaction, the researcher has to do with: a) the filters (perceptions and interpretations) of the other individuals involved, and b) the social constructions, created through dialectic relations between these actors; "*The relations between that which people create and how these creations in turn influence the creators are dialectical. We continuously reinterpret the sets of meaning that are in play in these relations, resulting in meaning that becomes ambiguous and relations that therefore become dialectic*"[84]. However where the researcher has to do with the individual actors,

[82] Aud,i (2011; p.289)
[83] Arbnor and Bjerke, (2009)
[84] Arbnor and Bjerke, (2009; p.68)

different perceptions on what reality is challenges him/her to look at the research from different perspectives. This also means that knowledge cannot be interpreted independently of the actors involved and their perceptions on reality. Claims of what truth is, thus are socially determined by *all* the actors in interaction with each other. Here also the researcher is to be considered one of the actors, with his/her own interpretation of reality, who acts within the context of the actors participating in the research.

Actors are human beings with intentional characteristics. I, as the researcher involved, am such a human being, which gives me the potential possibility for *understanding* other human beings. In order for me to be able to open up for this *inner quality of understanding*, Arbnor and Bjerke (2009) state that I need to understand others *through myself*, via the process of *pre-understanding* (bridge the differences that exist between my meaning structures (means by which individuals orient themselves in this world) and those held by the other actors) – *understanding* (dialogical reflection process in the development of an understanding that is shared by me and the other actors by which an increase in knowledge takes place for both me and the other actors) and *post-understanding* (languages, developed in the understanding phase, that become an integral part of the interactive action among the actors, myself included, in a mutual understanding of what knowledge has been created).

This means that the research approach and methods related to this research have been applied under the premises of this methodological view. So the fourth demarcation related to the paradigm underlying this research is the following: Obtaining knowledge from different perspectives, creating various truths in social relationships, cannot be done independently from the subject of research, which implies the participation of these subjects as actors in the research itself. The knowledge created with this research has therefore been created *together*. The research has been approached accordingly as described in chapter 6.

3.4 RELATION WITH THE PARADIGM OF APPLIED FIELDS OF RESEARCH

As already mentioned, I performed this research within the field of social sciences. More specifically I've applied theories out of the domain of Consumer Research and out of the domain of Policy Analysis.

These fields of research however have their own paradigmatic boundaries and I therefore mention them. For Policy Analysis I hereby gratefully refer to Monnikhof (2006), who in his thesis extensively describes the struggle from rationality and value neutrality in Policy Analysis towards the recognition of irrationality and subjectivity of decision-making in Policy Analysis, which implied the development of the research field in *participatory* Policy Analysis.

Consumer Research on the other hand had its own struggle; it wanted to be considered an "acceptable discipline of research". Until the 1950s Consumer Research was valued just as descriptive and qualitative in orientation which needed quantification and empirical evidence in the view of the positivistic assumptions that were common in science during that time[85]. A debate started around 1980 about the appropriateness of the positivistic assumptions imposed on Consumer Research and as a result relativistic assumptions were imposed on the field of research[86] accompanied with the abandonment of the doubt whether Consumer Research was a proper science or not. Hunt (1991) even advocates the abandonment of a dominant paradigm in the Consumer Research all together.

Both fields of research take, in their advanced life, *a pluralistic notion of truth* as starting point next to the notion *of subjectivity of reality*, which I find appealing. I therefore applied the methodology from both fields of research in a *critical* pluralistic manner and by triangulation.

[85] Easton, (2002)
[86] Hunt, (1991)

PART II

Part II commences with the introduction of the terminology that together form the research question. Chapter 4 therefore explains what definition has been given to terminology 1) future energy consumer, 2) energy company, 3) strategy, 4) involvement, and 5) effective. Chapter 5 describes the research objective from a practical and scientific point of view. Chapter 6 elaborates on the research strategy this research has been approached with. This chapter ends with describing the research methods that have been applied throughout the whole research. Part II thus puts this research further in its context.

4. RESEARCH QUESTION: TERMINOLOGY

In section 1.2, I have introduced the main question this research is built on. In order to put this question in the right context, the terminology of it will be explained here. First I will repeat the question, before going into the definition of the different terms used in it. The question is:

"**How to involve the future energy consumer effectively in the strategy of a Dutch energy company?**"

In order to provide insight in what is meant with the different terms mentioned, the next sub sections will define the following:

- Future energy consumer
- Strategy
- Energy company
- Involve
- Effectively

4.1 FUTURE ENERGY CONSUMER:

The future energy consumer is the future customer of gas, electricity and warmth. The future consumer represents a generation of people that are now perceived as: youngsters. Although not all young people now pay an energy company for the energy they use, because their guardians do, they still are to be perceived as *consumers* of that energy. The generation, which the future energy consumer grows up in, is called 'Generation Y'[87], 'Internet Generation'[88] or 'Net Generation'[89]. In this research they represent youngsters that were born between ±1985 and ±1995 in The Netherlands, and will be referred to as Generation Y or Gen Y-ers in this thesis[90].

[87] van den Bergh and Behrer, (2011)
[88] van Steensel, (2000)
[89] Tapscott, (2009)
[90] At the time this empirical part of the research took place (years of measurement: 2011-2013), the participating Gen Y-ers were in the age of 17-27 years old

In 2030, the year of focus when talking about future energy supply, the youngest of this generation will be around 30 and the oldest around 50. This is the age category I expect will be the most active in the energy market at that time. Therefore it is interesting to already create some idea about how they could enable or disable the solutions in the energy supply of that time. This gives insight in what strategy to pursue, because of the great investments involved in maintaining energy supply. It also may imply that energy companies will have a different role in the energy market than the role they have today.

Things we can notice about Gen Y-ers are that they are the first generation for whom ICT has played a dominant role in their (social) life from an early age on. Furthermore they generally are brought up in a family without the strict hierarchy previous generations in Western Society have grown up in[91] [92]. In the context of energy supply we can notice that this generation has never experienced a shortage of energy with far reaching consequences in their daily lives, like people living during WOII experienced or of national impact like the oil crisis in 1973. On the other hand this generation grows up in a society that recognizes the depletion of natural resources, among which fossil energy resources, more and more.

4.2 ENERGY COMPANY:

An energy company is a company with the core activity of energy supply. In the context of this research this implies that the company has the authorization to deliver gas and/or electricity and/or warmth to customers (business and household) in The Netherlands with the intention to make a profit with selling energy in the form of commodity, services, and advice. This description involves companies with activities of sales, supply, and/or sourcing and and/or trading of energy. In this research the energy company is represented by a real company, called '*Eneco'*. *Eneco* is part of the *Eneco Group*, which is owned by 55 different Dutch municipalities[93]. *Eneco* is an international energy company, with activities in The Netherlands, the United Kingdom, Germany, France and Belgium. Their

[91] Compare f.e. the relation between children and their parents of a family living in the 50s with that of a family living in the 90s, and imagine the differences
[92] Tapscott (2009)
[93] Source: http://www.eneco.com/about-us/typically-eneco/ (30-12-2015)

headquarters are located in Rotterdam[94]. If you are interested in the financial results of the *Eneco Group*, please refer to the website[95] for the details. In 2014 the *Eneco Group* had 2.2 million retail customers, and 40,000 corporate customers that were serviced by around 7000 employees.

The company was founded in 1995 under the name '*ENECO*', resulting from a merger of the energy companies in The Hague, Dordrecht and Rotterdam. The *ENECO* name then was a combination of 'energy' and 'communication', because of activities in energy and cable. In 2000 *Eneco NV* merged with six other regional energy companies. In that same year, its communication activities were sold to UPC. The name therefore was changed into *Eneco Energy*. In 2003 *Eneco* incorporated energy company '*REMU*' in Utrecht, making *Eneco Energy* the third largest energy company in the Netherlands and largest energy supplier in three of the four Dutch major cities[96].

In 2008 the company strategically made a turn to sustainable energy. Visually, the strategy was supported by a new logo and a new visual identity. The company name '*Eneco Energy*' changed into the brand name '*Eneco*'. Furthermore, the production/trade/supply, network management and infrastructure operations were assigned to separate companies, each with its own name and visual identity. Through this reorganization *Stedin* (formerly Eneco Network Management) and *Joulz* (formerly Eneco Infra) were created as core companies; the *Eneco Group* was formed[97]. In the years that followed, *Eneco* expanded its activities internationally in wind, solar and biomass energy by taking over parts of *Evelop*, *Econcern*, and *Ecostream*. On top of that it took over *Ecofys* for its consultancy activities in the field of sustainability. *Ecofys* became a separate company within the *Eneco Group* in order to retain its independency in consultancy. With these strategic steps the *Eneco* expanded its sustainable activities significantly in the energy market in The Netherlands, Germany, Belgium, France and the United Kingdom[98]. Since 1 January 2011, *Eneco* has supplied all its household- and business customers with green power. In March 2011 *Eneco* bought energy company 'Oxxio' from the British company Centrica, increasing its customer base

[94] Source: http://www.eneco.com/about-us/international/ (30-12-2015)
[95] Source: http://www.eneco.com/about-us/finance/ (30-12-2015)
[96] Source: https://nl.wikipedia.org/wiki/Eneco (27-03-2015)
[97] Source: http://www.eneco.com/about-us/eneco-group/history/
[98] Source: https://nl.wikipedia.org/wiki/Eneco

by 426 000 to 2.1 million. *Oxxio* continued to operate as an independent brand in the consumer market though. On 1 November 2011, *Eneco* and the *WWF* went into partnership to promote the increased sustainability of our energy supplies. *Eneco* is the first energy company in the world to be declared a Climate Saver[99] by the *WWF*.

The Eneco-timeline here is closed[100] with the last take-over that *Eneco* performed in the time this thesis was written: in February 2014, the sales activities of *Dong Energy* in The Netherlands were taken over, including 90,000 customers. The *Eneco* organization that is of interest in this research and represented in this thesis is the Dutch division.

4.3 STRATEGY:

The concept of 'strategy' here is viewed from the theoretical field of both public administration and business administration. In the field of business administration the concept is referred to as 'strategy'. In the field of public administration 'strategy' is often referred to as 'policy', suggesting that in these fields of science the concept is perceived differently.

According to Geurts and Vennix (1989) strategy and policy are terms that are alike, although not the same. To them strategy is applied as a way to set goals and to formulate a plan to reach those goals. While policy, according to them, entails not just the intention to act but also the action itself. "*There is policy when the actions of actors have a certain purpose and direction and the use of resources more or less are focused on achieving those purposes.*"[101] [102]. Furthermore Geurts and Vennix (1989) state that policy making is a flow of interconnected activities

[99] In the international Climate Savers Programme, companies make agreements with the WWF on their own CO2 reductions and the use and production of clean energy
[100] Since 1 February 2017 the unbundling of supplier and grid operator is completed.
[101] Original in Dutch: "(…) er is sprake van beleid als het handelen van actors een zekere doelgerichtheid kent en de inzet van middelen meer of minder gericht is op de verwezenlijking van die doeleinden."
[102] Geurts and Vennix, (1989; p.28)

concerning the development, formulation and implementation of such a policy. These phases are not strictly sequential but the activities of the different phases are often interwoven and the process can be followed several times[103].

Mintzberg et al. (1998) however argue that strategy requires a number of definitions. With this statement they abandon the notion that strategy is merely a plan containing intended action. "*The real world inevitably involves some thinking ahead as well as adaptation en route.*"[104], meaning that strategies also emerge as a pattern along the way. Mintzberg et al. (1998) also recognize that strategy is the creation of a unique and valuable position in a market in accordance with the vision the organization upholds as their perspective or fundamental way of doing things[105]. And a final denotation Mintzberg et al. (1998) give to strategy is that of a *ploy* to outwit an opponent or competitor with a specific 'manoeuvre'.

In the context of this research, I therefore denote 'strategy' as:

1) a unique and valuable position in the Dutch energy market in accordance with the company's vision on future energy supply (= strategy content)
2) the flow of interconnected activities of development and/or adjustment of a unique and valuable position in the Dutch energy market (= strategy process)
3) the business actions of an energy company with the purpose, direction and the use of resources focused on achieving that unique and valuable position in the Dutch energy market (= strategy implementation and translation into concrete actions, products and services)

At the start of this research all three interpretations of strategy apply. Part of study is namely to find out which of the above interpretations relates best to the future energy consumer. In case it has to be made clear which of the three is appropriate, this will be mentioned specifically. Although 'strategy' will be applied as the phrasing in the research's main question, both 'strategy' and 'policy' will be applied in this thesis. Which of the two words will be applied in what section, depends on

[103] Geurts and Vennix, (1989)
[104] Mintzberg et al. (1998; p.11)
[105] Mintzberg et al. (1998; p.13)

the scientific tradition of used references in that section: Policy Analysis or Consumer Research.

Eneco's strategy process has led to the following strategy content that is of interest in this research: "*Sustainable energy for everyone is possible; By taking action on sustainable energy now, we ensure that there will also be available, affordable and clean energy for everyone in the future.*" [106]. Eneco aims for a completely sustainable energy supply in which the company ascribes an increasing role to distributed energy (decentralized energy supply). Eneco foresees that next to centralized generated energy, decentralized installations owned by local parties, such as municipalities, housing cooperatives and even households, become more important in order to provide in the total energy need. In its strategy implementation, Eneco chooses for an energy market in which participation with external stakeholders is key. The energy supply eventually realized will be a mutual responsibility, which can be shared based on finances, technology, knowledge, political influence and location. Together with its customers, shareholders and other stakeholders, Eneco wants to accomplish sustainable solutions for now and in the future.

4.4 INVOLVEMENT:

Like already stated in section 2.2, 'involvement' is considered in two ways: *to involve* and *to be involved*. This concept will here be described only briefly. A more extensive discussion will following chapter 7.

To involve:

The action an initiator undertakes to include persons in something. In the context of this research this implies: to include persons in strategy and therefore make them be part of the envisioning of future energy supply. In other words; the energy company (represented by the Eneco employees) makes the future energy consumer (represented by members of Generation Y) part of the Eneco envisioning about future energy supply by sharing their concepts of meaning[107]

[106] Source: http://www.eneco.com/en/vision/ (23-12-2013)
[107] Arbnor and Bjerke, (2009)

about energy and related topics. At the same time, the future energy consumer should involve the energy company in their concepts of meaning about their lifestyle and the relation to their energy need and image of the world. This interpretation of "involvement" is considered: *a process of participation between actors (≥ 2)* that interact with each other based on dialogue principles.

To be involved with:

The state of mind of feeling committed to or engaged with something. In the context of this research this implies: to feel committed to future energy supply and therefore to take part in strategy (process, content and/or implementation). The future energy consumer (represented by members of Generation Y) should be willing to be aware of or understand the situation and context of energy supply. The more they empathize with the topic of the energy company's strategy, the more they probably will be engaged with the future of energy supply and help the energy company (represented by Eneco employees) to make the strategy work. Likewise the energy company should be willing to become aware of, and understand the lifestyle and the way the future energy consumer experiences energy supply.

Involvement not only has a core function in the research question though; it also had a main role in the way I performed this research. My goal throughout the research has been to involve the subjects of study in the research process. These subjects therefore always have been considered as 'participating actors'. In chapter 5 on research approach, I'll further elaborate on this.

4.5 EFFECTIVE:

> "Effective: having an intended or expected effect."
> "Effective: adequate to accomplish a purpose; producing the intended or expected result"
> http://www.thefreedictionary.com/effective (21-11-2013)
> http://dictionary.reference.com/browse/effective (22-11-2013)

The two definitions given above show that "effective" is strongly related with the terms "objective"[108], and "result"[109]. "Objective" and "result" imply that something is

[108] related to: "intended" or "expected" in the definitions
[109] related to: "effect" in the definitions

being accomplished, and that an activity has taken place. The words don't mean the same though; an objective is a predefined goal preceding the activity, and a result is the realization that can be identified after the activity has been finished. Effective here assumes that *based on the actual results it can be assessed whether the objective of an activity has been achieved or not*.

The objective of the "involvement" in this research is that the following conditions will be met:

1) Gen Y reaches the mental state of being involved with the strategy of Eneco. Which type(s) of strategy this will concern, is part of the research.
2) Gen Y reaches the mental state of being involved with the participation process.
3) The participation process leads to an enduring relationship between Eneco and Gen Y.

The first condition will be assessed along the axis of the different interpretations of strategy as described in the previous section. The second condition will be assessed along the axis of effective participation process. In the field of Policy Analysis, Beierle and Cayford (2002) don't talk about "effective", but about "success" as a result of the public participation process. What success according to them beholds, will be described in the theoretical chapter. The third and last condition will be assessed along the axis of situational and enduring involvement as described in Consumer Research. What situational/enduring involvement beholds will also be described in the theoretical chapter of this thesis.

5. RESEARCH OBJECTIVE

Trying to provide an answer to the main question suggests that a certain objective is to be pursued. The objective of this research is a composition of a practical and a scientific contribution. A practical as well as a scientific objective therefore have been formulated, which are not to be achieved independently of each other. The methodology mentioned in the scientific objective f.i., is a requisite in order to justify the practical design mentioned in the practical objective. And in the research approach (described in the next chapter) explorations in theory and practice contribute to the methodology and theoretical statements.

The practical objective is:

To design a participation process for an energy company.

This participation process should enable the involvement of the future energy consumer in the strategy of that energy company. In other words: by performing the process, the energy company should not only allow for the future energy consumer to participate in the company's strategy content, process and/or implementation, but also meet the conditions in such a way that the future energy consumer gets committed to or engaged with that strategy or the participation process itself. The result of the participation process should also behold a relationship between energy company and future energy consumer.

This research however also intends to contribute to the theory of participation. The scientific objective thus goes beyond the borders of the energy company. The scientific objective reads as follows:

To create a methodology to achieve effective involvement of participants

Each participation process takes place at a certain level of influence for the participant. These levels have been translated into the rungs of the Participation

Ladder[110], which will be explained in section 7.7. The methodology, created in this research, should help the initiator to design a participation process that effectively involves participants in the topic of involvement. Applying the methodology should lead to a working level on the Participation Ladder[111] for both the initiator and the participant concerning the specific topic of involvement.

Consumer Research states that in order to get a customer involved with a product or brand, the company should find the personal relevance the customer experiences with that product or brand (see section 7.1). Translated to this research's question, the underlying assumption for effective involvement hereby reads: the participation process can only be effective when the initiator (the energy company) succeeds in understanding the personal importance the participant (the future energy consumer) experiences with the topic of involvement ((future) energy supply).

[110] Arnstein (1969) created the original ladder
[111] Pröpper (2009)

6. RESEARCH APPROACH

The research question of "*how* to effectively involve the future energy consumer" implies that *human beings* were to be involved in the research. This implies a preference for an action research approach over a desk research. Furthermore almost every step in the approach of the research has been given shape and content together with: a) members of Generation Y representing the future energy consumer, b) employees of Eneco representing the energy company, and c) co-researchers, being observers and facilitators. The research strategy can thus be identified as a *participatory action research*. The realization of "*effective* involvement", could not be assessed by the researcher alone, due to criteria given to effective (see section 4.5). In the progress of the design, the interventions, changes and adaptations made were therefore tested with the participating actors as part of the "involvement".

With this research I wanted: a) to study the interaction between Eneco and members of Generation Y thoroughly within b) its real-life context, while c) maintaining the interdependence of relevant factors[112]. This way, I sought for insight in the nature and background of research findings in order to understand and explain the phenomena I would encounter[113], while appreciating the richness of that real-life context at the same time. This indicates that a *case-study approach* would be appropriate as well.

The research has always been considered a *journey of discovery* that would evolve over time; one phase having impact on the next, and in which theory and practice complemented one another. This implied that at the start it was not clear what all the steps chronologically would be, leaving room for trial-and-error, and the intention to look at the findings as freely as possible[114]. Indicating that this research is a *journey of discovery* implies that it had to be approached as a learning process in an open-minded manner. In this particular learning process, the researcher

[112] Hutjes and van Buuren, (2007)
[113] Yin, (2009)
[114] Feyerabend, (2010)

needed to become familiar with the views, demeanour and behavioural aspects of the participating actors[115]. In order to understand the meaning of these cultural variables in the real-life context, an ethnographic field research approach was appropriate.

In the next sections each approach characteristic will be described in more detail in order to provide better understanding about their application in the context of this research.

6.1 PARTICIPATORY ACTION RESEARCH

> "Action research is a participative and democratic process that seeks to do research with, for, and by people (…)" (Reason, 2006; p.189)

The definition given above, indicates that a specific form of participatory action research has been chosen. In line with section 2.2, action research can have a democratic, legitimizing or content-enriching point of departure. In this research the democratic and enriching fundaments for action research were leading. Action research aims to link practice and ideas in the pursuit of practical solutions in favour of people's welfare[116]. In terms of Lewin (1946)[117] who tried to solve organizational problems by having workers collaborating in its solution, action research is about creating knowledge about an organizational problem while trying to change it[118]. Action researchers assume that people who participate will be committed to the research process and will therefore be more genuine in their social behaviour and more invested in the successful application of the findings[119]. This interpretation relates to "to be involved with" applied in this research.

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[115] Hüttner, Renckstorf and Wester, (1995)
[116] Reason and Bradbury, (2001)
[117] Lewin, Kurt (1946), "Action Research and Minority Problems", *Journal of Social Issues*, 2 (4), 34–46.
[118] Ozanne and Saatcioglu, (2008)
[119] Reason and Bradbury, (2001)

"*At a methodological level participation is important because one cannot study and improve practice without deep involvement of those engaged in that practice, for the necessary perspective and information is simply not available*"[120] This implies that, when a researcher studies the action of people in a certain situation, he/she can only understand this action if he/she "*approaches these people as persons, as intentional actors and meaning makers*"[121]. When brought into the context of this research, this description of action research translates in the following: In participation with members of Generation Y and employees of Eneco the researcher should gain the necessary understanding of the meaning structures[122] of these actors. This way he/she should be able to design a participation process in which the future energy consumer is effectively involved in an energy company's strategy concerning future energy supply.

While action research focusses on solving problems together with those that are affected by them, participatory action research goes one step further. "*In participatory action research (PAR), some of the members of the organization or community under study, participate actively with the researcher throughout the research process*" [123] "*across problem identification, design, data collection, analysis, and application of the research findings*" [124] . PAR takes power relationships between researcher and participants into account, advocating for power to be deliberately shared between them[125]. "*Action is achieved through a reflective cycle, whereby participants collect and analyse data, then determine what action should follow*"[126].Thus PAR doesn't treat the participant merely as passive subject that undergoes the research but as actively involved people with a say in the research process[127]. On the other hand the researcher him- or herself cannot be placed as just an observer and guider of the action, but is recognized to

[120] Reason, (2006; p.189)
[121] Reason, (2006; p.189)
[122] Arbnor and Bjerke, (2009)
[123] Whyte, eds, (1991; p.20)
[124] Ozanne and Bige Saatcioglu, (2008; p,424)
[125] Baum, MacDougall, and Smith, (2006)
[126] Baum, MacDougall, and Smith, (2006; p.854)
[127] Whyte, Davydd and Lazes, (1989)

be part of the research and therefore having some sort of relationship with the participants[128].

As the researcher of this research, I was not independent of the research process, which means that I intentionally and unintentionally influenced the process of action, and that I am even subjective in what I consider to be important findings. Together with the participating actors, I therefore decided what was important and what was not as much and often as possible. As, I agree with the premise that no absolute valid truth exists, I had to continually ask what was appropriate and relevant to pursue in the context of the research and whether this continued to be important along the process of research[129].

6.2 CASE STUDY CHARACTERISTICS

> "(…) the case study method allows investigators to retain the holistic and meaningful characteristics of real-life events such as individual life cycles, small group behavior, organizational and managerial processes, (…)" (Yin, 2009;4)

The following conditions related to this research make that the research approach of a case-study is appropriate in terms of Yin (2009):

- The leading question; "How to involve the future energy consumer effectively in the strategy of an energy company?", is a 'how'-question,
- During the research it was not required that the researcher had control over actual behavioural events, and
- The research focusses on contemporary events

Although the leading question is a "how"-question, the way to come to answer that question is by exploring together with the participating actors *in what way involvement could work effectively*. I therefore, in terms of Yin (2009), consider this

[128] Whyte, Davydd and Lazes, (1989)
[129] Reason and Bradbury, (2006)

case study as an exploratory one. The units of analysis in this exploratory case study[130] are the actions taking place between the participating actors in relation to the topic of the case study, which is *the involvement of the future energy consumer in the strategy of an energy company*. (I already mentioned that members of Generation Y represent the future energy consumer, and employees of Eneco represent the energy company.)

In a kind of iterative logic model (Yin, 2009), the actions between the participating actors were staged in a chain of events, which was preceded by a preliminary inquiry in order to "*help refine the data collection plans with respect to both the content of the data and the procedures to be followed*"[131]. My objective with the preliminary inquiry was "*to provide considerable insights into the basic issues being studied*"[132]. This together with an on-going review of relevant literature led to the final case concerning the involvement of Generation Y in the strategy of Eneco. The words *a kind of* have been applied here on purpose, because the logic model as described by Yin (2009) is "*a complex chain of events, which are staged in repeated cause-effect-cause-effect patterns over an extended period of time*"[133]. In relation to this research the logic model was not that rationally staged but applied in a more intuitive manner to support pre-understanding and understanding as described in section 3.3.

Although Yin (2009) states that "*the distinctive need for case studies arises out of the desire to* ***understand*** *complex social phenomena.*"[134], I apprehend from his book "Case Study Research: Design and Methods" that he means to comprehend the complex social phenomena *as objectively interpretable*, placing the object of research at distance during the research process. This is not my intention with this research though. In the previous section I denoted this research as a participatory action research, which has been performed in an iterative process together with the subjects of research or in other words: in dialectic relations[135] with the participating

[130] Yin, (2009)
[131] Yin, (2009; p.92)
[132] Yin, (2009; p.93)
[133] Yin, (2009; p.149)
[134] Yin, (2009; p.4)
[135] Arbnor and Bjerke, (2009)

actors 'Generation Y' and 'Eneco'. So, not objectively interpretable, but socially constructed.

6.3 ETHNOGRAPHIC FIELD RESEARCH CHARACTERISTICS

In a *somewhat* ethnographic setting, which was part of the empirical data collection during this research, I actively participated in the events that took place during the empirical phase of the research. This was done in order to become familiar with the ideas, habits, and way of doing things of the participating actors. The purpose of these events was to study the natural behaviour of the participating actors without being directed by the researcher[136]. Thus the researcher participated during the events but didn't actively steer the outcome. Also it was important that the outcome of these events would not be susceptible to a predefined goal, but open for any outcome that would occur. In this research, these were prerequisites for me to enable understanding of the meaning structures[137] of the members of Generation Y and the employees of Eneco when in interaction with each other.

On the other hand, the data collection during these events and the intermediate results drawn from it, were selective processes[138] because of the filter and perspective that inevitably dictated my way of seeing and not seeing things in my role as researcher. In order to diminish my subjectivity, I invited colleague-observers to observe the events as well. On top of that the colleague-observers and participating actors were invited to take part in every evaluation of such an event.

The reason that '*somewhat* ethnographic' has been stated earlier is because I wasn't part of the *actual* social environment of Generation Y, only of a *created* social environment in which they could act as freely as possible. The created social environment constituted of two events, each at a location where they worked together with employees of Eneco and in one digital environment where they were

[136] Otto in Hüttner, Renckstorf and Wester red., (1995)
[137] Arbnor and Bjerke, (2009)
[138] Miles and Huberman, (1994)

able to work together in teams. In other words I wasn't present when they went to school or were socializing with their friends.

The ethnographic setting in relation to the employees of Eneco is more of an actual environment as far as their role as *employee* of Eneco is concerned; because of my own employment for Eneco during this research. Although here also limitations apply; I was not always present in the time that they did their work, and I wasn't part of their social environment with their family after work.

6.4 CONCLUSION RESEARCH APPROACH

Taking the three described research approaches into account, the characteristics of this research can best be classified as: an exploration which was performed in iteration with the participating actors in order to understand the social phenomenon of involvement in depth that was taking place between the future energy consumer and an energy company in a real-life context. As real-life context, I denote the Dutch energy market and the setting Gen Y grows up in. Both settings are affected by their context in terms of technology, economy, environment, and society. The boundaries between phenomenon and context however, are not clearly evident[139].

Conform Yin's (2009) further elaboration on case studies, this particular research relies on multiple sources of evidence converged in a triangulating fashion, making it more reliable. In the data collection and analysis, I've let myself be guided by both qualitative and quantitative data. Conform Reason and Bradbury (2006), this research has been performed based on both theory and practice, in a participatory manner with individual and representative actors, evolving over time through action and reflection, in which the results of a previous step led to an intervention followed by the identification and set-up of the next step[140] [141]. In the next section, I'll describe with which research methods the data leading to the participation process has been collected.

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[139] Yin, (2009)
[140] Yin, (2009)
[141] Hüttner, Renckstorf and Wester, (1995)

6.5 RESEARCH METHODS

The data that I and the participating actors collected during the research have been noticed by applying specific research methods. In reports, notes, audio, video, presentations and slips of paper, the acquired data has been recorded. The research methods applied in this research are:

- Inquiry of literature
- Analysis of documentation
- Observation
- Conversations
- Qualitative survey
- Group interviews
- Group discussion
- Survey
- Quasi-experiment

Where 'inquiry of literature', 'analysis of documentation', 'observation' and 'conversations' are methods that have been applied throughout the entire research, the other methods mentioned have not. The 'qualitative survey', 'group interview', 'group discussion', 'survey' and 'quasi-experiment', each represent a specific step performed during the empirical journey. Therefore the generally applied methods will be described in this chapter. The methods that were applied specifically will be described in chapter 11.

Inquiry of literature

Inquiry of literature started with exploring the terminology that forms the research question in order to get some idea of what the scope and context of the research. With this starting point the first theoretical elements of "involvement" created the research fundament[142], and set the focus of the research approach on *participation with the actors*. Inquiry of literature was not only part at the beginning of my research though. I consulted the literature every time I, intuitively, needed to combine practice with theory and theory with practice. The research objective for instance, does not require a concept of the participation process that is abstract and at distance from reality. On the contrary; it requires a concept that is applicable

[142] Verschuren and Doorewaard, (2003)

and practical in a real situation. In the inquiry of literature therefore theory was combined with empirical data (recordings in the form of audio, film, text, presentations) in order to reduce the risk of being too theoretical on the one side and of being too pragmatic on the other side[143].

Analysis of documentation

One way to set an empirical ground for, or add a critical note to the theoretical statements, is to take documentation like: non-scientific literature or lecture, Internet, Social Media or any form of documentation created by or about the subject of research, into account of the data analysis. In this research, analysis of documentation has therefore been performed in order to be as reliable and as complete as possible in the creation of knowledge. Analysis of documentation can, to a large extent, be performed without directly influencing the participating actors[144]. Documentation contains expressions of the meaning structures or interpretations produced by the actors involved in the research, which could contradict or confirm what has been noticed out of other data or theory[145]. However analysis of documentation is, by definition, subject to the interpretations of the researcher. This asks for an open view of the researcher in his inquiry of patterns of meaning[146] in different documentation in relation to the specific context in which the documentation has meaning and significance[147]. In this research, the risk of self-evident interpretations of the researcher has been diminished as far as possible by the significant role participating actors have had in its creation of knowledge.

[143] Verschuren and Doorewaard, (2003)
[144] van Engeldorp Gastelaars, (1998)
[145] Hüttner, Renckstorf and Wester, red., (1995)
[146] Translation and interpretation of the researcher of what Hüttner, Renckstorf and Wester, red.(1995) call the patterns to be discovered in findings from different material of study that together lead to meaning in the context of the research.
[147] Hüttner, Renckstorf and Wester, red. (1995)

Observation

With observation, the researcher collects data on site by paying specific attention to people, situations, objects or processes in relation to the research question[148]. Observation can be divided in direct and indirect observation[149] or pre-structures and free observation[150]. When applying the indirect or pre-structured form of observation, the researcher checks if the items, he defined earlier, can be ticked off[151]. When the researcher applies the more free form or direct observation, he has a list with points of particular interest in the back of his mind[152] that functions as frame of reference, and leaves room for taking unexpected occurrences into account as well[153]. The researcher can make use of the categories: *location* (objects at the location, use of space), *actors* (who is acting in the social situation), *activities* (what do actors do)[154], and *time* (moment/ period in time do things occur) that could help him in the observation and reporting of a social situation.

The researcher can have one of the following roles in an observation[155]:

- **Full observer**: the researcher takes no active role in the observed group and makes his status as researcher/observer not known,
- **Observer-as-participant**: the researcher still takes no active role in the observed group, but his status as researcher/observer is known,
- **Participant-as-observer**: the researcher takes an active role in the observed group, and his status as researcher/observer is known,
- **Full participant**: the researcher takes an active role in the observed group, but his status as researcher/observer is not known.

These different roles each have an impact on the behaviour of the actors in the observed group; they feel free or less free in their actions, or they are genuine or less genuine in their actions[156] depending on their feeling of threat as a reaction to

[148] Verschuren and Doorewaard, (2003)
[149] van Engeldorp Gastelaars, (1998)
[150] Verschuren and Doorewaard, (2003)
[151] Verschuren and Doorewaard, (2003)
[152] Verschuren and Doorewaard, (2003)
[153] Van Engeldorp Gastelaars, (1998)
[154] Otto in (Hüttner, Renckstorf and Wester, (1995)
[155] Otto in (Hüttner, Renckstorf and Wester, (1995), based on Gold (1958) and Junker (1960)
[156] Otto in (Hüttner, Renckstorf and Wester, (1995)

a known status of the researcher/observer[157]. Another item to consider when applying observation is the subjectivity of the researcher in his recognition of occurrences and his interpretations of occurrences[158]. In this research observation has been important throughout the research In order to take the points of attention described in this paragraph into consideration, different roles of observation have been taken on by different observers during the empirical events with members of Generation Y and employees of Eneco. The events were recorded on video and audio, which enabled me to look at, and listen to what happened exactly in retrospective.

Conversations

Conversations (or open interviews) have played a significant role throughout the entire research. They enabled the decision-making process between researcher and participating actors in the set-up and evaluations of the steps undertaken in the research. The conversations were either directed towards information sharing with interlocutors, or information gathering, or preparation of the empirical events. As can be expected of open interviews, the conversations had an open character, in relation to what was said and to possible outcomes[159]. It also has its limitations in: a) the number of interlocutors that could participate in each conversation for purposes of manageability, and b) open interviews require more extensive working out for data analysis[160]. Even more important is that the quality and outcome of the conversations are highly dependent of the chemistry between the interlocutors. With participating Eneco employees and members of Generation Y, I had such conversations; sometimes one-on-one and sometimes in small (mixed) groups of approximately 5 persons. The persons participating in the conversations have not always been the same person(s), because during the course of the research some joined and others quitted in a natural way related to the phase the research was in or the requirements set by the research.

[157] van Engeldorp Gastelaars, (1998)
[158] van Engeldorp Gastelaars, (1998)
[159] van Engeldorp Gastelaars, (1998)
[160] van Engeldorp Gastelaars, (1998)

PART III

Part III concerns the theoretical part of this thesis. Here *involvement* and *effective* will be elaborated on from a theoretical point of view. The theory leads to the introduction of the Participation Triangle, which entails the methodology of effective involvement. The theory also leads to the formulation of the research sub questions, which will be described at the end of this part.

7. INVOLVEMENT THEORY

> "Tell me and I forget.
> Show me and I remember.
> Involve me and I understand."
> John Gay (1685-1732)[i]

The term "involvement" forms the main concept in the research question "*How to involve the future energy consumer effectively in the strategy of an energy company?*". In order to have a starting point for the data collection in this research, I'll further elaborate on this term from a theoretical point of view. The concept of involvement in this context was formed by exploring it from different fields of research. In the following sections, first an idea is formed about what 'involvement' beholds, based on the inspiration found in Consumer Research and Policy Analysis. As this chapter progresses, this knowledge will be enhanced with insights from Stakeholder Theory and Communication.

7.1 INVOLVEMENT IN CONSUMER RESEARCH

The concept "involvement" in Consumer Research is defined as: an unobservable state of motivation, arousal or interest[161] evoked by a particular stimulus or situation[162] [163]. Also involvement has been defined as a person's motivational state directed toward a goal object for accomplishing a specific goal[164]. In addition involvement is seen as a person's activation level at a particular moment in time[165], which reflects the extent of personal relevance of the decision to the individual in

[161] Rothschild (1984; p.216)
[162] Mitchell (1979 and 1981) cited at http://acrwebsite.org/volumes/6980/volumes/v16/NA-16 (05-08-2016)
[163] Bloch and Richins (1983) cited at http://acrwebsite.org/volumes/6980/volumes/v16/NA-16 (05-08-2016)
[164] Park and Mittal (1985) cited at http://acrwebsite.org/volumes/6980/volumes/v16/NA-16 (05-08-2016)
[165] Cohen (1983) cited at http://acrwebsite.org/volumes/6980/volumes/v16/NA-16 (05-08-2016)

terms of his/her basic values, goals, and self-concept[166] or the importance of the product to the individual and to the individual's self-concept, values, and ego[167] emphasizing self-concern and personal importance[168]. These interpretations of "involvement" thus consider involvement as a mental state which leads to decision-making whether or not to purchase a product or stay committed to a product-class or brand. The definitions above show that involvement is very much associated with the consumer's personal relevance leading to a level of involvement. In Consumer Research it is recognized that motives underlie this personal relevance[169]. Two types of motives are being distinguished: 1) a utilitarian motive (based on the brand's functional performance) leading to *cognitive involvement* and 2) a value-expressive motive (based on emotional or aesthetic appeal of the brand) leading to *affective involvement*. Persons who are involved, pay attention, perceive importance and behave in a different manner than persons that are not involved[170]. Thus the interpretation of "involvement" stemming from Consumer Research mainly focusses on the relevance of a product, service, price and/or brand to a consumer. Specifically within the field of advertising, researchers study how relevance can be stimulated best in order for the consumer to come to a purchase.

In the field of advertising Zaichkowski (1986 and 2013) states that a person's level of involvement, is affected by three factors: 1) characteristics of the person; a person's inherent value system, needs, importance, and interest along his/her unique experiences, 2) physical characteristics of the stimulus; availability of alternative products or brands, source, and content of the communication towards consumers, and 3) characteristics of the situation; purchase/use and occasion, meaning the opportunity to purchase that matches the personal characteristics at a particular time. Although, operationalization of involvement has become an issue within Consumer Research, as many different dimensions exist, the applied empirical ways of operationalization have many similarities and only nuance differences[171] according to Michaelidou and Dibb (2006). They have identified the

[166] Engel and Blackwell (1982; p.273) cited at http://acrwebsite.org/volumes/6980/volumes/v16/NA-16 (05-08-2016)
[167] Hawkins et al., (1983; p.536)
[168] Greenwald, (1982)
[169] Park and Young (1986)
[170] Zaichkowski (1986)
[171] Michaelidou and Dibb (2008; p.12)

following dimensions of involvement that are common in involvement theory: a) importance, b) pleasure, c) interest, d) sign value or self-expression, and e) perceived risk[172].

Most of the involvement theories in Consumer Research concern the customer's involvement with a product, product-class and/or brand. This research however concerns an *activity* between an initiator and a participant concerning a specific topic, instead of a purchase or advertisement. The operationalization in the context of this research should therefore take notion of the theory of Speed and Thomson (2000) concerning sponsorship. They state that the response to sports sponsorship is affected by (1) attitudes toward the event[173], (2) attitudes toward the sponsor, and (3) perception of congruence between sponsor and event[174]. They have translated these factors into the following sub factors:

- **Attitudes towards the event:**
  - *Personal liking for the event;* Positive or negative response to the event depending on the benefits the participant or sponsor receive directly from the event
  - *Perceived status of the sponsored event;* The reputation or status of the event, which radiates on sponsor or participant positively or negatively
- **Attitudes towards the sponsor:**
  - *Attitude towards the sponsor;* The image that participants have of the sponsor influences the way they appreciate the event.
  - *Sincerity of the sponsor;* Sponsors who are motivated by philanthropy for sponsoring the event are better appreciated than those that are only interested in commercial gain.
  - *Ubiquity of the sponsor;* This has to do with the number of events the sponsor supports. A sponsor, who supports a large number of events and/or events that differ from each other fundamentally, is less favoured than the sponsor who appears to make well-considered choices.

[172] A person's consideration of the product or brand in the context of the assessment by his peers (Kapferer and Laurent (1985). In other words: the consideration if the product or brand is acceptable in the view of friends and family.
[173] The event here should be translated as the organized participation activities, sponsor = energy company/initiator
[174] Speed and Thompson (2000; p.227)

- **Perception of congruence between sponsor and event:**
  - *Sponsor-event fit;* the perception of how well the fit is between the identity of the sponsor and the kind of event it supports is.
  - *Interaction effect;* the impact of the attitude towards the event and a preexisting attitude towards the sponsor and vice versa.

The way this interpretation of involvement has influenced this research will be described in section 7.3, together with the influence of the interpretation of involvement in Policy Analysis. In Policy Analysis, involvement is perceived differently. This other interpretation will be described in the following section.

7.2 INVOLVEMENT IN POLICY ANALYSIS

"Involvement" in the tradition of participatory Policy Analysis is considered a process based on communication[175]. The fundaments of participation in this field of research lie in the concepts of democracy and political legitimacy[176] [177] According to Mayer (1997) the perceptions of participation, stem from one of the two following interpretations of democracy:

1. Point of view of theorists that support the pluralists' form of democracy, which focusses on the participation of specific stakeholder groups representing their special interests.
2. Point of view of theorists that support the direct form of democracy, which focusses on the contribution of individuals directly in a participation process

Pröpper (2009) in his theory on 'Interactive Policy'[178] agrees with the notion that the concept of democracy underlies the concept of participation, but adds a third interpretation to the previous two (which he by the way calls the 'collective model of democracy'[179] and 'participatory model of democracy'[180]). The third interpretation stems from the 'representative model of democracy', which presumes that individual citizens let themselves be represented by a political party that they voted

[175] Pröpper, (2009)
[176] Mayer, (1997)
[177] Pröpper, (2009)
[178] In Dutch: interactief beleid
[179] In Dutch: het collectieve democratiemodel
[180] In Dutch: het participatieve democratiemodel

for during election. This research has been inspired by all three interpretations. Although the representative model has not been applied in terms of politics, but in terms of participants representing a particular group of stakeholders. Participation in the context of this research is therefore approached as: *involving individuals directly in the participation process as much as possible, while they at the same time are being considered representatives of a specific stakeholder group.*

According to policy analysts, participation is applied for various motives present at the side of the initiator of the participation. These motives have been categorized by Fiorino (1990) and Beierle and Cayford (2002) into: 1) substantive goals, 2) instrumental goals, and 3) normative goals[181]. Substantive goals have to do with the participation of citizens to enrich understanding about the content of the topic of the participation and if solutions already have been identified. Instrumental goals have to do with the legitimacy of the outcome of policy decision-making and public acceptance of the decisions thereof. Normative goals have to do with the underlying democratic logic of participation; in other words, participation of the public is the only way to do it right. In order to give an idea of the range of reasons that support participation given in the policy area of research, a few examples will be cited here briefly[182] [183] [184] [185] [186] [187] [188] [189] [190]:

- To improve decision-making by policy makers
- To create support of participants for possibly controversial policy proposals,
- To increase acceptance of policy in the community of participants,
- To improve the quality and effectiveness of policy,
- To learn together with participants to manage together,
- To share information about policy with participants
- To educate participants in relation to the policy,
- To consult participants on policy proposals,
- To collaborate with participants in policy making,

[181] In the context of participation of the public in environmental policy decision-making
[182] Burke (1968)
[183] Arnstein (1969)
[184] Beierle and Cayford (2002)
[185] Enserink and Monnikhof (2003)
[186] Enserink et al. (2009)
[187] Pröpper (2009)
[188] Edelenbos and Monnikhof (1998)
[189] HarmoniCOP (2005)
[190] Geurt and Vennix (1989)

- To empower the public,
- To achieve consensus about which policy proposal to implement

However not only policy makers or policy analysts have their reasons for participation, but also the participants have their reasons for collaborating. All these objectives can in fact differ from each other as they relate to the different interests at stake for the parties involved[191] [192] [193] [194].

Chang and Jacobson (2010) consider participation as *communicative action*[195] and categorize participation as: participation at the community level, and participation at the policy-making level. They state that the latter "*focuses on negotiations between citizens and the government in political decision making*". Participation at the community level on the other hand "*emphasizes community involvement in each stage of the program design, implementation, and evaluation*" [196] in order to improve the value of participation [197] [198] [199]. This category of participation emphasizes that the participation involves participation in all the steps of the process. The involvement of participants in each stage of the participation process implies that not only a motive underlying the overall participation can be made explicit, but also an objective of involvement per stage of the participation process can be identified. In this perspective the motives mentioned above can either be seen as the overall motive to be achieved at the end of the participation, or as the objective at a particular stage level. "Information sharing" for example, can be the intended result of participation design with the underlying motive to explore the topic at hand.

The exploration of involvement so far has provided first insights in what the term beholds. The next section therefore describes how involvement in the context of this research is understood and will be taken along.

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[191] HarmoniCOP, (2005)
[192] Pröpper, (2009)
[193] de Bruijn and ten Heuvelhof, (2008)
[194] Enserink et al. (2010)
[195] based on Habermas' theory of communicative action
[196] Chang and Jacobson, (2010; p.661)
[197] Enserink and Monnikhof (2003)
[198] Beierle and Cayford (2002)
[199] Voinov and Bousquet (2010)

7.3 INSPIRATION FOR UNDERSTANDING 'INVOLVEMENT'

In this section, I'll elaborate on the learning points from exploring involvement within Consumer Research and Policy Analysis. First the most important learning points will be made explicit, and related to the scope of the leading question. This will be followed by the introduction of the Participation Triangle, that also will form the structure where the elaboration of the empirical journey, later in this thesis, is based on.

The following learning points are considered important to grasp the concept of involvement:

- ⇨ **Learning point 1**: Involvement is considered a mental state which leads to decision-making whether or not to purchase a product or stay committed to a product-class or brand. Consumer Research tends to emphasize the role of personal importance the customer experiences, with the product (etc.), which then relates to a level of involvement and a willingness to purchase. In other words: the level of involvement leads to a willingness to take action. Translated to the context of this research's main question and objective, the following starting points will be taken into account:
  a. Gen Y's mental state of involvement leads to decision-making whether or not to participate (to sign-in for) and stay committed to the participation process with an energy company
  b. The level of involvement Gen Y experiences with the strategy of Eneco is related to the level of importance energy supply has in relation to Gen Y's self-concept, values, and ego in order for them to feel committed to future energy supply and therefore take part in strategy making
- ⇨ **Learning point 2**: Involvement is considered a process of (citizen) participation, which should be understood in terms of: involving individuals directly in the participation process as much as possible, while they at the same time are being considered as representatives of specific stakeholder groups. Translated to the context of this research, this implies that the Gen Y-ers who participate in the research, are considered representatives of a larger group Generation Y.
- ⇨ **Learning point 3**: Participation as communicative action based on the intrinsic logic of democracy at the community level. This emphasizes community involvement in each stage of the program; design, implementation and evaluation. Translated to the context of this research's approach, the following will be taken into account: Representatives of both Generation Y and Eneco will be involved in the set-up of the participation process.

⇨ **Learning point 4**: Each party involved in participation, has an interest in a participation process, otherwise there would not be a reason for participating. Consumer Research talks about *relevance* and Policy Analysis about *motive*. Translated in terms of this research the following starting points about necessary conditions for effective involvement will apply:

a. The topic of involvement or the process of involvement or the initiator of involvement have relevance of some sort to the participants.
b. The initiator has a motive or several motives for involving participants in a topic that is relevant to the initiator.

Looking back at *involvement* described in Consumer Research and Policy Analysis, I'd like to introduce the following concept of involvement which will structure the rest of this thesis. It seems that Consumer Research and Policy Analysis assign three common elements to the concept of involvement. They both implicitly and explicitly consider:

1) ***The topic***;
   The topic forms the subject the involvement is about. More explicitly, in Consumer Research, the topic refers to the product, product class or brand. In terms of Policy Analysis, the topic most often entails the policy issue at hand.
2) ***The participant***;
   The participant is the person or group of persons that is actively involved or being involved with the topic. The participant is also referred to as: stakeholder, consumer, citizen, public, audience or actor. Each with its own implications how the participant is perceived in the involvement.
3) The initiator;
   The initiator is the party that initiates and/or organizes the involvement of the participant in the topic. Other terms applied for initiator are: organisation, company, government, policy owner or actor

These elements are interconnected when considering involvement. One cannot talk about involvement or participation when the participant and the initiator have no topic to communicate about. The same is true for the situation where the initiator has no participant with whom to communicate about a topic, or when the participant wants to communicate about a topic, while there is no initiator willing to organize the participation. The figure below shows the elements interconnected in its most simplified form:

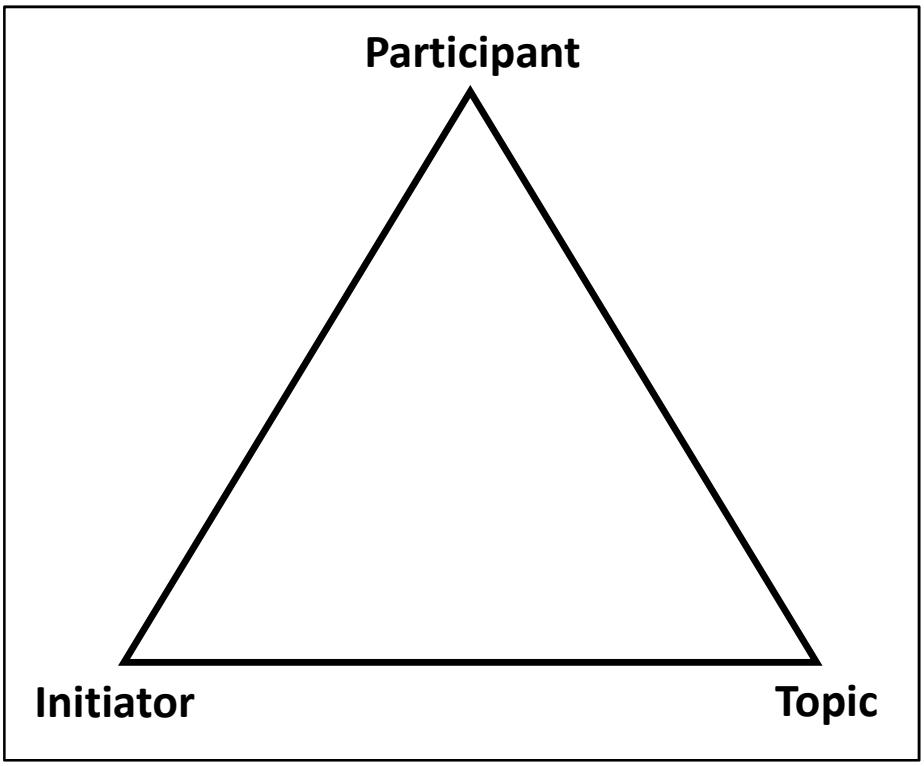

FIGURE 3: INTERCONNECTED ELEMENTS OF INVOLVEMENT

It doesn't end with these common elements though, because the actual stimulus, in terms of Consumer Research, or communicative action, in terms of Policy Analysis, has not yet been made part of the triangle introduced above. The stimulus or communicative action actually forms the axis that brings the three elements together. This axis is the participation process as intended in chapter 5. The triangle therefore is completed with the visualization of this axis, creating the "Participation Triangle" in the figure below:

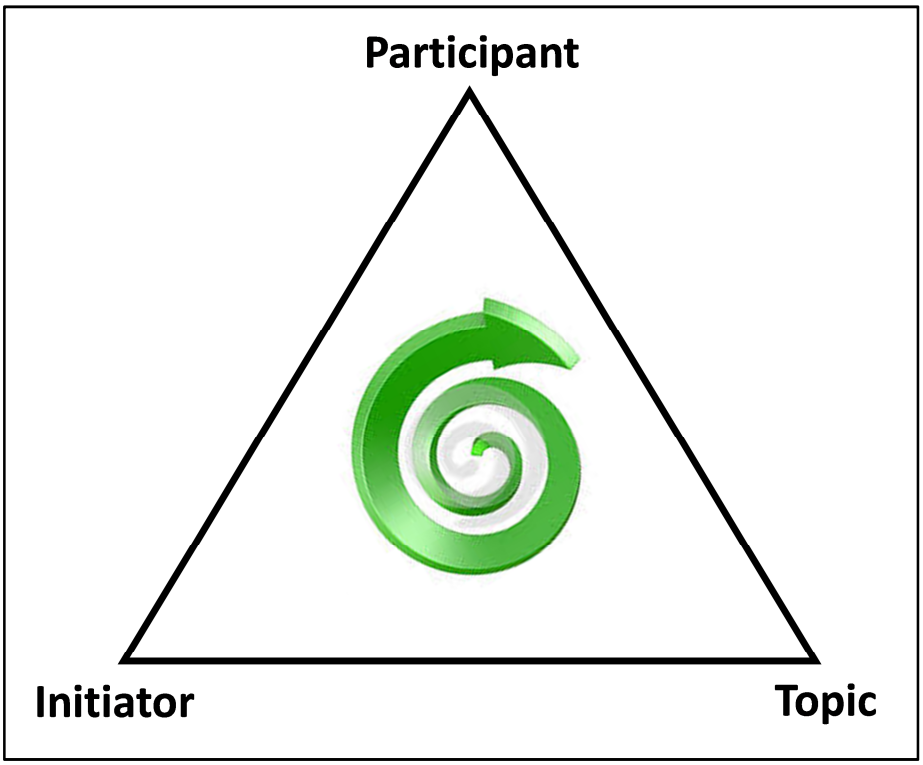

FIGURE 4: THE PARTICIPATION TRIANGLE

The axis works like a control panel between the elements 'topic', 'participant' and 'initiator'. Each element has influence in the participation process. In the next sections the Participation Triangle will be supplemented with further theoretical insights gained from Policy Analysis, Stakeholder Theory and Communication. These insights form the fundament based on which the participation process design started.

7.4 WHO ARE THE ACTORS

Both the participant and the initiator are considered actors in the context of this research's approach. The participant as well as the initiator are represented by real persons, who as an individual, participate in the involvement. I implicitly attribute the following to these actors:

- they are free, intentional, and responsible human beings who are active, reflective and creative individuals[200],
- they have different perceptions of reality based on their concepts of meaning[201] or frames of reference[202]
- they have opinions about the topic of involvement based on underlying interests[203],
- they have a "stake" in the content of involvement, either because they will (indirectly) be affected by it or because they may (indirectly) influence its outcome[204] [205] [206] [207],
- they have certain means, which they use as resources of influence[208], and
- in social interaction they have relations with other individuals.

Thus the actors show differences and commonalities and this indicates the dynamic character of the involvement. Like I already stated in chapter 3, each person conceptualizes reality in his or her own way presenting phenomena of everyday life as subjectively meaningful to them in a coherent world[209]. "*Human beings do not act without interpreting reality*"; they "*ascribe a significance, a purpose, an understanding, to themselves and their actions*"[210], which in their turn, will be interpreted by other human beings. Thus, the reality of everyday life is shared with others although differently experienced by each human being[211]. Through interaction, human beings share these experiences and interpretations which they further develop into a social construction of reality[212]. In order to have particular participants participating, the initiator should make an attempt to get to know their participants[213]. A context analysis including a stakeholder analysis [214] [215]

[200] Arbnor and Bjerke, 2009
[201] Arbnor and Bjerke (2009)
[202] Hermans and Thissen (2009)
[203] de Bruijn and ten Heuvelhof, 2008
[204] HarmoniCOP, (2005)
[205] Freeman (1984)
[206] Svendsen (1998)
[207] Mitchell, Agle and Wood (1997)
[208] de Bruijn and ten Heuvelhof, (2008)
[209] Berger and Luckmann, (1966)
[210] Arbnor and Bjerke, (2009; p.161)
[211] Berger and Luckmann, (1966)
[212] Arbnor and Bjerke, (2009)
[213] HarmoniCOP, (2005)

or actor analysis [216] [217] may help to do that. In fact different actor analysis methods exist, each with its own framing and purpose[218]. For this research, the answers to the following questions should contribute to understanding the actors' values, ideas, opinions and relevance they experience in relation to the involvement.

- Who are they?
  Descriptions in literature and in media or experiences with previous encounters with the (group of) stakeholders could give a first impression on who they are and how to make contact with them.
- What are their relationships with each other?
  Are there any negative stereotyping or conflicts that can be identified up front? Do participants have a network of actors that could mean: a) new possibilities to invite more participants to the interaction, or b) a power-network that could be used as a resource in the positive or negative progress of the interaction and its outcome?
- What view do they take?
  How do participants perceive the topic of participation as identified by the initiating party? Do participants already have preconceived opinions that could function as bias? Do participants have a different view than what the initiating party assumed they would have? Do participants have a different view from what the initiating party perceives of the topic of interaction?
- What are their major concerns?
  It is important that concerns participants may have are identified and will either be reflected in the topic of involvement or in the way the participation will be organized.
- How can they be motivated to participate?
  What is "at stake" for participants and what interest do they have with participating? How can they benefit from participating, what is in it for them?
- What means do they have to block or promote the participation?
  What knowledge or expertise about the topic could (or actually do) participants bring 'to the table'? What resources do they have with which they can either positively or negatively influence the progress of interaction as well as the outcome?

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[214] Social Learning; HarmoniCOP, (2005)
[215] Strategisch Stakeholder Dialogue; Tulder et al., (2004)
[216] Multi-Actor networks; de Bruijn and ten Heuvelhof, (2008)
[217] Multi-Actor Systems; Enserink et al., (2010)
[218] Hermans and Thissen (2009)

The above shows the complexity of who the actors are and what they stand for, which has impact in how they perceive the topic of involvement and on the outcome of the participation process. The characteristics of the participation process however have their own influence on the involvement. The next sections elaborate on these characteristics.

7.5 COMMUNICATION BY DIALOGUE

As stated earlier, in Policy Analysis involvement implies a process of communication. In this section therefore this 'process of communication' will be described along the concept of dialogue.

> "Dialogue means interactivity, deep engagement, and a propensity to act-on both sides. (…) It entails empathic understanding built around experiencing what consumers [or actors] experience. (…) It implies shared learning* and communication between equals" (Prahalad and Ramaswamy (2004;23))
>
> *meaning shared learning between company and customer

According to Kessels et al. (2002), when in dialogue, one should ask the interlocutors in that dialogue to give a rationale to their statements made, by asking them to explain their thoughts, views, behaviour or story in a consistent manner. A dialogue will initially be about getting to know the other in order to investigate probable connections with each other[219]. To determine whether a reason or explanation given in dialogue is acceptable to them, the participants of the dialogue appeal to a complex set of reasons, interpretations and underlying considerations that serve as a standard to determine whether a reason in their view is considered legitimate or not[220]. This complex set of reasons, interpretations and underlying considerations can be compared with: "*the finite provinces of meaning*[221] *by which different actors orient themselves before they can understand actions in the social world*"[222] or "*the conceptual/mental model that each actor carries in his or her mind*

[219] Tulder, et al, (2004)
[220] Kessels et al., (2002)
[221] Arbnor and Bjerke, (2009; p.55, 67)
[222] Arbnor and Bjerke, (2009; p.70)

to explain the way the business or policy operates" [223], or with frames of reference [224] as long as they all "*recognize the emotional, social, and cultural context of experiences*" [225]. According to Tulder, et al (2004) dialogue aims to improve learning among the interlocutors with the intention to stimulate the mutual relationship. An interaction based on the dialogue thus asks for a certain degree of openness towards each other [226] [227] and 'free space' (acting free from every day's excitement). In dialogue, interlocutors are able to investigate the reasons why they interact in the first place and what their standards are that form their perspectives [228]. Interaction in this 'free space' means that you do not aim for decision-making [229] but you open yourself up for the 'otherness in the other', which implies you show appreciation of ideas that are not yours and you have respect for perspectives that you, in the first instance, incline to deny [230]. This does not mean that contradiction in a dialogue is a bad thing though, as it is here not intended as: 'to fully adopt' the perspective of the other. "*The purpose of the dialogue is to clarify differences in order to later transgress them towards something new*" [231].

Dialogue in the context of this research is therefore seen as a process of thesis-antithesis-synthesis (derived from the dialectic triad of Hegel [232]). A statement (thesis) will be posed by one of the participants, based on which another participant builds on or poses a contradicting statement (antithesis). Then the participants investigate each other's perspective where the statements originated from in the first place, in order to understand the other's reality. The participant that first posed his/her statement adds new information to his/her thesis or changes it based on the antithesis; resulting in a qualitatively different statement (synthesis). This synthesis in itself could function as a new thesis, leading to continuous change until a

[223] Geurts and Joldersma, (2001; p.304)
[224] Enserink et al., (2010)
[225] Prahalad and Ramaswamy, (2004; p.23)
[226] Tulder et al., (2004)
[227] HarmoniCOP, (2005)
[228] Kessels et al., (2002)
[229] Although decision making is not prohibited either
[230] Kessels et al., (2002)
[231] Arbnor and Bjerke, (2009; p.195)
[232] Hegel is best known for his use of thesis-antithesis-synthesis dialectics. His thought includes 28 dialectics in *Phenomenology of Spirit* and 10 in *The Philosophy of History* (source: http://en.wikipedia.org/wiki/Georg_Wilhelm_Friedrich_Hegel 26-11-2013)

common understanding develops in a kind of meta-synthesis[233]. It is about exploring thoughts and values (divergence), followed by the search for assembly (convergence), which promotes that joint activities can be undertaken[234]. In my view, when the participants interact in a group-setting, a third participant too can pose the synthesis based on the thesis and antithesis stated previously by others, like you see happening when actors in a group brainstorm and build on each other's ideas.

Dialogue[235] will mostly be associated with the 'spoken word'. In the context of this research however, interaction also implies that the dialogue can be performed directly, as in face-to-face, indirectly through a medium, (or in a combination of both) with use of written texts or images next to the 'spoken word'. On top of that, the interaction as described here is not necessarily a onetime event, but can consist of multiple encounters between the participants over time, both synchronous and a-synchronous.

7.6 DESIGN PRINCIPLES OF THE PARTICIPATION PROCESS

If the initiator would like to successfully involve participants in the participation process, the process should meet certain criteria. Policy Analysis here meets Stakeholder Theory in the criteria stated below. The list is drawn based on statements from de Bruijn en ten Heuvelhof (2002), HarmoniCOP (2005), Kaptein and Tulder (2003), Enserink and Monnikhof (2003) and Pedersen (2006).

- Know and be known;
  The participants need to know each other and know where to find each other, at least in the progress of the interaction. This requires that the initiating party pays attention to the questions who to invite and how to introduce participants to one another. This is also known as Inclusion; the identification and inclusion of participants in the dialogue

[233] Arbnor and Bjerke, (2009)
[234] Tulder, et al, (2004)
[235] We can use language consciously to create new thoughts, open up new perspectives and create involvement.

- Trust and reliability;
  A stakeholder dialogue cannot succeed unless there is a certain degree of confidence in the integrity of the other and the value of the interaction. Parties can only be open and take a vulnerable position when they feel confident to do so. A crucial item for trust is that participants' core values will not be violated in the process.
- Openness;
  The initiator should not define the issue/question concerning the topic too early or too strictly. The participant should have a say in what is in scope and what not. There should be room for participants to give their point of view and even to give direction in the decision process.
- Clear rules;
  It should be clear for all participants what the "rules of the game" are by which they interact and there should be agreement on what can be expected of one another. For an efficient progress of the dialogue, it is desirable that both parties have clear and defined expectations regarding the capabilities and limitations of the interaction. All participants should be aware that the interaction could take place in a series of encounters. The initiating party and participants should also have a clear idea of what they want to get from the interaction.
- Speed;
  It should be avoided that the participation silts up in endless dialogue. The participants should strive for results in order to prevent participation for sake of participation.
- Empowerment;
  Participants should have freedom in influencing the process. Freedom enhances commitment to both process and outcome.
- Skills of dialogue;
  Participants and the initiating party should be able to interact based on 'free space'[236]. All parties involved should be tolerant to one another and each other's opinions and suggestions.
- Content expertise;
  There must be substantive knowledge on both sides about the topic of interaction. When participants don't have the relevant expertise, they should have access to relevant information or expertise of experts

[236] Kessels et al, (2002)

- Subsequent conversations and feedback;
  The initiator should always give feedback and transparency on the encounters afterwards, in order to obtain legitimacy for the outcome. Feedback creates support for a next interaction and improves the encounters yet to come. This helps to align the expectations related to the actual results. It also helps to get to know each other better over time.

The above described design principles already imply a level of participation, by posing quality statements about openness and empowerment and saying that communication through dialogue is the basis. The next section therefore elaborates on the levels defined for participation in the so called Participation Ladder.

7.7 PARTICIPATION ON THE PARTICIPATION LADDER

In order to clarify that involvement can occur at different levels of participation, I here cite the Participation Ladder of Pröpper (2009). Before I briefly go into his theory on Interactive Policy, I first have to note that Pröpper (2009) states that his approach is applicable for both the public and private domain (although in his book he emphasizes public applicability over private). Because I stretch its applicability for the private domain, I'll use the word "initiator" where Pröpper (2009) uses the word "bestuur", (which translates in "policy owner"), and where he uses the word "policy", I also read the word "strategy". Furthermore, Pröpper (2009) is not the first scientist to identify levels of participation. In fact, participation ladders known in literature are based on the ladder introduced by Arnstein (1969) in her theory on "Citizen Participation".

According to Pröpper (2009), the level of participation enacted by an initiator and the accompanying role participants are allowed to have, are the result of the policy style of that organization. This policy style can be seen as: an initiator's style of managing the interaction with the stakeholder groups of a certain policy[237]. The initiator's policy style is apparent through the degree of influence participants have in the policy process and the level of openness the organization gives concerning

[237] Pröpper, (2009)

the content of policy. According to Pröpper (2009), the policy style of an organization depends on the "policy situation", which is a composition of: 1) what the content of the *policy/topic of interaction* as described by the organization beholds, 2) who the *actors* are that the organization has identified as stakeholders of the policy, 3) the *goal(s)* the organization has with participation of the actors in the policy, and 4) the way the organization can live up to the *(core)conditions* related to the policy style at hand. Pröpper (2009) categorizes the policy styles in seven different styles that an initiator can have in a specific participation case. He presents the range of styles in the form of a ladder; the Participation Ladder.

Based on the theory of Arnstein, (1969), Pröpper (2009) created his participation ladder with 7 rungs, with at the right side of the ladder: the policy style of the initiator, and on the left side of the ladder: the related role the participant has been granted by the initiator. The following figure shows the Participation Ladder of Pröpper (2009):

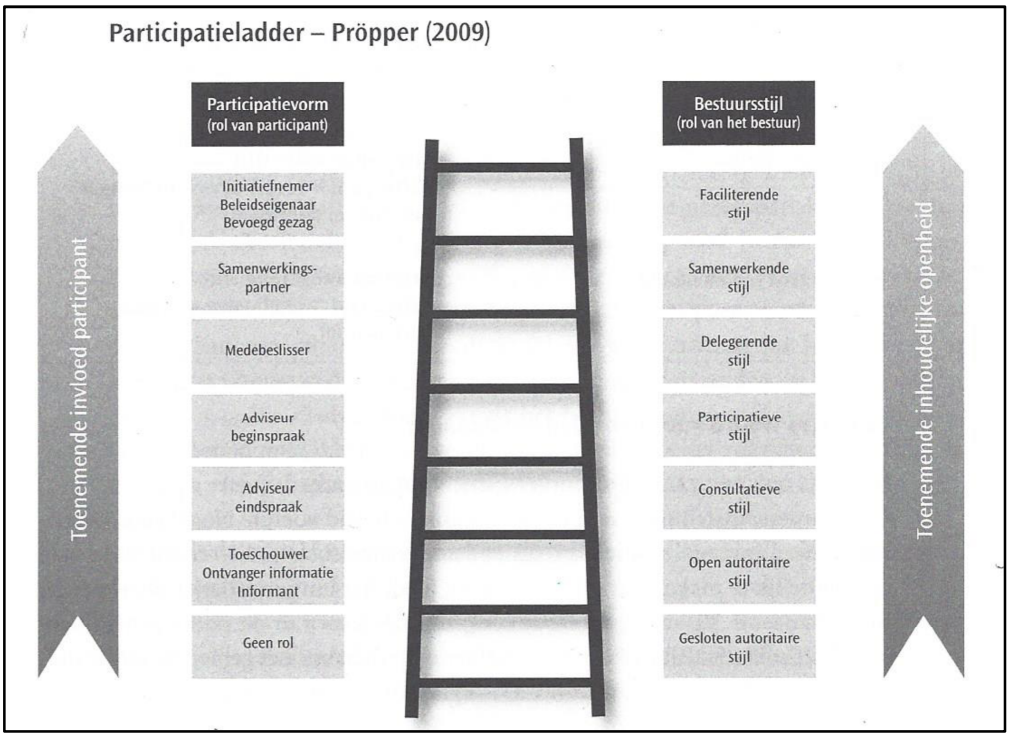

FIGURE 5: PARTICIPATION LADDER (PRÖPPER, 2009)

The figure shows that the higher the level of openness with respect to the content of policy (see arrow on the right side), and the more influence the participant is allowed to have (see the arrow on the left side), the more delegating the style of the initiator. The upper rung thus represents the most delegating policy style an initiator can have. The table below shows the different policy styles Pröpper (2009) has identified with their descriptions.

Policy style	Description
Facilitating style	Policy of participants is most important; participants have the initiative or can be seen as the policy makers. The initiator gives support in the form of time, money, expertise, material recourses
Cooperative style	Together with participants, the initiator tries to come to a common policy; participants and initiator both contribute in the form of knowledge, experience and recourses. The initiator works together with other parties based on equality.
Delegating style	Policy of initiator is most important, participant are invited to contribute. This contribution means that the participants concretize and elaborate on the policy for which the initiator sets the outlines. Participants get the necessary authorization to do this and the initiator gives the ability to the participants to make decisions or to implement policies within the given constraints
Participative style	The initiator want to stay in control over the policy; participants have a say and advise, but in the end the initiator decides. Participant are able to help to think the policy through and the policy still can change. Participants are free in the advice they want to give about the problem definition and alternative solutions. The initiator asks for an open advise in which a lot of room remains for discussion and input. This means that participants are able to give a problem definition and direction for solution(s).
Consulting style	This is not an interactive style although participants are asked to give their opinion. Participants are not involved in the beginning of the policy making process, but are only able to respond to it, when the initiator already thought through most of the policy and already has a firm idea of where they stand in it. The initiator consults the participants with a closed question about a given policy approach within a given problem definition.
Open authoritarian style	The initiator sets the policy themselves and won't be advised about it. The only openness in this style is that the initiator want to make fixed policy known. This can mean that the initiator uses a form of communication with the objective to influence participants to act in a certain way.

Closed authoritarian style	No participation possible; the company doesn't involve participant in the making of policy nor notifies them

TABLE 1; PARTICIPATION LADDER (PRÖPPER, 2009)

Also in Stakeholder Theory, theorists recognize different levels of participation with participants. Freeman (1984) was the first to recognize the importance of stakeholder management for the (financial) performance of a company. Since then stakeholder theories have developed from having 'to deal ' with stakeholders to the notion that a company should engage into relationships with stakeholders[238]. The focus therefore changes from 'managing stakeholders' to 'managing relationships'[239]. In Corporate Social Responsibility (CSR) three communication strategies in the context of Stakeholder Theory have been identified; stakeholder information strategy, stakeholder response theory and stakeholder involvement theory[240]. Stakeholder information strategy is based on one-way communication from company to stakeholders. It's goal is to inform the public as objectively as possible about the company[241]. It is about sending and not receiving information and can be best compared with the 'Open authoritarian style' mentioned by Pröpper (2009). Stakeholder response strategy is based on two-way asymmetric communication between company and its stakeholders. It is about influencing the public by trying to change public attitude and behaviour. The company wants to engage stakeholders in order to gain legitimacy for the company's decisions[242]. It is to be seen as an evaluative method in order to receive feedback with the purpose to find out what works in the communication and what not. It is about selling the decisions not about changing the decisions. Stakeholder response strategy can be best compared with Pröpper's (2009) 'Consulting style'. Stakeholder involvement strategy is based on two-way symmetric communication and here both stakeholders and company try to influence the other. This strategy is based on dialogue with the underlying assumption that both parties are willing to change. It is about mutual understanding. Although Morsing and Schultz (2006) state that with this strategy the company intends to involve stakeholders and build a relationship with them, the strategy in my view does not come past the 'Participative style' on

[238] Morsing and Schultz (2006)
[239] Andriof and Waddock (2002)
[240] Morsing and Schultz (2006), based on public relations theory of Grunig and Hunt (1984)
[241] Morsing and Schultz (2006)
[242] Morsing and Schultz (2006)

the Participation Ladder. This for me indicates that Morsing and Schultz's ambition is higher than what would probably be accomplished with the strategy.

7.8 EFFECTIVE INVOLVEMENT

As already mentioned in the terminology of this thesis, the involvement in the research has to be 'effective'. In this section therefore 'effective' will be elaborated on. Effective can be linked to different aspects concerning participation. It can be a criterion to the quality of the process or to the quality of the outcome of the process. In this thesis, the participation process will be assesses according to what Beierle and Cayford (2002) denote as '*success'*. The outcome is related to the policy as a result of the participation process[243] [244]. In this research however, the policy itself will not be assessed. Nevertheless another kind of outcome will be part of determining the effectiveness of the involvement. The outcome assessed in this thesis concerns the kind of involvement that took place between energy company and future energy consumer; was the involvement *situational* or *enduring*. The different forms of effective involvement are considered as follows:

Success of the participation process: Beierle and Cayford (2002) stem from the field of environmental decision making, but their theory has been referred[245] to in the broad field of public participation.[246] The degree of success of a participation process according to Beierle and Cayford (2002) is the resultant of the kind of public participation process applied, (which they denote as 'mechanisms') and the characteristics of the public participation process, (which they denote as 'variable process features'). They state that the higher the degree of intensity of the interaction (the applied mechanism) with the participants, the higher the rate of success. My first remark here is that they collate 'more intense' with 'more formal', and my second remark concerns their assumption the more intense mechanisms implicitly require a more professional participant with relevant expertise and thus seniority. The notion of a scale of intensity depending on the mechanism [or method] applied in the participation process is valid though. The other relation

[243] Hemereijck and Ringeling in Bekkers and Ringeling, red. (2003)
[244] Enserink and Monnikhof (2002)
[245] http://rcrpp.ca/documents/20819_en.pdf and https://www.researchgate.net/profile/Francois_Bousquet/publication/262280351_Modelling_with_Stakeholders/links/54a1126a0cf257a63602226d.pdf
[246] Even in the context of healthcare in concerning patient and public participation

between participation process and success Beierle and Cayford (2002) have analysed, concerns a sense of the characteristics of the participation process (process features) and the manner in which the applied mechanism is supported. They have identified the following variable process features[247]:

1) Responsiveness of the lead agency [here read as 'the initiator']; concerns the interrelated aspects of lead agency commitment to and communication with participants. The more responsive the lead agency the more trust participants have in the participation process and its legitimacy.
2) Motivation of the participant; concerns the level of motivation that carry the participant forward in the participation process. The stronger their enthusiasm and dedication to making the process work, the more collaborative the participants are in making the participation process a success.
3) Quality of deliberation; concerns the quality of communication and dialogue among participants. The better the quality of dialogue, the higher the sense of mutual understanding and sense of being taken seriously
4) Degree of public control; concerns the extent to which participants control the initiation, design, and execution of the participation process. The more participants have control over the process the more success achieved[248] [249].

What Beierle and Cayford (2002) make apparent, is that 'effective' not only depends on the motive or objective underlying participation. It also depends on the manner in which the process is supported. Thus, in the context of this research, the setup of the 'involvement' is a precondition of 'effective involvement'.

Enduring involvement as the outcome: A well-known distinction introduced by Houston and Rothschild (1977) is the distinction between enduring involvement and situational involvement;

1) Enduring involvement "*reflects a sustained level of care or concern with an issue, product, or activity*"[250].

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[247] Beierle and Cayford (2002; p.50-53)
[248] However Beierle and Cayford (2002) found a weak relationship concerning the extent to which participants control the process and the success of the participation process
[249] This process feature can be compared with participation at the community level by Chang and Jacobson (2010) described earlier
[250] Havitz and Howard (1995; p.256)

2) Situational involvement "*reflects temporary feelings of involvement that accompany a particular situation*"[251].

Although both forms are based on personal importance as described in section 7.1, the fundamental difference between the two forms is the duration associated with the form of involvement[252] [253]. In case of situational involvement a person's interest or arousal with a topic is triggered or elevated temporary, mostly limited to the time frame of the particular situation[254] [255] [256] [257]. In case of enduring involvement, the involvement remains stable over a longer period of time independent of an immediate trigger[258], until a fundamental change occurs in a person's life [259]. Laurent and Kapferer (1985) and McIntyre (1989) state that the importance and pleasure a person experiences with a topic, stimulates an on-going care and interest in the topic[260] [261] [262] [263]. This experience is founded in the degree to which the topic relates to the self and/or the pleasure received from the topic[264] [265] [266].

Where Richins and Bloch (1986) see enduring involvement independent of the immediate trigger, Arora (1982) recognizes a connection with, at least, the frequency of arousal triggers. Peter and Olson (1987) [267], state that the level of involvement experienced by a person is a function of the base level of enduring involvement *plus* the level of situational involvement caused by the physical and social context in the immediate situation (known as the additive approach). Others claim that it is the interaction between the two (one affecting the other) that

[251] Richins and Bloch (1992; p.143)
[252] Havitz and Howard (1995)
[253] Richins and Bloch (1992)
[254] The involvement activity could be any activity the person experiences personal importance with
[255] Petty, Cacioppo and Schumann (1983)
[256] Havitz and Howard (1995)
[257] Richins and Bloch (1992)
[258] Richins an Bloch (1986)
[259] Richins and Bloch (1992)
[260] Laurent and Kapferer (1985)
[261] Havitz and Howard (1995)
[262] McIntyre (1998)
[263] Recently cited in: https://www.researchgate.net/publication/234683797_The_Personal_Meaning_of_Participation_Enduring_Involvement (29-09-2016)
[264] Bloch and Richins (1983)
[265] Kapferer and Laurent (1985)
[266] Richins and Bloch (1986)
[267] Peter and Olson (1987) in Richins and Bloch (1992)

influence the level of involvement, although no significant evidence according to Richins and Bloch (1992) exists, to support the latter.

7.9 CONCLUSION

We're at the end of this chapter in which I tried to clarify the interpretation of the concept 'Involvement' relevant for this research. 'Involvement' in fact is the assembly between three characteristics: the 'participant', the 'initiator' and the 'topic'. The way they come together is directed by the participation process that forms the axis of the assembly. The exploration in theory started with the notion that involvement doesn't just mean the state of mind of the participant in relation to the topic, in order to come to action. It also concerns the process through which the state of mind in relation to the topic is stimulated by the initiator. The theory shows that the participation process is based on dialogue between initiator and participant about the topic. The character of the dialogue leads to different levels of participation though. According to Beierle and Cayfort (2002), the more influence the participant has on the participation process and process outcome, the more successful the participation. For the initiator it is therefore key to understand the relevance the participant experiences with the topic and the participation process. Understanding the participant enables the initiator to involve the participant in that specific participation process concerning the topic at hand. The initiator should also be aware that the choice of method and the design principles taken into account matter when designing the participation process, in order to enable successful participation. And time will tell if a relationship is the outcome of the participation process or that the involvement didn't evolve beyond the moment of the initiated activity.

In this research the Participation Triangle forms the structure of approaching the research question. The emphasis on involvement will be laid both on the process 'to involve' and the state of mind 'to be involved with'. The section about the actors, teaches the importance of finding out what is important to the initiator and the participant to participate. The communication based on dialogue will form the fundament of the interactions taking place between the actors. The design principles are important guidelines for the participation process designed during this research. The Participation Ladder will help to validate and name the level of participation the energy company is used to applying in participation with its stakeholders. The Participation Ladder will at the end give insight at what level the participation between future energy consumer and energy company took place.

The next chapter will describe the leading question in more detail based on the Participation Triangle introduced in this chapter.

8. RESEARCH QUESTION IN SUB QUESTIONS

In order to provide a response to the leading question, the question has been divided in a number of sub questions. In the following paragraphs, I describe the sub questions and the reason why I defined them. In order to structure the data collection on the sub questions in manageable pieces, the sub questions will be formulated according to the Participation Triangle introduced in the previous chapter. Related to the main question of this research, the elements of the Participation Triangle are represented in the following manner:

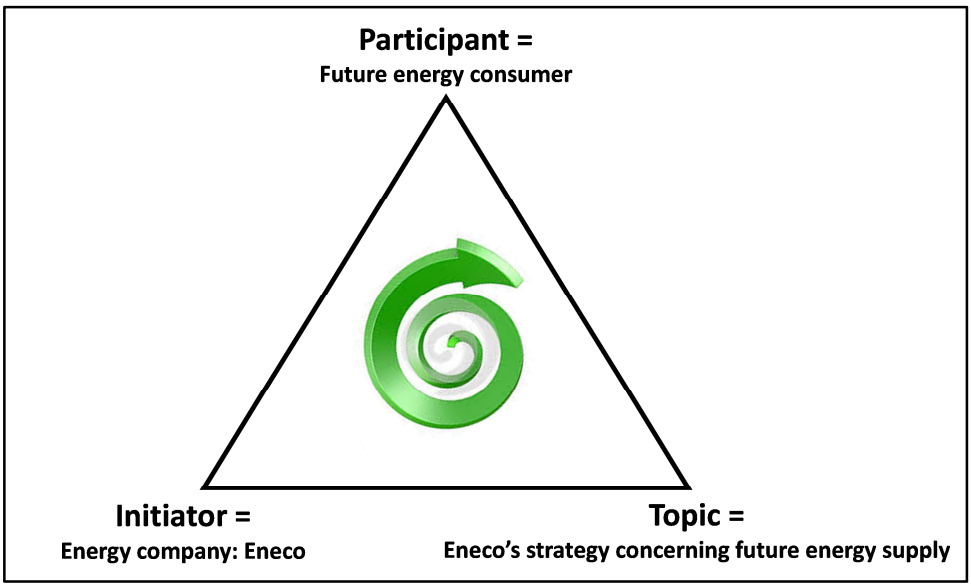

FIGURE 6: PARTICIPATION TRIANGLE IN RELATION TO THE RESEARCH

Questions related to the creation of the methodology; The Participation Triangle

The methodology should help any initiator to design a participation process that effectively involves specific participants in the specific topic of involvement. The following question therefore have been formulated:

- What does the concept of involvement behold?
- What impact does the participant have on how the involvement takes place?

- How are the elements “initiator”, “participant”, and “topic” interrelated?
- When does the involvement between initiator and participant actually commence?

Sub questions related to the design of the participation process:

According to the leading question, the involvement between initiator and participant should be “effective” in order to be considered valid for this research’s objective. The following sub questions have therefore been formulated:

- How should the future energy consumer be involved in the strategy of the energy company, in order to be as effective as possible?
  - What interpretation of strategy (section 4.3) gets the future energy consumer involved with energy supply?
  - What design principles (section 7.6) contribute to the future energy consumer’s involvement with the participation process and why?
  - In what way do the process variable process features (section 7.8) contribute to the success of the designed participation process?
  - What kind of involvement leads to a relationship between the future energy consumer and the energy company? With what kind of involvement (section 7.8) could the involvement in this research be characterized with?
- At what level of the Participation Ladder (section 7.7) could the participation between participating Gen Y-ers and Eneco be placed?

In order to provide the necessary context for the questions stated above, the following questions, concerning the participant, the initiator and the topic, should be answered as well.

Sub questions related to the participant:

In order to understand the way to best approach the participant and to understand the personal importance or relevance they experience with the topic, it is important to get familiar with the ideas and habits of the future energy consumer in relation to energy supply. The following sub questions are therefore appropriate:

- Who is the future energy consumer?
  - What specific characteristics can be assigned to him?
  - What makes him tick?

  - What is the context the future energy consumer was brought up in?
- What are the future energy consumer's communication principles in relation to interacting with a company about the company's strategy?
  - In what way could the topic of energy supply best be communicated with the future energy consumer?
- How relevant is energy supply for the future energy consumer?
  - What is the future energy consumer's perspective on (sustainable) energy supply?
- What are his motivations to participate in the strategy of an energy company?
  - What triggers him to sign in?
  - What is he susceptible to in order for him to stay committed to the participation process?

Sub questions related to the initiator:

The "energy company", as the initiator in this research, wants to involve the future energy consumer in his strategy. In addition to the previous question, it is therefore important to understand the behaviour of the energy company in involving participants in the company (later referred to as "the participatory behaviour"). For that reason, the following sub questions have been formulated:

- Who is the energy company?
  - What is the energy company's raison d'être"?
- How participative is the energy company in its behaviour towards consumers.
  - How can its participatory behaviour be classified?

Sub questions related to the topic:

In the main question "strategy" is the topic the initiator wants to involve the participant in. In order to know what the participation/involvement is al about, it is necessary to have some idea what the topic is. Therefore the following sub questions are appropriate:

- What is the company's strategy?
  - What is the content of the strategy?
  - What is the company's vision on future energy supply?

The answers to these sub questions, should the necessary insights to provide a response to the leading question “How to involve the future energy consumer effectively in the strategy of an energy company?” The next part in this thesis will elaborate on the empirical journey of discovery based on the questions posed in this chapter. The empirical journey starts with knowledge about the participant, followed by the topic and the initiator.

PART IV

This part will be dedicated to the elaboration on the empirical journey of discovery. In order to provide a clear starting point for the description, I will first present the participant, initiator and topic in further detail. The purpose of this part in the thesis is to get to know Gen Y and Eneco as they are represented by the participating actors in the empirical journey. Furthermore the topic of the involvement, being the strategy of Eneco, will be made more clear. After the participant, initiator and topic have been made known, this part will elaborate on the evolution of the participation process between Eneco and participating Gen Y-ers about the strategy concerning future energy supply.

9. THE PARTICIPANT; GENERATION Y

Authors in the Western world[268] have different views on the behaviour and characteristics of Generation Y coming from Europe and North-America. The Western Generation Y is characterized in this chapter. The comparison between Western Generation Y and non-Western Generation Y has not been part of the scope of this research.

On the one side there are authors who imply that "*They hardly seem to look ahead and are very busy with the present and with themselves.*"[269] or "*The Generation Y seems to have no vision. They do have beliefs, but these can change every day.*"[270]. On the other side there are authors who express themselves more positively: "*As the first global generation ever, the Gen Y-ers are smarter, quicker, and more tolerant of diversity than their predecessors*"[271]. According to van Steensel (2000) you need to change your perspective if you want to judge Gen Y on its true merits. Generation Y themselves even suggest that: "*It sometimes seems like young people just don't care, but in fact they do care. They just express their social engagement and concerns differently.*"[272] Many professionals, like teachers, marketers, and managers have difficulty with this generation, because it is hard to categorize them and they do not allow others to steer them in a certain direction[273] [274] [275] [276]. In order to get to know, and understand the members of Generation Y a little better, I will present their characteristics known in literature. I would like to emphasize that the descriptions are based on different studies done by members of other generations, rather than Generation Y themselves.

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[268] Theories applied in this chapter have been written by European and North-American authors
[269] As quoted in Van Steensel, (2000)
[270] As quoted in Van Steensel, (2000)
[271] Tapscott, (2009)
[272] http://dj100.nl/waarom-de-jonge-generatie-niet-de-barricades-op-gaat/ (04-02-2014) and http://www.ygenwijs.nl/y-generatie/ (04-02-2014)
[273] Van Steensel (2000)
[274] Martin, (2005)
[275] Noble, et al. (2009)
[276] Prensky, (2001)

Generation Y's background, can be brought down to two underlying factors[277] [278] [279] [280] [281]:

1. the way they have been brought up by their parents and
2. the possibilities generated by information technology.

9.1 UPBRINGING

Many parents of Gen Y-ers treat their children as friends without the strict family hierarchy they were brought up in themselves. Families are smaller as well; a household with three children is considered big, while in the past a household of 6 was considered quite normal. Youngsters have been turned into the major focus of the family[282] with a big say in family life[283]. In short: they grew up in homes that were democracies[284]. They even have a broader view on what constitutes family, as they are accustomed with single parenting homes, extended families and different sexual alignments[285]. On top of that their 'Helicopter Parents'[286], who try to protect their children from growing up too quickly, often have been shielding them from the realities of life[287] [288] [289]. They have more money to spend than any teenager so far[290] [291]. "*Because parents no longer give monthly- or weekly-based allowances in a fixed amount, but need-based handouts instead,*

[277] Tapscott, (2009)
[278] Van den Bergh and Behrer, (2011)
[279] Eisner, (2005)
[280] Lowe, Levit tand Wilson, (2008)
[281] Morton, (2002)
[282] Van den Bergh and Behrer, (2011)
[283] Eisner, (2005)
[284] Tapscott, (2009)
[285] Morton, (2002)
[286] Helicopter Parents are parents who hover over their kids and intervene with teachers employers, even when the Net Geners are supposedly grown up (Tapscott, 2009).
[287] Van den Bergh and Behrer, (2011)
[288] Martin and Tulgan (2006)
[289] Bruce Tulgan of Rainmaker thinking at http://usatoday30.usatoday.com/money/workplace/2005-11-06-gen-y_x.htm
[290] Morton, (2002)
[291] Eisner, (2005)

they have created a 'want it now' generation" [292] that doesn't know how to appreciate the value of money. They sometimes even 'have their own credit card or their parents' to spend[293]. Gen Y-ers have been told they can do anything[294] and they tend to believe it [295] [296] [297].

9.2 INFORMATION TECHNOLOGY

"*Just like the industrial revolution changed lifestyle and culture by the end of the 19th century, the omnipresent connectivity and digital advancement has reshaped the social DNA of our current and future youth generation*"[298]. Unlike their parents, Generation Y did not have to seek their freedom outdoors. With the possibilities generated by information technologies, a new and digitalized world has been created. Technological breakthroughs as the microprocessor[299] in the 1970s and the World Wide Web[300] in 1989, have revolutionized communications and the spread of information to and from home into what it is today. The Internet has enabled a world where people from across continents communicate with one another and work together to build projects and share ideas. Through online technology combined with the various portable devices, information is available and can be accessed at any time, from any place, and at high speed. Generation Y does not even know anything else; for them the immense possibilities are part of every-day-life and therefore incorporated in the way they think and act. Many of the Gen Y-ers feel even completely lost without their information technologies[301] [302] [303].

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[292] Van den Bergh and Behrer, (2011; p.14)
[293] Morton, (2002)
[294] Martin and Tulgan, (2006)
[295] Eisner, (2005)
[296] Twenge and Cambell, (2008)
[297] Source: USATODAY: http://digitizingamerica.shanti.virginia.edu/sites/digitizingamerica.shanti.virginia.edu/files/USATODAY.com%20-%20Generation%20Y:%20They've%20arrived%20at%20work%20with%20a%20new%20attitude.pdf (25-08-2016)
[298] Van den Bergh& Behrer, 2011
[299] Enabled the development of the personal computer.
[300] Enabled the revolution of the Internet
[301] Van den Bergh and Behrer, (2011)

In order to understand the characterization of Generation Y, the next statements about their behaviour should be read with their upbringing and the impact of information technology in mind.

9.3 CHARACTERIZATION OF GENERATION Y

The described background has shaped who Generation Y is today. Generation Y is digitally connected, highly educated and globally oriented[304] [305] [306]. Gen Y-ers highly value home and family and are more than technically literate[307]. They identify with their parents 'values and feel close to them[308]. As Digital Natives they think differently than the generations before and they are used to receiving and processing information very fast[309]. They are technology dependent, as the pen has been replaced by the keyboard and the monitor is the new form of paper[310].

Members of Generation Y like the idea of being in full control of everything and do not passively accept what is given to them[311]. Western Gen Y-ers are used to being listened to by their parents and demand the same from teachers, employers and companies. Teachers should be skilled to motivate students and lead discussions in the classroom and not so much lecture on content[312]. Engagement can be created by teaching through game playing; providing a combination of attractive goals, interesting choices, immediate and useful feedback, and the opportunity to instantly improving their skills[313]. Their learning preferences lie with teamwork, experiential activities, structure and the use of technology[314]. On the work floor they are the highest educated generation so far. In work they therefore

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[302] Tapscott, (2009)
[303] Black, (2010)
[304] Black, (2010)
[305] Eisner, (2002)
[306] Tapscott, (2009)
[307] Eisner, (2002)
[308] Oblinger, (2003)
[309] Prensky, (2001)
[310] Black, (2010)
[311] Van den Bergh and Behrer, (2011)
[312] Prensky, (2005)
[313] Prensky, (2005)
[314] Oblinger, (2003)

demand an intellectual challenge, need to succeed, want to constantly develop themselves professionally and strive to make a difference[315]. They are eager for change; one-year in a job, is considered a long-term commitment[316] "*The most talented Gen Y-ers are independent, entrepreneurial thinkers, who relish responsibility, demand immediate feedback and expect to feel a sense of accomplishment hourly*"[317]. Their hunger for change can also be recognized in the way they act as consumers. However, they don't buy just anything. Company credibility is very important to them[318] [319]. They are sensitive for advertising that represents "real-life" scenarios and for products that show who they are[320] [321].

For Generation Y, online connectivity is very important[322]. This connectivity is their tool of social engagement. Gen Y-ers were kept indoors by their over protective parents and therefore learned to use the information technologies to build communities through tweeting, texting and friending. Equipped with diversity in portable media Generation Y is never alone or out of touch with their (online) friends[323] [324]. Friends or peers are even that important, that Gen Y-ers are each other's constant open feedback channel[325] [326] [327]in decision-making processes. A review from one of their peers is considered more important to them, than a printed review from a professional critic, they do not know[328]. "Only 14% accepts commercial advertisement, while 78% accepts peer to peer recommendations."[329]: Generation Y likes to express themselves in various ways by sharing their lives on

[315] Eisner, (2005)
[316] Martin, (2005)
[317] Martin and Tulgan, (2006; p.58)
[318] Morton (2002)
[319] Van den Bergh and Behrer, (2011)
[320] Morton, (2002)
[321] Noble, et al. (2009)
[322] Eisner, (2002)
[323] Van den Bergh and Behrer, (2011)
[324] Black, (2010)
[325] Van den Bergh and Behrer, (2011)
[326] Mark McCrindle. Understanding Gen Y. The Australian Leadership foundation. http://emoneco.net/info_docs/UnderstandingGenY.pdf (25-08-2016)
[327] Morton, (2002)
[328] Tapscott, (2009)
[329] Source: Marco Derksen (Upstream), Trends in Jongeren marketing, 26 May 2011

the Internet, for instance on Instagram, Facebook and Youtube[330], because "I am what I share"[331]. By picking and mixing individual parts of media Gen Y-ers create their own personalized products and services that fit their individual needs[332]. They want to be able to edit and change their environment every minute. The successes of Wikipedia and Open Source software confirm this desire to be in control and to have a say in the end-result. Because they were brought up with the idea that they are at the centre of the universe, they often feel that what they have to tell or show is of interest to everybody[333].

In the Information Age, everything is not more than a 'click' away, creating a culture of convenience Generation Y lives in. Gen Y-ers consume mostly snapshots (short messages, news headlines, TV shows with many topics in short amount of time) of what is out there in the world[334] which makes that they know bits and pieces about nearly every topic without seeing the entirety or acquire in depth knowledge[335]. All this media create innumerable options to choose from without having to put in much effort. Despite of all these choices, Gen Y-ers get easily bored. In order to catch their attention and keep them interested for a longer period of time, Generation Y needs to be entertained and provided with an experience. They think fun should be embedded, they hate a 'one-size fits all' approach and they want something that suits them where, when, and how they want it[336] [337].

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[330] Martin and Tulgan, (2006)
[331] Tom Palmaerts (Trendwolves); Trends in Jongeren marketing, 26 May 2011
[332] Van den Bergh and Behrer, (2011)
[333] Twenge and Cambell, (2008)
[334] Prensky, (2001)
[335] Van den Bergh and Behrer, (2011)
[336] Tapscott, (2009)
[337] Morton, (2002)

Consumers in general[338] and Generation Y specifically are very cynical about the way companies present themselves and are not willing to trust any information given to them based on faith alone[339]. Anything that is said or done will be investigated on the Internet. When a company does not act, conform to what they say, Gen Y-ers will find out. They appreciate integrity and authenticity in companies' communications. Companies score points with Gen Y-ers if they are open about mistakes they have made. And when they better themselves afterwards they are even forgiven. This openness and norm on authenticity can be found in Generation Y's own communications as well. Gen Y-ers openly communicate on the Internet about who they are.

If you would ask me to generalize and summarize the behaviour that is characteristic for Generation Y, based on the authors' descriptions[340], I would state:

> Because of their upbringing without the traditional family hierarchy, Gen Y-ers are part of a demanding want-it-now generation that easily swifts from one activity to another. They think that everything is mouldable into whatever they want, and they need to be connected with their peers all the time. Generation Y is the most highly educated well-spoken generation until now, that is creative and knows how to network and work together from different locations. Their message for companies is: "be real to me, hear my opinion and make sure that your product fits my needs anywhere and anytime I want it or to what I can add my own value to."

This description above is only a summary based on the literature though. In the first phase of the empirical journey, the literature will be supplemented with empirical findings. These findings concern the empirical data collection on the communication principles of Gen Y in relation to the topic in the Participation Triangle. The next chapter will introduce the topic in relation to this research.

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[338] Kotler, (2010)
[339] Van den Bergh and Behrer, (2011)
[340] And presentations of: Floor Volker (…), Michiel Ebeling (Blyk) and ….. (ComBat) presemted at 'Trends in Jongeren marketing, 26 May 2011

10. THE TOPIC; STRATEGY OF ENECO

The topic relevant in this research is the strategy of Eneco. In 2011, the year this part of the research was performed, 'Sustainable', 'Decentralized', 'Together' were the concepts that represented the outlook and the ambitions of Eneco regarding the future of energy supply. Eneco's vision said that there will be sustainable energy supply for everyone, meaning that energy will always be available[341] and that fossil energy no longer is the sound way forward. This is shown in the picture below.

FIGURE 7; ENECO'S VISION AND MISSION[342]

[341] Eneco Corporate brochure: "Moving ahead"
[342] Source Eneco Corporate brochure: "Moving ahead (2011)

Eneco explicitly states that it does not want to invest in coal-based or nuclear-based energy generation, but in wind-, bio- and solar-based energy instead. The only fossil energy source Eneco deems necessary in the transition towards 100% sustainable power generation, is natural gas.

> "Eneco's role is changing from that of traditional energy supplier to energy 'director': we share our knowledge and thereby stimulate the development of sustainable energy".

In its strategy, Eneco aims for a completely sustainable energy supply, as a logical step considering its vision on energy supply. In this vision, Eneco ascribes an increasing role to distributed energy supply, which is defined by Ackermann (2001) as: "*an electric power source connected directly to the distribution network or on the customer site of the meter*". Eneco foresees that next to centralized generated energy, decentralized installations owned by local parties, such as municipalities, housing cooperatives and even households, become more important in order to provide in the total energy need. Distributed energy is triggered by technological possibilities in renewable energy sources and people who want to be self-reliant in energy supply with the opportunity to make money at the same time. This implies a completely new way of thinking about the relationship of Eneco with its customers. That's why Eneco wants to change its role from energy supplier to an energy director in a virtual network of energy supply and energy demand.

> "Energy supply is no longer a one-way street, but a continuous interaction between customer and energy company" (Source: slide 16 of the "General Presentation Eneco 2011")

This means that Eneco chooses for an energy market in which participation with external stakeholders is key. The energy supply eventually realized will be a mutual responsibility, which can be shared between participants and Eneco based on finances, technology, knowledge, political influence and location. This will not always be easy, but should be feasible nevertheless, in order to distinguish itself from the competition. Together with its customers and stakeholders, Eneco wants to accomplish sustainable solutions for now and the future.

In short: the word '**Sustainable** 'represents the focus of the kind of energy supply Eneco wants to be in and how this business is conducted. The word '**Decentralized**' comes down to actively seek for, and support local initiatives of energy supply. '**Together**' means that Eneco is only able to pursue 'Sustainable' and 'Decentralized', in cooperation with others. It seems that with a strategy of 'Sustainable', 'Decentralized', 'Together' Eneco completely acts in conformity with the national and international policy on energy. Yet Eneco is just one of the energy companies active in the Dutch market, with only the more "sustainable' political parties sometimes explicitly asking for its opinion on certain matters. This means that it is not always easy for Eneco to make its strategy successful. The challenges Eneco faces in this dynamic energy market lie for the main part, surprisingly enough, within the political arena. The fact that Eneco is considered one sustainable vote in a largely conservative composed representation of the energy market, makes it harder to make things happen when not enough political co-operation is present. Eneco for one would like to see that the social costs of power generation based on fossil sources, is calculated in the energy price of that power, because this would stimulate energy generation based on sustainable sources. At this moment 'sustainable' has the image of an expensive way to generate energy. Eneco states that in the long run fossil sources are not the way to go, because of their negative environmental and social climatic consequences. Other energy companies that still heavily depend on their coal-based power plants do not agree of course[343], because of the economic consequences for their company's revenue of such a 'tax'.

In order to realize the Eneco strategy, innovative solutions are vital. If we take the words 'Sustainable', 'Decentralized', 'Together' as points of reference again, it is not difficult to imagine that Eneco needs to be innovative at different levels:

- ⇨ **'Sustainable'** means that Eneco needs to look at innovation in the application of technology of renewable energy sources. Renewable energy is energy that comes from natural resources such as sunlight, wind, water, biomass and geothermal heat. In the application of renewable, different technologies and solutions are possible. In order to make the energy generation more efficient, even new solutions are necessary. Technologically energy installations have certain implications as well that make it very difficult to change them after they

[343] Eneco does trade in coal-based energy, but does not own any coal-based power plants

have been built; a wind installation or a solar installation, are two very different technologies, that both generate power, but are not interchangeable. Once built, installations are meant to last some time, which means that the choice in technology made, cannot easily be converted into another. Eneco therefore wants to stay on top of such innovative developments in order to look if it is interesting enough to support or invest in such specific technologies.

⇨ The **'Decentralized'** part of Eneco's strategy should be viewed from the perspective of 'Distributed Generation of electricity'. The share of Distributed Generation is increasing due to a number of powerful drivers: technological developments in the field of renewable energy generation, constraints on the construction of new transmission lines, enhanced policies for climate change and sustainability, security of energy supply, customer demand for highly reliable electricity and the liberalization of electricity markets[344]. Decentralized makes that Eneco is thinking about changing market dynamics and be open to another role. In its own words: "*In the long term, business and domestic consumers will increasingly become producers of their own energy. (…) this leads to a new "clean tech" economy in which Eneco, together with consumers and businesses, coordinates the saving, shortage and overproduction of their energy*"[345].

⇨ **'Together'**; if Eneco wants to make 'Sustainable' and 'Decentralized' successful, it needs to be innovative in the partnerships it enters. Nevertheless, commitments towards partners mean interdependency and the need of mutual trust. It can have serious impact on image and reputation if partners no longer have trust in Eneco's intentions. Different kinds of partnerships in individual cases, are therefore relevant to Eneco:

- Eneco is in alliance with other energy companies to be represented in politics and to look after the common interests. Either for the purpose of agreement upon standards in the market or to lobby for regulatory changes.
- Many of Eneco's energy colleagues (competitors) are still very keen on protecting the traditional production methods and therefore Eneco has to search for other partners in order to make some progress in the field of sustainability. In 2011 for example Eneco joined the Green Cause (de Groene

[344] Donkelaar and Scheepers, (2004)
[345] http://corporateuk.eneco.nl/outlook_and_strategy

Zaak), which is a partnership between companies that want to stimulate the sustainable economic growth in The Netherlands.

- 'Together' means sponsorships and specific partnerships. Again, sustainability is the key item in the choice of these relationships. Examples of sponsoring are: the sponsoring of BNR Sustainable (BNR Duurzaam), the Eneco Tour or the Oceanium in the Blijdorp Zoo. The special partnership with WWF (World Wide Fund for Nature) requires far-reaching measures in Eneco's conduct of business. In the cooperative Seapower (Zeekracht) Eneco aspires to build more wind power installations at sea in participation with Nature&Environment (Natuur&Milieu) and members of the Dutch community.

Eneco also needs to be daring to facilitate small parties like households, and be the energy director it says it wants to be, meaning to let go some of the control over the energy supply. When a company grants 'Together' such an important role in its strategy, it must be able and willing to work together with people/stakeholders outside and inside the company. The strategy as described above cannot be seen without the broader context of its content. Attachment A therefore elaborates a little further on the specific context of (future) energy supply.

11. INITIATOR; DUTCH ENERGY COMPANY ENECO

In the chapter on the research question, Eneco already has been described in relation to the term 'energy company'. As the energy company Eneco is representing the initiator in the Participation Triangle, it will be described here in further detail. This chapter will go into one characteristic about Eneco specifically though. In the following sections the participatory behaviour of Eneco in the consumer market in relation to its strategic ambitions will be elaborated upon. The participatory behaviour of Eneco also formed the first step in the empirical journey of this research. The participatory behaviour has been analysed along a qualitative survey[346] held in 2011, based on 8 interviews with Eneco employees who worked at different departments in the company. The questions in the assessment of the participatory behaviour of Eneco were set to discover the core conditions that Eneco has to meet according to the theory of Pröpper (2009), in order to call its policy style 'participatory' (or in Pröpper's words: interactive in policymaking). The core conditions Pröpper (2009) talks about can be condensed into: 1) participatory suitability of the policy content 2) nature of the relation with participants, and 3) availability of resources. Each core condition will be assessed in the context of Eneco in the next sub sections. The results of the qualitative survey thus will be part of this chapter. The method of data collection will be accounted for in the next chapter together with the methods applied in the steps of the empirical journey. The interviews and data analysis can be found in the additional research material underlying this thesis (folder: Phase1_Qualitative_survey[347]).

11.1 PARTICIPATORY SUITABILITY OF THE POLICY CONTENT

The rating of the participatory suitability of the content of policy/strategy was assessed along the following criteria[348]:

[346] Method will be explained in chapter 12

[347] Empirical_data\Phase1_Qualitative_survey_Group_interviews\Phase1_Qualitative_survey

[348] after Pröpper, (2009; p.48)

Criteria	Description
Complexity	The complexity of the Eneco strategy indicates how complex the context is in which Eneco makes and acts on its strategy.
Political priority	The political priority indicates in what way the Eneco strategy is being supported or hindered in its political context.
Dynamics	The dynamics indicate how volatile the context of the Eneco strategy is and if the scope of that strategy has to change accordingly with each new development.
Seriousness	The seriousness indicates the importance of the topic the Eneco strategy deals with. It says something about how far reaching the impact of strategic decisions is, socially, environmentally, or economically speaking
Confidentiality	The confidentiality indicates at what level the content of the Eneco strategy needs to be kept confidential. It says in what way participation is restricted in relation to the content's confidentiality.
Recognisability	The recognisability indicates to what extent the Eneco strategy is alive and visible among the public.
Need for innovative approach of solutions	The need for an innovative approach of solutions indicates how creative actors need to approach alternative solutions or routes to enable the Eneco strategy.
Political vulnerability	The political vulnerability indicates to what extent the Eneco strategy, or its aspects, are part of the political arena.
Plurality	The plurality indicates if many different views exist amongst the stakeholders, on what the content of the Eneco strategy beholds and which alternative solutions can be applied.
Reversibility of solutions	The reversibility of solutions indicates to what extent it is possible to reverse the implemented solutions with as little effort as possible. It also indicates consequences can be undone.
Scale of the content of policy/strategy	The scale expresses the Eneco strategy in terms of number of participants/stakeholders, geographic area and time span.
Urgency	The urgency indicates how much time or little time there is to create alternative solutions in order to reach the goals or the Eneco strategy; "How urgent is action required?"
Certainty of knowledge	The certainty of knowledge indicates the level of knowledge about the content of the Eneco strategy that the people involved have. It says something about their capability to identify risks and opportunities, related to solutions or actions concerning the strategy.

TABLE 2; CRITERIA PARTICIPATORY SUITABILITY OF THE POLICY CONTENT

The score derived from the answers of interviewees and Eneco documentation gives the following rating: The content of the Eneco strategy leaves enough time and room for participants to give input, as ‘Sustainable’, ‘Decentralized’, ‘Together’ are not fully worked out yet. It namely takes time to turn the strategy into a successful coherent way of working; making the input from participants relevant for Eneco. However, this depends on the participants’ understanding of the content of the Eneco strategy as well. The content of the Eneco strategy concerns the topic of energy supply. Energy enables our daily functioning in society and is therefore of social concern. The topic has been limited to the political, scientific and technological arena most of the time. This makes it a very specific topic to have an opinion on. On top of that the general public does not seem to really care about the future of energy supply, although energy is important to almost everybody. Except maybe for a few idealists that do care. Energy for most people is not a tangible product though. In Western civilization we also made sure that it is easily available most of the time, which makes it taken for granted. Energy has become just a commodity needed to do our laundering, play a computer game, work or watch TV. It is not something we have to consciously purchase on a daily basis like we do with our groceries. It seems that energy supply generally is not considered an interesting topic among small households. This makes it hard for an energy company to get its strategy noted by the general public. This leaves them with the challenge to make it relevant enough for people to participate in energy related matters.

Although the strategy leaves room for participation, it is also susceptible to some level of confidentiality. Eneco does not want to be too open, and run the risk that the competitors lay their hands on strategically or operationally sensitive information. For example, data, like weather forecasts, commodity prices and forward curves, can freely (though not free of charge) be accessed by any energy company. The interpretation and application of that data however, determines the competitive outcome, and is therefore subject to confidentiality. Some information should even be kept confident, because of regulatory reasons, which prevent energy companies to make agreements amongst each other with the intention to influence the market. Other regulations protect customers’ privacy and mitigate the risk that private data lays in the open. Therefore, before communicating something, Eneco considers the topic at hand, the recipient of the communication, and in what form the communication needs to be done. Because of this need for confidentiality, participation in relation to certain aspects of the strategy will only be possible under heavy restrictions.

11.2 NATURE OF THE RELATION WITH PARTICIPANTS

With 'Together' as prominent part of the strategy, Eneco attaches strategic importance to participation with others. Eneco participates at different levels with various stakeholders depending on the context of participation and the underlying objective. Eneco participates with others for either regulatory or legislative reasons, or to enable the financing of an initiative, or even to broaden the platform for sustainability. In the context of this research however, I focus on the objective Eneco has with the participation with customers.

Eneco does a lot of market research among customers in order to know what is important to them. Based on that, Eneco has categorized the customers in different categories for marketing & communication purposes. The qualitative survey showed that customers in some of these categories are invited to test new products. They are invited to participate in a pilot while having the right to use the product free of charge during the testing period. Based on the customer feedback, Eneco then decides what the final product should look like. According to the interviewees, when customers are asked why they wanted to participate in a pilot or research, they answer in the range of: "I like to give my opinion" and "I feel appreciated" till "I got paid for it or got a nice goodie". Other initiatives Eneco has with customers concern participation based on the realization of local sustainable solutions. These initiatives do not take place on the level of an individual household though, but either on the level of an association of inhabitants, or a building cooperative or a municipality. Another form of customer participation is the one with customers and civilians in order to enhance political engagement by asking for customer position on certain matters and use the results in political lobbying.

Because this research has specific interest in the participation of young people, the interviewees were asked what initiatives Eneco has in that field. The result is that in relation to participation with youngsters or kids not much is being undertaken by Eneco. In 2011[349] the interviewees responded that Eneco's attention for young people is limited to providing information for school projects and a public relations'

[349] Since 2011 some changes have to be noted in this regard; recruitment of Young Potentials, structural initiative in relation to school programs called WindLab

item in the annual reports 2008 and 2009[350]. In any other way they are not considered a structural group of interest to Eneco.

The nature of the relation with participants in the consumer market is therefore rated as follows: In order to get its strategy across, Eneco tries to be open and transparent in its communication. Eneco wants to explain why it wants to be sustainable in order to make customers understand its intentions. The interviewed employees say that Eneco is very open and transparent compared to other energy companies. "*We are serious about sustainability and that means that we have to be open about it, even if we make mistakes.*"[351] Some customers are more susceptible to the message than others are and for some Eneco does not go fast enough. However, the interviewees think that Eneco should be more open about its own thoughts and uncertainties regarding its mission of becoming fully sustainable. "*It is ok to show that sustainability is not easy, but a learning process instead of falling down and getting back on your feet again.*"[352] However, although the strategy is still open for suggestions on what solutions could work and how the strategy should take effect, "*customers have no role in the formulation of the framework*."[353] The internal actors with help of consultants and shareholders have defined 'Sustainable', 'Decentralized', 'Together'. Eneco considers the value of customer participation to be found in either the improvement of products & services or in the improvement of the reliable & sustainable reputation. Customers contribute to the product & service portfolio of Eneco by giving their opinion in organized concept testing about ideas that were first puzzled out by Eneco. An improvement of reputation with customers is achieved by suiting the action to the word in terms of sustainable behaviour and by creating a sense of being part of the Eneco family. This Eneco family experience is created by inviting customers to join days out with a sustainable character[354] or by letting them to take part in Eneco commercials and by asking them to give their opinion on communication of campaigns. All with the intention to show that Eneco makes 'Sustainable' happen in everyday life. Customers who are not satisfied or have complaints about products or services, can express their dissatisfaction through different media. A dedicated webcare-

[350] Annual reports 2008 and 2009
[351] according to an interviewee during qualitative survey in 2011
[352] according to an interviewee during qualitative survey in 2011
[353] according to an interviewee during qualitative survey in 2011
[354] http://thuis.eneco.nl/speciaal-voor-klanten/

team openly seeks the dialogue with customers who post messages about Eneco on the Internet. Client support answers to customers over the phone and by email.

The above suggests Eneco actively seeks the interaction with its customers, but the nature of it is kept limited to a company-customer relation and a certain distance between the parties remains. In case of the concept testing and pilots this relationship is limited but also constructive, because it is important to reach a final result in which Eneco knows what works and what does not. At the same time the customer is able to exercise some influence on what he gets delivered as product or service later on. Careful steps have been made in letting participation with customers go beyond products & services by starting the 'all for sustainability'-panel and customer forum. Participants are asked to give their opinion in an earlier stage of an idea and to indicate what they want to see being investigated on or done by Eneco. According to the interviewees, Eneco could do more with the information it gains from these initiatives.

11.3 AVAILABILITY OF RESOURCES IN THE CONSUMER MARKET

The availability of resources concerns the ability that both the participants and the company have to provide enough money and manpower in a participation situation. As participation with customers mainly lies in the improvement of products & services, this core condition is rated as follows: Maintaining a participatory relationship means that enough resources should be available on both ends to support it. Eneco at least has enough resources available to perform the market researches, surveys and pilots, but each of these initiatives is weighed for its costs and potential results. Individual customers put in their time to perform the tests and write down their experiences. In some cases customers are paid to participate. When customers are invited to join meetings at an Eneco location, they are compensated for the expenses involved. These cases are all isolated cases with each having its own purpose. Eneco investigated in 2009 the possibility to give customer-input a more structural character, but discovered that this would take too much effort in the execution. It basically would take an organizational change and Eneco decided not to be ready for this concept, despite of the great potential it had.

The rating of the core conditions lead to the following conclusion about the participatory behaviour of Eneco in 2011, described in the next sub section.

11.4 CONCLUSION PARTICIPATORY BEHAVIOUR ENECO IN 2011

In order to successfully fulfil the ambitions Eneco has with 'Sustainable', Decentralized', 'Together', Eneco should aim for a participatory/interactive policy style. With the importance given to participation by making 'Together' crucial for 'Sustainable' and 'Decentralized', Eneco at least shows it has intentions in this direction. However, when we look deeper into the performance of Eneco on this subject I have to say that it has not yet reached its full potential.

In order to estimate the participatory behaviour of Eneco, I have to answer the following questions (Pröpper, 2009). (Mind that, I already stated earlier in this thesis, that 'policy' is considered the same as 'strategy'):

1. Whose policy has most priority; the company's or the participants'? (from Eneco's point of view)
2. How big is the influence of participants in the participation process?
3. What room does the policy content allow for participation?
4. In which phase of policymaking are participants able to influence it; at the beginning, at the end, or when certain events occur?
5. What role does the company grant participants?

The results of qualitative survey suggest that: "Eneco set its own strategic priorities; customers are not yet perceived nor approached as partners in the definition of strategy. The participation with customers is kept to the level of products & services, beginning with an idea of Eneco that is tested by selected customers with sometimes a somewhat co-creative character. The customer role is therefore considered an advisory role with a potential to become a more participatory one."

On the Participation Ladder[355] Eneco scores in top of the third step from below, this is called the 'consulting style'. The consulting style is described by Pröpper (2009)

[355] Pröpper, (2009)

as follows: “This is not an interactive style although participants are asked to give their opinion. Participants are not involved in the beginning of the policy making process, but are only able to respond to it, when the company already thought through most of the policy and already has a firm idea of where they stand in it. The company consults the participants with a closed question about a given policy approach within a given problem definition.”

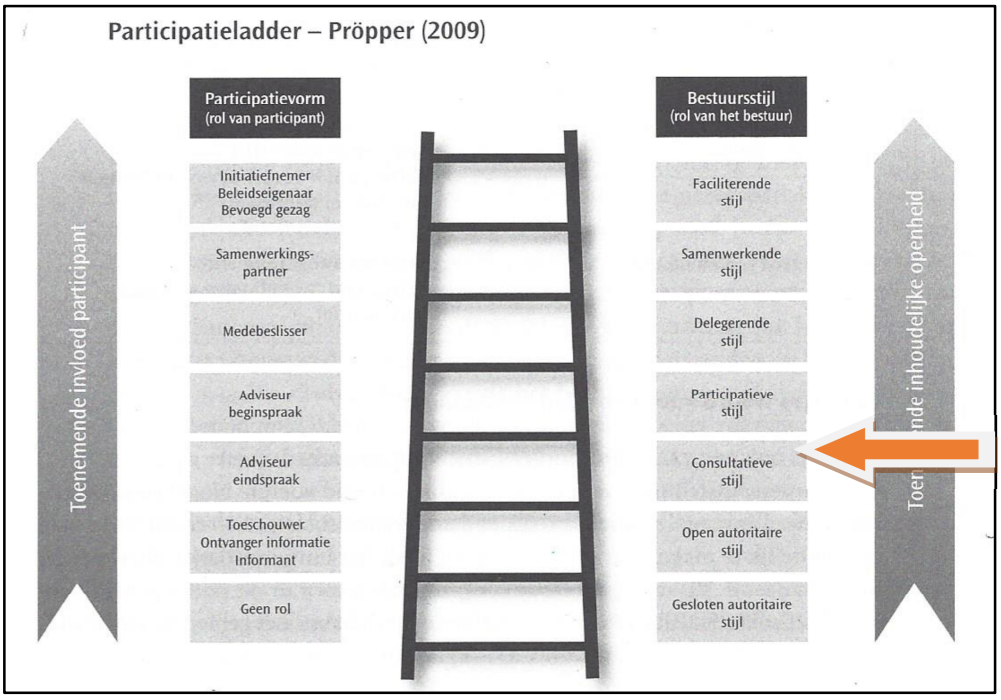

FIGURE 8; ASSESSMENT OF PARTICIPATORY BEHAVIOUR ENECO IN PARTICIPATION LADDER[356]

In figure 8, I located the arrow in the top of the ‘consulting style’ step. I did so with the intention to show that Eneco is making progress in terms of matching participatory behaviour with its strategic objectives. Meaning that Eneco is carefully

[356] Pröpper, (2009)

moving towards the 'participatory style'[357]. Eneco primarily takes its *current* customers into account in 'Sustainable', Decentralized', 'Together' and maybe the policy style 'consulting' matches completely with what can be expected from the relation it has with this type of customers. The ambitions Eneco has with its strategy demands for a more participatory/interactive policy style though.

The score on the Participation Ladder[358] is somewhat different in participation with parties other than customers. Participation with competing energy companies with the same interests in regulatory context, for one, means acting in a cooperative manner with joint responsibilities. For Eneco, being a member of associations based on a shared interest in the Dutch policy on sustainability, for another, means speaking with one voice and relying on each other to get the job done. In both participatory relationships, Eneco acts in the 'cooperative style'[359]. The partnership with WWF shows again a completely different picture, because here WWF has great influence on Eneco's conduct of doing business, which almost calls for a 'facilitating'[360] policy style[361].

The next chapter forms the introduction of the empirical journey by explaining how the research methods have been applied.

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[357] the company want to stay in control over the policy participants have a say and advise, but in the end the company decides participant are able to help to think the policy through and the policy still can change participants are free in the advice they want to give about the problem definition, alternative solutions the company asks for an open advise in which a lot of room remains for discussion and input. this means that participants are able to give a problem definition and direction for solution

[358] Pröpper, (2009)
[359] Pröpper, (2009)
[360] The policy of participants is most important; participants have the initiative or can be seen as the policy makers. The company gives support in the form of time, money, expertise and recourses.
[361] Pröpper, (2009)

12. EMPIRICAL JOURNEY OF DISCOVERY; INTRODUCTION

The experimental approach that supported the design of the participation process has been done in different phases; the empirical journey of discovery. Each phase resulted in the identification of design requirements that at the end of the journey led to the final design of the participation process in the context of this specific research. The picture hereunder shows the methods described above, in the order they were applied in the steps of the empirical journey.

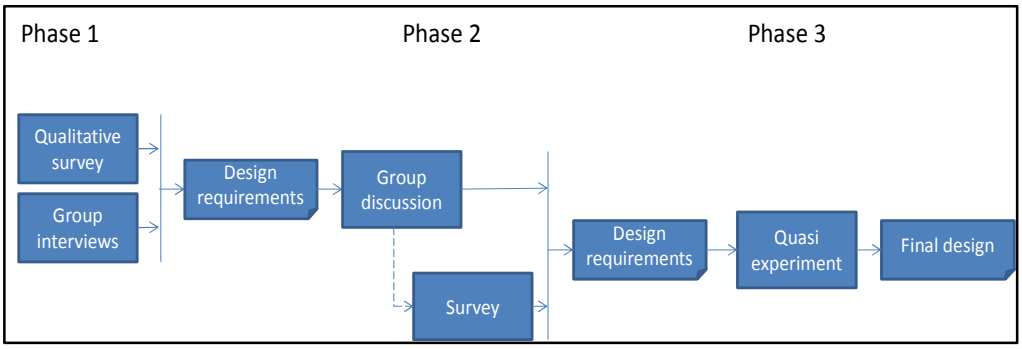

FIGURE 9; PHASES OF THE EMPIRICAL JOURNEY OF DISCOVERY

The empirical journey of discovery can be characterized as a type of iterative logic model[362] through which the understanding about Gen Y and the participatory behaviour of Eneco is built. Discoveries in the course of the journey should increase the understanding about the involvement that developed between initiator and participant. The phases, mentioned in the figure above, represent data collection with a specific focus. Phase 1 concerns the preparation phase in which an image has been built about the energy company and the future energy consumer. The qualitative survey was performed in order to assess the level of Eneco's participatory behaviour. The outcome has already been described in chapter 11 about 'the initiator'. The group interviews were preceded by a inquiry for

[362] Yin, (2007)

the behavioural aspects ascribed to Generation Y by different authors in literature. The outcome of this literature inquiry can be read in chapter 9 concerning 'the participant'. The group interviews had to gain first insights in: a) Gen Y's communication principles concerning content, style and channel of communication and b) the relevance Gen Y experiences with future energy supply. Phase 2 concerns the phase in which further insights had to be gained regarding the way Gen Y envisions and experiences future energy supply and Gen Y's communication principles. This provided knowledge on how to capture them in the topic and process of the participation. The group discussion therefore explored the interaction between Eneco and Gen Y in a concrete participatory action in the form of the event 'Youth Energy Day'. The survey generated a broad overview of the relevance Gen Y experiences in relation to energy supply and sustainable energy in particular. Phase 3 explored the interaction between Eneco and Generation Y in a quasi-experiment. In this social experiment a real-life situation was created in which Eneco and Gen Y participated in the co-creation of a tangible energy product of strategic importance to Eneco. The co-creation took place in the form of an project during a three month period under the name: Eneco Energy Challenge; Toon®3.0. At the end of each phase the data led either towards design requirements or an amendment of the design requirements of the previous phase. At the end of the journey, the data collection done in each phase has led to the final design concerning effective involvement of the future energy consumer.

The design requirements have been described in the structure of a) form, b) content, c) incentive, and d) overall organization. This structure concerns a translation of the design principles (section 7.6) and the variable process features (section 7.8) in combination with experience gained during (the preparation of) the group interviews and group discussion. *Form* entails the format or set-up of the participation between Eneco and Gen Y-ers. *Content* concerns the content of the participation and basically entails the way the topic has been made tangible. *Incentive* describes the elements in the participation that impels Gen Y to participate in the first place. *Overall organisation* concerns the things that supports the participation in terms of the necessary availability of facilities. In *Form*, the design principles: openness, clear rules, speed, empowerment, skills of dialogue, trust and reliability, know and be known and feedback are considered of importance, next to the variable process features: responsiveness of the lead agency, quality of deliberation, and degree of public control. In *Content*, the design principle: context expertise is important, next to empirical data and the importance of relevance as emphasized in Consumer Research. In *Incentive* the variable process feature: motivation of the participant is considered important, next to

empirical data and the importance of relevance as emphasized in Consumer Research. *Overall organization* is based on empirical data alone.

In the description of the empirical journey of discovery different research methods have been mentioned. Like stated earlier in section 6.5, certain research methods have been applied throughout all the phases, other research methods have been applied in one step specifically. The research methods referred to here are:

- Qualitative survey
- Group interviews
- Group discussion
- Survey
- Quasi experiment

In the next paragraphs, the characteristics of these research methods will be described briefly. The summary of the methods in practice can be found in attachment F.

Qualitative survey

In a qualitative survey, the researcher collects information at an individual level by interviewing different persons belonging to a particular population in order to get their views concerning a certain social phenomenon within the context of that population. Unlike the quantitative survey, the questions asked in a qualitative survey are focused on the description of individual cases, as the nature of social phenomena and obtaining an 'insiders-view ' on that are the centre of the researcher's attention[363]. Based on semi-structured interviews, the researcher collects the interviewees' perspectives under the assumption that these views can be made explicit. The interviews are semi-structured in order to have sufficient space for the interviewee to give their view on the social phenomenon on the one hand, and for the researcher to make more general statements on the phenomenon under investigation on the other hand[364]. An important feature of the qualitative survey, is the position the researcher has; the researcher is deemed to be a competent participant of the same culture which the interviewees belong to. Only then the researcher is able to internalize the perspective of the interviewees

[363] Linders and Hijmans (Hüttner, Renckstorf and Wester, (1995
[364] Linders and Hijmans (Hüttner, Renckstorf and Wester, (1995)

based "shared knowledge" and shared meanings[365]. The qualitative survey in the context of this research was built around semi-structured interviews with employees of Eneco. Its results have already been elaborated on in chapter 11.

Group interviews

In a group interview, the members of a particular group are questioned about a topic. The researcher tries to detect information on the group's mind or group's attitudes towards the topic, with the intention to get a first impression of how the group thinks about a particular topic[366]. The interplay between the participants plays an important role too, while the interaction between the individual members of the group ensures that the answers are less subjective than when an interview would be conducted individually. Another advantage of a group interview is the possible effect that spontaneous reactions are provoked, enabling the researcher to obtain information of more people within a short period of time than what he could have obtained in individual interviews[367]. Although in a group setting the answers are given in interaction with each other, the interviewees could feel pressed as well. This disadvantage of group interviews can occur due to the automatic regulation and control of the group to answer within the perspective of the group[368]. Because of this group control, individual members could feel less free to express a deviating point of view. In this research the interviewees were therefore asked to be as open minded towards each other as possible and to come to conclusions through dialogue. Also the researcher paid special attention that this dialogue could take place. The details of the group interviews will be described in chapter 13.

Group discussion

The group discussion is closely related to the group interview. The group discussion, like the name already suggests, puts emphasis on discussion and conversation more than the group interview does. The researcher's objective is not

[365] Linders and Hijmans (Hüttner, Renckstorf and Wester, (1995)
[366] Hüttner and Snippenburg in Hüttner, Renckstorf and Wester, (1995)
[367] Hüttner and Snippenburg in Hüttner, Renckstorf and Wester, (1995)
[368] Hüttner, Renckstorf and Wester, (1995)

only to get information about the group's mind or group's attitudes towards a particular topic, but also about the group structure or group processes that develop during the discussion[369]. Although Hüttner and Snippenburg (1995) categorize the group discussion primarily as method of observation together with the group interview, they also state that the group discussion can be applied in action driven research. In the context of this research, the latter has been the way in which the group discussion has been applied in a workshop event. In order to minimize the influence of the researcher's subjective input, the facilitator of the event was someone with experience in youth communication. To enable the researcher's 'understanding', a panel research has been part of the data collection of this group session as well. In the panel research, actors that participated in the event were requested to fill out a questionnaire preceding the event and one evaluating the event retrospectively[370], both in an online format. In chapter 14, the results of the group discussion will be described.

Survey

A survey is a quantitative research method with the objective to gather information about a certain population, or social phenomena observable within a population in real-life situations by asking related closed questions to a plurality of persons belonging to that population[371], in order to obtain a broad overview, and to be able to describe the population or social phenomena in more general terms[372]. Because Generation Y is such a large population, it is not feasible to have every member act as participating actor in a real situation with Eneco. A survey has therefore been part of this research for its quantitative value and broad range next to the qualitative data collected during the research. The survey will also be described in more detail in section 14.4.

[369] Hüttner and Snippenburg in Hüttner, Renckstorf and Wester, (1995)
[370] Hüttner, Renckstorf and Wester, (1995)
[371] Vettehen and Nelissen in Hüttner, Renckstorf and Wester, (1995)
[372] Verschuren and Doorewaard, 2003

Quasi-experiment

The quasi-experiment involves research in a more natural situation than in a laboratory experiment. This means that not all the requirements applicable to an experimental set-up, can be met[373]. Quasi-experiments involve cases where no randomization is possible, or where no control groups can be formed that are sufficiently similar to the experimental group, or where the researcher has little or no influence on of what is happening in the area of the experimental group[374]. No randomization possible implies that the persons relevant for the experiment decide for themselves whether or not to be exposed to the intervention. With that the requirement of a control-group, common for experiments, has been made impossible[375]. Causal effects cannot be proven unambiguously, because the researcher is not able to rule out alternative explanations, for he has no or little influence on the probable effects coming from the environment the experimental group acts within[376]. The field-experiment, being one of the forms of a quasi-experiment, provides some solution to the randomization issue; the people involved are free to decide whether or not they expose themselves to the experiment, but the researcher controls at least who will not be exposed to it[377]. In relation to this research the field-experiment was meant as an exploratory experiment concerning the interactive relationship between employees of Eneco and members of Generation Y. An online panel research prior and after the field-experiment took place in order to enable the researcher to identify conclusions about this relationship. In chapter 15, the results of the quasi-experiment will be elaborated on.

The next chapters will describe the way the participation process between the energy company Eneco and the future energy consumer evolved.

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[373] Hüttner, Renckstorf and Wester, (1995)
[374] Verschuren in Hüttner, Renckstorf and Wester, (1995)
[375] Verschuren in Hüttner, Renckstorf and Wester, (1995)
[376] Verschuren in Hüttner, Renckstorf and Wester, (1995)
[377] Verschuren in Hüttner, Renckstorf and Wester, (1995)

13. PHASE 1: COMMUNICATION PRINCIPLES GEN Y

Data regarding the communication principles of Gen Y have been collected along two group interviews based on brainstorming. The group interviews were held in in the first quarter of 2012. Members of Generation Y and employees of Eneco were invited to participate in two different brainstorm settings. One group interview took place with three members of Generation Y employed by Eneco and one non-Gen Y Eneco employee. The other took place with two members of Generation Y not employed by Eneco and one non-Gen Y Eneco employee. In addition to the group interviews, an analysis of documentation was performed on the data I collected after attending a seminar regarding Youth Marketing[378]. The outcome of the group interviews is supported by the data collected during an interview and a separate observation at the Youth Department of Water Authorities[379]. The collected data together resulted in a first indication regarding the identity of the future energy consumer. This made it more clear what would trigger Generation Y in order to accept an invitation to participate with Eneco in a discussion concerning scenarios on future energy supply. The data collected in this phase can be found in the additional research material underlying this thesis (folder: Phase1_Qualitative_survey_Group_interviews).

In the two group interviews, I experimented with the first findings on Gen Y behaviour by posing various statements based on which the group brainstormed. The first group [380] interview focused on the format of communication with Generation Y in general. The second group [381] interview focused on how to communicate about energy supply in a for Generation Y relevant manner. This section will end with statements on: “how to reach and communicate with members of Generation Y”.

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[378] http://www.kidsenjongeren.nl/ (08-02-2014)
[379] In Dutch: Jeugdwaterschappen; http://www.jeugdwaterschap.nl/index.html (08-02-2014)
[380] The first group interview took place with young Eneco employees on 9 January 2012 around 4 p.m. at location Eneco. The interviewees were 23 and 24 and one just turned 28.
[381] The second group interview took place on 24 April 2012 at 7:30 p.m. at location Eneco. The interviewees were invited through their parents who were working at Eneco at the time. The interviewees’ ages were 17 and 25 at the time of the group interview.

13.1 FORMAT OF COMMUNICATION

Concerning the channels of communication to apply in relation to Gen Y, the interviewees stated that young people would be best available on Facebook for companies. However, in the end this will be perceived as advertising alone, if no underlying motive for value-creation exists. Companies should have a message to tell, which should bring relevance to their network. If companies want young people to feel a connection with the company or brand, the brand should have relevance to them in one way or the other. This can be the product or service delivered in name of the brand, or the brand's reputation, or even just a knack[382] young people can use in their daily lives. It is the company's responsibility though to keep the communication 'alive', so to have young people feel connected during a longer period of time. Young people say: "Give me the idea that it's about me." Although young people are often identified with Social Media, the first group interviewees explicitly stated that these are not the only channels they find important in communication. Especially when talking about communication done by companies it is also important that some sort of direct communication is possible. This direct communication doesn't necessarily mean face-to-face. Contact through email, chat or telephone is perceived as 'direct' as well. This kind of communication mentioned is related to company service though. Another channel companies should take into consideration when trying to attract young people is sponsoring. If companies are serious about connecting with young people they should associate themselves with them. This can be done by presenting themselves at events where young people go to. Here again counts the relevance companies bring to being at such an event, and what message companies want to send out by presenting themselves there. The group also emphasized the significance of mouth-to-mouth communication between peers that companies have no influence over.

When companies want to attract young people, companies' communication to them should be original and catchy. This makes that companies will be talked about among youngsters, and that they will probably be shared over the Internet. The interviewees also pointed out that the communication should be short, simple, and clear, because young people have a short attention span, they read over texts or words, and easily 'click on'. The form and style of the communication will be attracting first, and if companies do it right, also the content will be picked up.

[382] Like the Appie of supermarket Albert Heijn

According to the interviewees, the content should be kept lean and mean though. And even here the message should be brought in an attractive form with use of video or in an interactive manner. The interviewees emphasized that companies should be restrained in their use of large texts; it should take less than 10 minutes to grasp the meaning of the text. To even make it more complex, companies should pay attention to the timing of their communication; attention will only be given once per received message. So time of the day and repetition are important factors to consider.

Concerning the attractiveness of the content of the communication the interviewees stated, that the attractiveness of the topic at hand, is not an easy concept to comprehend. The meaning of it will always be determined by the target group of the communication. In general the attractiveness of the topic can be estimated if others in the same target group start talking about it. But it remains a volatile concept; what is hot today is not necessarily so tomorrow.

13.2 COMMUNICATION IN A FOR GENERATION Y RELEVANT MANNER

The first group discussed that Eneco could benefit of the involvement of Generation Y in its strategy in the way that they then already would become familiar with the brand 'Eneco' at a younger age. Through the involvement they could build a connection with Eneco which would pay off for Eneco as soon as these young people have to decide which energy supplier to choose for their own. On the other hand both groups questioned the relevance of energy supply at such a young age while at the same time these youngsters don't have to care about it. The group stated that young people don't have to pay for it yet, and it is available to them anyway; so why would they bother. But then again they stated that the younger generations care more about sustainability, which is what the Eneco strategy is all about. This should then trigger their attention. Another benefit of involvement of young people was found in the *Decentralized* and *Together* parts of the Eneco strategy. The group stated that young people are more technology savvy, and therefore better suited to act together within the generation of local energy (local energy based on small sized renewable energy sources as opposite to centralized energy generation with use of large sized (power) plants). According to the group, far reaching technology in the house of customers is conditional to the success of decentralized energy supply. On top of that they are already

accustomed to working together in networks, making cooperation with them easier to set up.

The group's concern with the involvement of young people though, was that in the age of 17-27 a lot of different things are going on. The interest of the youngest among them would probably be related to moving out of the house of mom and dad to go and live on their own while studying. On the other hand the eldest would probably already be thinking of marrying and having children, which would influence their particular perspective on life. Thus various interests can be identified that each have their own influence on young people's involvement in a topic like energy supply.

As Gen Y in general is not that engaged with energy supply and the topic is even considered to be rather boring for young people in general, the second group suggested that the topic will only capture Gen Y's imagination when it is linked to the way they experience it in their daily lives. They came to this conclusion after two pictures were presented to them. Each picture showed energy in a different manner; one showed energy supply in terms of industry and the other in terms of daily application. The group members chose the one in terms of application as being the most appealing to them. This suggests that energy supply translated to daily use makes energy more relevant to them.

Furthermore they stated that they would be more conscious of their dependence on energy's availability at the times that it is not there. Take it away to make them aware of the significance energy has in their daily activities. Like when it wasn't available during one evening, they had to use candles to light up the room and they could not watch TV. The interviewees stated that if 'energy' would be made more interesting to young people, so they can learn what is behind the word 'energy', the topic would probably become more attractive to them. They thus emphasized that the topic of communication can be made attractive when the company succeeds to link the topic to some sort of relevance for the target group by letting young people experience what 'energy' is in relation to their interest.

13.3 DESIGN REQUIREMENTS PHASE 1

The objective with this phase was to gain insight concerning the communication principles of Generation Y. Also the format of a possible event was discussed In the group interviews. The only thing that was clear at the time of the group interview was that the event: 1) would be with members of Generation Y and Eneco employees, and 2) would concern future energy supply and Gen Y's opinion on the matter. In this section is described what was regarded important to take into the next phase. Some of the findings presented below seem to be insights that are not necessarily new and are already to be found in literature or even foreseen out of pure common sense. This preconceived opinion is just what I try to avoid with this research. The empirical journey of discovery is that part of the research in which the participatory approach can be recognized best. The purpose is to design the participation process together and have Generation Y have a clear say in it. In other words: have them talk instead of talk about them.

The first insights coming from phase 1 in the structure of form, content, incentive and overall organisation are:

Form:. The groups stated that process would be more effective when the participants are being physically brought together, because young people would then take it more seriously. The event itself should have enough variety to keep it interesting for young people. "*Make it a fun experience!*". The question about how to contact Gen Y-ers was not easy to answer. Targeting Gen Y through the Internet is ok as long as this kind of recruitment cannot be mistaken for spam and attempts of advertising. Keep the communication lean and mean though; short, simple and clear. Long texts will not be read, unless they need to. Even then no more than for 10 minutes. When companies want to get Gen Y's attention they have to be real about it, and not use it for advertising purposes. They are in fact very cautious on that matter. Although companies can reach them with the use of Social Media, they value direct contact more in order to feel connected and engaged with a company. Generation Y is best stimulated to think things through if they can interact with each other and with Eneco. This outcome coincides with statements in Youth Marketing and Generation Y theories, which were described in chapter 9. The emphasis on physical gathering has not been recognized in those theories though.

Content: Although Generation Y in this phase potentially seemed a perfect participant for an interactive relationship, at the same time it remained to be seen

how well such a relationship will be suited in the context of an energy company. The group interviews showed that 'energy supply' was considered a non-issue, because energy is available to fit Generation Y's needs all the time anyway. The object of interest of an energy company will always be energy though. Therefore the topic of energy supply should be presented in a Generation Y relevant manner. Although they will be taken away by an original and catchy message in the first instance, in the end they expect that companies add value to their lives. Otherwise they lose interest. If the presumption is that Gen Y is not or a little familiar with the topic, objectified general background information should be provided. Statements regarding relevance can be recognized in theories concerning Consumer Research and Generation Y (see section 7.1 and chapter 9). The notion on background information can especially be traced back to Enserink and Monnikhof (2003). The view on energy supply should be investigated further though, in order to understand this relevance of energy supply for Generation Y better.

Incentive: The kind of incentive associated with the event depends on the effort that is asked of invitees in relation to their participation in the event. To talk about incentives is common sense, especially in relation to different interests that participants (see section 7.1) and initiator (see section 7.2) have in a participation process. Here the element of incentive has been made more tangible in relation to Generation Y and Eneco Here not only money or gadgets should count when incentives are considered. In fact these kinds of incentives are even not the first ones to perceive as incentives for young people, although companies have set some sort of expectation about 'gifts'. In their advertising namely, products or gadgets are often given away when people are to purchase something. Nevertheless, the so called soft incentives score higher points with Generation Y. Companies should make a distinction between quick satisfiers and things where young people will come back for (longer time commitment). Quick satisfiers will be forgotten very soon after the event. Thus companies should think the factor incentive through, if they want to establish a reminder for a longer period of time. What companies should consider in the first place is the underlying motive of young people to participate, which vary:

- The topic itself is of interest, because it is linked to a hobby
- The way the event is organized is the interesting part, because it is just fun to participate
- Young people get a say by participating
- It is interesting to talk about your participation with your peers

- The participation is challenging, because for instance young people have to battle with each other
- It provides an opportunity to meet new friends

Overall organization: Not only the form and incentive associated with the event are important to Generation Y. Young people also attach a lot of importance to the overall organization of the event. In fact overall organization is always important in participation processes, although rarely mentioned in specific terms. For the next phase in this research it at least means that:

- During the gathering enough and good food should be served in combination with the availability of different drinks and snacks
- Generation Y should be compensated for all expenses that are directly related to the action. The only costs that should be asked of them are time and effort.
- The location where the gathering is planned should be within easy reach of public transport
- The event should be held at a neat location
- The gathering should be scheduled at a for Generation Y and the company suitable moment
- The duration of the gathering that is acceptable to Generation Y is related to the effort required for the action in combination with the incentive

Next to the design requirements described above, there were Eneco specific requirements to take into account of the planned actual participative action:

- The event should be based on available resources within the company, meaning people, finances and location
- The event should not conflict with Eneco's reputation
- The event should encourage Eneco to interact with Generation Y

The next chapter describes phase 2 of the empirical journey, which elaborates on the design criteria discovered in phase 1. Phase 2, in this regard, goes into further detail regarding Generation Y's ideas about future energy supply.

14. PHASE 2: GEN Y'S FUTURE ENERGY SUPPLY

In phase 2 the first learning points from phase 1 were taken into account. The underlying motive was to explore the interaction between Eneco and Generation Y in a concrete action. The results of phase 2 had to provide further insights in the design criteria for the participation process. The understanding of Gen Y's ideas concerning future energy supply progressed along a) a group discussion between Eneco and Generation Y based on workshops, and b) a survey held among the Generation Y population. The activities, characteristics and numbers of participants (group discussion) and respondents (survey) will be described in the next sections. The data collected in this phase can be found in the additional research material underlying this thesis (folder: Phase2_Group_discussion_Survey).

14.1 SET-UP YOUTH ENERGY DAY

The main finding of phase 1 was that, if Eneco wanted to engage Generation Y in future energy supply, Eneco employees could best work with them through interaction (in a physical gathering), and communicate about energy supply in terms of relevance to Gen Y. Therefore Youth Energy Day, a group discussion, was organized, in order to experience such an interaction between Eneco employees and members of Generation Y. Youth Energy Day took place in the third quarter of 2012 and was organized in name of Eneco. This group discussion was organized together with Jong&JeWilWat, who's owner (a Gen Y-er herself) facilitated the event. Youth Energy Day had the following three underlying reasons of research:

1. Experiment with the design guidelines that were the result of phase 1 of the empirical journey in order to get a first impression of the interaction between Eneco and Generation Y in practice
2. Challenge the participating Gen Y-ers to create their vision on future energy supply
3. Challenge the participating Gen Y-ers to teach the participating Eneco employees how to communicate the topic of energy supply to Generation Y in general.

The participating members of Generation Y were invited through different channels[383] of which the Facebook event and announcement at Fontys[384] bachelor study resulted in the highest response. The invitations were set to attract boys and girls at different levels of education, residing throughout the Netherlands in the age between 17 and 27. Members of Generation Y could sign in based on self-selection as long as they met the characteristics mentioned in the previous sentence. The Gen Y-ers that signed up for the event automatically participated in a panel research preceding the group discussion. The objective with this panel research was to pre-understand: 1) who signed up, with 2) which expectations about the event and 3) what knowledge about energy supply. Also the Eneco employees participated in such a panel research, giving insight in their expectations about the event and their presumptions about Gen Y's relation to energy supply. After the event another panel research was done in order to provide insights on how the group discussion was evaluated by both parties and if changes had taken place in relation to their presumptions.

The design criteria mentioned as the result of phase 1 were taken into account in the following way:

Form: The event concerned a physical gathering of participating Gen Y-ers and Eneco employees at one of Eneco's locations. Youth Energy Day was designed as a combination of two plenary group discussions with the entire group, and two group discussions in workshop settings consisting of four smaller teams working together (for agenda see attachment E). The first plenary group session focussed on the exploration of "What is energy according to you?", and the second on: "In debate with Eneco about its vision on future energy supply." In the two workshop settings each team should come up with their solution to the following predefined assignments, which they had to present to each other afterwards:

1. "Travel in time to the year 2030 and give your vision on future society and the role of energy supply within."
2. "If I were the CEO of Eneco, I would communicate the Eneco vision with Generation Y in the following manner…."

[383] The channels were: employees of Eneco, internetsite werkenbijeneco.nl, Facebook, Fontys internetsite
[384] http://fontys.nl/ (04-11-2013)

The teams presented their solution to the other groups after each assignment. They could win a small price with their solution to the second assignment. An Eneco jury decided what the winning presentation was.

The participating Eneco employees were each assigned to a team to work with during the assignments. In order to observe the impact of the Eneco employee in the group performances, the Eneco employees changed groups in between the first and the second assignment. Their job was to get to know the group, to stimulate the process of discussion when necessary, and answer questions when asked. It was expected of them not to steer the content of the solution the group was to create.

In name of variety and relaxation a guided tour through the Eneco building was organized. This building concerned the new energy efficient location, which was thought to be interesting to show to the participating Gen Y-ers. During the tour they were informed about what it means to work in the energy business.

The intention with the form chosen for this event was:

- to give Gen Y-ers the freedom to create
- to stimulate interaction between Gen Y-ers and between Eneco employees and participating Gen Y-ers.
- to create an experience of openness between the Eneco employees and the participating Gen Y-ers
- to provide some information on what energy supply beholds
- to provide insights on what Eneco is about

Content: The design requirements regarding content that were the result of phase 1, suggested to translate the topic into relevance for the participant. Relevance based on daily use and relevance based on shortage were presented in the following two ways:

1. Together with the participating Gen Y-ers the speaker walked through a regular day. The participants discovered that their energy need already starts with waking up, for instance because their alarm clock needs electricity to run.

Through the day they need energy to shower, go to school or work, make a cup of coffee, or check their Facebook etc. In fact they need energy throughout the entire day until they go to bed again.

2. On the basis of the Maslow pyramid they were confronted with the level of dependence on energy we have as society. The objective was to confront them with the danger of anarchy and chaos when we should run out of energy. Anarchy and chaos already would be the consequence after shortage during only one week.

Objectified general background information about energy supply was another design requirement. That is why background information about energy sources and market processes was provided on Google Drive in order for the participants to consult during the assignments when they felt the need to do so.

The intention was to have the Gen Y-ers participate in strategy making by asking them to create scenario's regarding future energy supply. To have the participating Gen Y-ers understand that they could be as free-minded about their ideas about future energy supply in the assignments as they deemed necessary, a short video was shown. This video presented the vision on the mobile phone the way science envisioned it in the 80's[385]. The message with showing this video was: '**anything goes**'.

Incentive: In order to comply with the design requirements of phase 1 concerning the incentive for the participants to participate, the following has been incorporated in Youth Energy Day:

- the participants could meet and interact with new people
- the participants had the opportunity to come up with new ideas and creative solutions in order to wow a company
- the participants could win a prize
- the participants could attend a cared for day out/experience

[385] https://www.youtube.com/watch?v=BWUAMO1hJ80 (04-10-2016)

Overall organization: In the overall organization the following aspects were taken care off:

- Taking into account school days the event was held on a Saturday in between school holidays
- Based on the pre-requisite that the participating Gen Y-ers should have enough time to travel from all regions of The Netherlands, the event started at 10:00 o'clock and ended at 18:00 o'clock
- During the gathering enough and good food was served in combination with the availability of different drinks and snacks throughout the day
- The participating Gen Y-ers were compensated for all travelling expenses that were directly related to the event.
- The location where the gathering was planned was within easy reach of public transport

14.2 REALIZATION YOUTH ENERGY DAY

The population that participated in Youth Energy Day will be described here first. In the next, the results of the two assignments that the participating Gen-ers came up with will follow. Of the 24 Gen Y-ers that signed up, 16 actually participated in the event. Of the Eneco employees, 5 participated. Two research observers attended the event next to the researcher. The population of participating Gen Y-ers was formed in the following way:

- Gender division: female = 6, male = 10
- Age: 17-22: 81%, 23-27 = 19%
- Education: low = 0, middle = 44%, high = 56%
- Living situation: @home = 69%, otherwise = 31%
- Geographic spread over The Netherlands: South[386] = 56%, Middle[387] = 31%, North[388] = 13%
- Entrepreneur: yes: 44%, plan to be soon: 12%, no: 44%
- 10 Gen Y-ers (62%) say not to have foreknowledge about the topic energy
- 14 Gen Y-ers (87%) say to (sometimes) consider energy in a conscious way

[386] Regions: Zeeland, Noord-Brabant, Limburg
[387] Regions: Zuid-Holland, Utrecht, Flevoland, Gelderland
[388] Regions: Friesland, Groningen, Drenthe, Overijssel, Noord-Holland

When the participants were asked to sign up for the event, they were also asked some questions in a panel research about: 1) why they signed up, 2) their thoughts on the role of energy in their daily lives, and 3) if they had preliminary ideas about future energy supply. The replies confirm the thought behind the way the event was set-up. The reasons why Gen Y-ers signed up for the event varied. The reasons mentioned were in the line of: “interesting to have a creative session”, “because a friend asked me to come along”, “to experience what Eneco is about”, and “fun to work together with other young people”. Gen Y’s thoughts on their energy need during the day pretty much all came down to the energy needed for their IT devices and appliances in the house. Some of them went beyond that and thought of transport and living habit. All of them agreed that they need energy for almost everything they do. To the question concerning Gen Y’s preliminary ideas about future energy supply, some answered that they don’t know, some perceive it as energy making their life easier through smart systems, but most of the respondents linked future energy supply with sustainable energy supply based on solar panels on the roofs of houses and windmills at sea.

14.2.1 RESULTS FIRST ASSIGNMENT

In the first assignment the groups were asked to:

“Travel in time to the year 2030 and give your vision on future society and the role of energy supply within.”

They were advised to first think of society in general and their role as human beings within. Based on that vision they were asked to think of energy supply in that particular society. The discussions in all groups soon went to the significant role of technology and far-reaching automation in human being’s future lives. Technology is to take over most practical functions and to serve human beings through intelligent automation. Human beings and technology will be further integrated with each other, meaning that with a chip in our brains we will communicate with technology that subsequently will respond to our brainwaves. Everything will be presented to us, and adapted to specific and individual needs. Another further integration of body and technology will be reached in medicine. Non-functioning biologic elements will be replaced with technological solutions. Work and school will not be experienced in the same way as today, because here most of it can be done from home or from any other place we are at that time. In this vision current boundaries concerning location, distance, and time will fade

even further than they already do today. In three of the four groups others then reacted to this picture that they together had created with a countermovement. They questioned the lack of social human contact that appeared to be part of the picture. They also thought that this created world would be a boring place for us, because we were not challenged anymore to think and plan for ourselves. They disputed to take into account the time for each other, to have social contact, to sport, to create in the further hectic and fast moving world. Regarding Gen Y's vision on energy supply in this created society the highest common factor was that we will need even more energy than we need today. The main difference with today is that this energy will be generated in a less polluting and damaging way. Energy will only be generated in a sustainable (meaning 'green') manner and will be fully integrated in homes and office buildings; cleared away in walls, windows, roof tiles. Energy will therefore be more locally generated and shared in local networks. The most remarkable was that all groups seemed to agree that energy will be generated more from our daily movement; being it driving on the road or walking down the street. Even the movement we make with the mouse of our computer will be picked up and used. One group, without knowing, referred to the work of Nicola Tesla[389] in that energy can simply be picked up out of the air in the form of wireless energy[390]. Their basic message is that although we will need more energy in the future, it will be available everywhere in a sustainable manner, and simply accessible. The stories the groups presented can be read in attachment B.

14.2.2 RESULTS SECOND ASSIGNMENT

For the second assignment the participating Gen Y-ers were asked to imagine themselves being the CEO of Eneco while answering the question: "How to communicate the vision on future energy supply to Generation Y." With this assignment the groups competed with each other to win a price. They were briefed in the following manner:

"Think of a campaign to 'sell' your vision for Eneco to young people between 17 and 27 years. So think about: what your story is, what media you are going to use, and how to convey your story. Be creative!"

[389] http://nl.wikipedia.org/wiki/Nikola_Tesla 27-02-2014
[390] http://en.wikipedia.org/wiki/Wireless_power 27-02-2014

The groups explicitly and implicitly, structured this assignment along three items: target group, message, and communication channel. Concerning the first item *target group*, the groups had no problem with "thinking in the role of Eneco". They however did struggle with this assignment in the way that it was difficult for them to think of a message for the target group, in relation to energy supply. All the groups thought it was difficult to characterize the target group of people between17-27 years of age. It helped a little bit when the Eneco employees said to them to think of the target group as being them, as they themselves are part of the same target group. After quite some deliberation the groups formulated the following response on the first item, which coincides with findings of the previous phase. All the groups agreed that in general young people do not worry about their energy consumption. Not so much because they don't care about energy supply, but more because they don't know and don't have to. When they would be challenged to think about it, they probably would discover that there is much more to energy supply than seems to be at first sight. Young people would find it more interesting if they were to explore for themselves what energy supply beholds than when they were told. Energy itself is a too much an intangible product to young people, so an energy company should consider other options in attracting young people for the product. According to two groups, a better option is to consider the devices young people use every day and that need energy to work. For instance, make it possible to charge smartphones at the bus stop or even in the park. And even the aspect of price of energy came up in the discussions in that young people are sensitive to the costs of their purchases. Although most young people don't have to purchase the energy to supply their energy need, they are still an interesting group for energy companies to attract. According to the groups young people are easier to influence and open to explore new things. This makes it possible to make them aware of the importance not to take energy supply for granted, but to think of and cooperate in sustainable energy solutions. Young people can still change their energy behaviour, they say. One group came up with a classification of the target group in 6 types of young people in relation to their awareness of the need for sustainable energy solutions[391]:

- The 'energy conscious':
- The group that is already convinced; the environment freaks
- The 'affectables':
- The group that doesn't know but can be convinced:

[391] Energy saving is part of sustainable energy solutions

- The 'I don't care'
- The group you cannot convince

The second item the groups handled with their assignment was the *message* that Eneco should communicate in their campaign for young people. After much discussion, each group thought of a message for Eneco to use. Group 3 was the only group that came up with an integrated idea, while the other groups chose to tell their message through one thing only. The stories behind the messages can be read in attachment B. In short these messages the groups came up with entail:

- **Group 1: Eneco will enable people to be in control of their own energy**.
  By having people participate in an activity through which people can generate their own energy. Make this an attractive activity like a 'Silent Disco', so young people can be made aware and have fun at the same time. The fun factor makes that the message sticks.
- **Group 2: We fuck up the earth; the biggest impact on the earth is by saving energy.**
  Have a famous TV-show for youngsters be interrupted with apocalyptic images that reflects the prophecy that we all are going to die. End with the positive image that luckily we didn't because we were in time with the implementation of sustainable energy solutions.
- **Group 3: The world behind energy is much more interesting than you think.**
  Launch a platform entitled "Shared Energy". Under this banner young people see that energy affects everyone. Via "Shared Energy" you can share your self-generated energy with your neighbours and make an objectified comparison in sustainability of energy suppliers. To start off the campaign fake a power blackout at one of the festivals so everything comes to a halt suddenly during the festival. This event can be an opportunity to draw attention to the fact that energy is always available and how we can better deal with it. Also a RTL program could be sponsored, such as 'The house without electricity', where young people are invited to stay in a luxury villa ... but without gas and electricity! Other ideas that may fall under 'Shared Energy' are: gadgets that measure how much power certain devices consume or to organize dances with energy-generating floors. And all "Powered by Eneco"
- **Group 4: Unlimited renewable power indoors and outdoors**
  Create a solar panel 'sticker' that is so flexible and small that it can be easily stickered on your mobile phone. This for youngsters is a direct way of having

the convenience of sustainable energy and relates Eneco to that sustainable solution. Sell this via Facebook and Eneco will reach many youngsters.

Concerning the third and last item *communication channels*, the participating Gen Y-ers all agree that the communication channel to use for the campaign should be the channels that: a) young people use to express themselves on the Internet; like Facebook, Twitter, YouTube, Instagram, etc., b) young people watch on TV, c) bring young people together, like festivals, d) young people are a member of, like student societies or sport clubs, and e) young people know; like their peers or famous people they look up to. One group specifically emphasizes that in order to reach young people, the time of broadcasting the campaign should be taken into account. Young people are to be reached in the evenings and in the weekends. In the extension of the message, the communication channels should not be used for 'sending' purposes alone though. The way to get the message across, according to the groups, is either by letting young people experience energy or by creating a shock effect by taking energy away. They will become more aware of their energy consumption, if they have to do things in relation to energy. This coincides with what Zaichkowski (1986) stated regarding the positive impact negative information has in relation to low involvement products[392]. Also, again the group of young people participating in phase 2 emphasize what the young people in phase 1 already stated.

14.3 Evaluation Youth Energy Day

Both the participating Gen Y-ers as well as the participating Eneco employees have been asked to take part in a panel research shortly after the event. The results will be presented in this section. On top of that the observations of the researcher and two observers will also be taken into account of this evaluation. An impression of the event can be found on the Internet by surfing to:

http://www.youtube.com/watch?v=J9dIDAVV2cs

[392] Zaichkowski, (1986; p.12)

Everybody enjoyed participating in Youth Energy Day. However parts of the day were appreciated differently by the Eneco employees compared to the participating Gen Y-ers. According to the Gen Y-ers, the debate concerning Eneco's strategy was being perceived as 'dry material' and the interaction didn't come to live, whereas the Eneco employees thought of the plenary debate as being a success. This difference of perception wasn't apparent during the event, because it seemed everybody participated. The panel research however showed this difference in appreciation. Both parties were enthusiastic about the workshop settings though. In explanation of their review the participating Eneco employees said to have experienced the dynamics in the groups and the things they said during the group discussions as very positive. However, they were less charmed by the outcome of the second assignment; only one group presented a concept, while the other groups presented one action alone. The participating Gen Y-ers valued the workshops, because they could work together with each other and an Eneco employee on the assignments. In general the participating Gen Y-ers appreciated the attention Eneco gave to them by organizing such an event. Eneco was the first energy company to do that. However, they stated not to think very differently about energy after the event than they did before. But they do mention that it worked as an eye-opener that energy is not that self-evident and should not be taken for granted. The general feeling among the Gen Y-ers is that Eneco should be leading in taking up new technologies as probable innovations in the energy market in relation to the vision they adhere to.

The observations the research team made concerning the interaction between Gen Y-ers, the interaction Gen Y-ers and Eneco employees, and the process in general were focussed on three items: 1) the interaction between Gen Y-ers and Eneco employees, 2) the interaction between Gen Y-ers, and 3) the process in general.

Interaction between Gen Y-ers and Eneco employees: The groups started of by awaiting the actions of the Eneco employee assigned to the group. Only one group took the initiative themselves. Hereby the chemistry between Eneco employee and Gen Y-ers influenced the way the process proceeded. This presence or lack of chemistry had impact on the creativity shared in the groups. The employee that succeeded best in being in dialogue with Gen Y, got the most energy flowing in the group. Once the group got going, the Gen Y-ers were curious about Eneco and freely asked the Eneco employees questions accordingly. They even gave their opinion on matters straightforward, like for instance why so many people worked at Eneco's service desk to service customers by phone, while you can service them by Internet.

Interaction between Gen Y-ers: Young people like to work together in workshop settings and come to results by brainstorming. During their brainstorm they struggled however, between out-of-the-box and reality; 'strange' ideas were quickly perceived from what they considered to be possible in reality. Every group worked hard on the assignments, and took them on very seriously. Although each group reached its results in their own manner, in general the group members listened to each other's suggestions and everybody participated. One group came to their results in a very chaotic manner, which for them worked perfectly. Three groups used pictures for their presentations they got from the Internet. In general they preferred pictures over text. In their presentations they automatically used English terminology instead of Dutch words. Examples of such terminology were: cool, powered by, future energy, share, Enecofy, electricity, and 'fucking' as adjective.

Process in general: What was presented or done preceding the assignments in the plenary sessions, was of influence in the perception taken on by the groups. This may well have been one of the reasons why they chose to go for solutions they thought to be feasible instead of approaching it in a green field manner. In general the participating Gen Y-ers also perceived electricity as being the meaning of energy, leaving gas and heat out. The facilitator that knew her way around young people was crucial for a positive dynamic during the event. The facilitator of this event clearly had the respect of the participating Gen Y-ers. The background information that was made available to the groups to use in their assignments if they deemed necessary, wasn't consulted at any time during the day.

The event described above took place with a relatively small group if you take the whole Dutch population in the age of 17-27 into account. That is why a broader population was asked to give their opinion on future energy supply in the survey in the next section. This survey was part of phase 2 in order to support or rule out findings out of the group discussion.

14.4 SURVEY; RELEVANCE ENERGY SUPPLY FOR GEN Y

Together with Eneco the survey was performed, in order to learn more about Gen Y's perception concerning energy supply and sustainable energy supply in particular. The survey has been very useful as far as Eneco and the researcher wanted to collect data in relation to the large population of Generation Y within a relatively short period of time, with the intention to make general statements about that population.

In the survey a population of Gen Y-ers was presented with questions in relation to their knowledge about energy supply in general, their thoughts on sustainable energy supply and their behaviour in relation to energy consumption. They were invited to participate by direct mail with an internet-link to the online questionnaire. The population of N=1000 respondents was reached by the process of: 1) an invitation mail, 2) a reminder mail, and 3) a new invitation mail to non-respondents based on the previous reminder; this new email contained a different description of the topic, with a link to the same survey. The respondents for this survey were selected in the age between 17 and 27, based on probability sampling. The selection and results were categorized[393] into: education (laag (basis/lbo/mavo), midden (mbo/havo/vwo), hoog (hbo/wo)), age (17-22 and 23-27), and gender variables in the Dutch population as known in the "MOA Gouden Standaard" (which is based on CBS-data), in order to acquire results that were representative for all Dutch people in the age between 17 and 27 years. The respondents were already registered as known persons in the research database of IPSOS[394,] which means that they are asked on regular basis to participate in surveys and other research methods. Their general background characteristics were divided in four categories: 1) statistics of demographic (f.e. gender, age, education), 2) statistics of household (f.e. household size, gender and age of other persons in the household, income, region), 3) statistics of profession (f.e. type and level of profession, industry, company size), and 4) Internet and telephone use (access, frequency of use, ownership of mobile phone, phone providers). As incentive the respondents earn 'viewpoints' with which they could save up for gifts from the online gift-shop exclusively accessible for representatives registered in the IPSOS database. The population of participating Gen Y-ers that responded in the end had the following composition:

- Gender: Female = 494, Male = 506
- Age: 17-22: 54,9%, 23-27 = 45,1%
- Education: low = 13,3, middle = 49,3%, high = 37,4%
- Living situation: @home = 44,5%, otherwise = 55,4%

[393] To validate the total online population of the panel against the Dutch population IPSOS uses their RDD telephone omnibus, the Market Scanner, for purposes of continuous data collection on the online population.

[394] http://www.ipsos-nederland.nl/ (29-10-2013); Ipsos Synovate's permission database of more than 50.000 Dutch respondents (>15 years of age), who are recruited randomly and asked for information with different channels: telephone (CATI) by the Callcenter, face to face (CAPI) by the Fieldcenter, and the Internet (permission e-mail). The database is dynamic and the panel ISO 26362 certified.

- Geographic spread over The Netherlands[395]: the three big cities and border communities = 15,6%, West = 28,9%, North = 12,4%, South = 20,3%, East = 22,8%,
- Level of knowledge regarding 'energy' according to the respondents themselves: low = 13,6%, average = 62,8%, high = 23,6%
- Deciding role choice of energy supplier: end decision = 20,3%, co-decision = 34,4%, no role[396] = 45,4%
- Entrepreneur: yes: 4,9%, plan to be soon: 12,4%, no: 82,7%
- 50,3% considers themselves socially engaged

The results showed that sustainable energy for Generation Y means energy that is generated with renewable energy sources so it isn't damaging to the environment and climate. They already recognise energy supply in terms of renewable energy sources more than in terms of fossil fuels. Maybe this is because they can identify energy generation based on renewable energy sources better in the landscape than they can energy generation based on fossil fuels. Renewable energy sources are literally closer to home, where fossil energy sources are more concentrated around industrial areas. This recognition of energy supply in terms of renewable energy sources may also lead to their conviction that The Netherlands is more sustainable than other countries. Recent studies however show that this assumption in fact is not true. Perceiving energy close to home can also be recognized in the relation Gen Y makes with the application of energy. The activities, appliances, devices, and situations they mention all relate to peoples' daily lives. According to Gen Y-ers energy is applied to supply in their basic needs, free time activities and in doing household related chores. This supports the findings of phase 1 and Youth Energy Day. Although 66% (12% high, 54% somewhat) of the Gen Y-ers says to consume energy in a conscious manner, they appear to be mixed in their actions. The more obvious measures are being taken easily, but measures that conflict with their convenience or for which they really have to make an effort, are not popular and get less priority in their energy saving behaviour. It can be said that in general the female Gen Y-ers are more sustainable in their thinking and their actions than the male Gen Y-ers, and the high educated more than the low educated. Also the population older than 23 years of age does better in energy saving than the population that is younger. For almost

[395] Nielsen regions
[396] Others decide for them

half of the population it is valid to say that there is room for improvement. They recognize that they can do better, and rate their sustainable behaviour with an average of 6.3. Nevertheless they consider themselves doing better at sustainability than their immediate vicinity and the Dutch population in general. Four in ten Gen Y-ers say to be worried about the future of energy supply though. According to 65% of the Gen Y-ers sustainable energy is the only way to supply in the increasing need and according to 71% sustainable energy is a precondition for economic growth. They are willing to take own responsibility in this as long as the government stimulates energy self-reliance of civilians and developments in sustainability. In the end they think that energy companies and the government are responsible for the overall sustainability of energy supply. Generation Y does not really make clear what their level of interest is where affordable energy, available energy, and clean energy are concerned. But when it really comes down to the content of their wallets they choose availability over clean. They however don't deny their own impact on availability, and think that it is important that they themselves and companies take the necessary energy saving into account as well.

More detail in relation to the results of the survey can be found in attachment C and the official IPSOS report can be downloaded at:

http://www.slideshare.net/Enecomedia/eneco-ipsos-hoe-denken-jongeren-over-duurzame-energie

In the next section the design requirements of phase 1 will be supplemented with design requirements resulting from phase 2.

14.5 DESIGN REQUIREMENTS PHASE 2

The results of phase 2 support the supposition from phase 1 in that the topic energy supply is not an easy topic to engage Generation Y with. Energy supply is not tangible and speaks little to their imagination at first sight. It is not a topic they have to worry about, because energy is always at their disposal when they need it. Furthermore it is hard to categorize the population of Generation Y in relation to energy supply, while at this stage in their lives so much is going on. In other words: energy supply is just not high on Gen Y's priority list. Energy supply becomes of interest though when they find themselves forced to think about it. They state that they will really feel the need to think about energy supply, when they are confronted with the absence of energy. This confirms that energy supply should be

made relevant to Generation Y at their terms, if you want them to get involved in the topic. Otherwise energy supply remains a topic that the government and energy companies need themselves be concerned about, without youngsters wanting to be involved with.

Youth Energy Day showed that the set-up of brainstorming together in teams about an assignment worked well. The participants took it on seriously and were very eager to come up with the winning solution. Not just because they could win a prize, but also because they appreciated being asked for their opinion by a company like Eneco. They felt comfortable to interact with the Eneco employees and stated their opinion freely, because Eneco adopted an open attitude towards them on important matters. Here the chemistry between a specific group and specific Eneco employee did matter though. The better the Eneco employee could make the connection, the better the group responded. This became clear, because during the event the coaches shifted teams. The responses of the teams to the same coach were more or less similar. In short, the teams needed positive stimulation, because it was difficult for them to approach the topic of energy.

With regard to the design requirements the following will be taken to the next phase in the participation process:

Form: Working face-to-face in teams, while trying to solve problems described in assignments, should also be incorporated in the next phase. Again direct communication between participants and Eneco employees should be part of such an event. The fun factor and having a nice time is here most important as well as having a facilitator who structures the day and manages the participants. Use of background information should be evaluated in relation to the content and availability of that information.

Content: Here lies the biggest learning point. The topic of energy supply should be made more tangible than was done during Youth Energy Day. Relating energy to daily use brings energy close to home, which is good. But creating visions about future energy supply just takes the topic further away from Gen Y's world. This implies that interpreting the "in strategy" part of the leading question in terms of "strategy making" in relation to this topic is not the way forward.

Incentive: the incentives worked well. These should therefore be part of the next phase as long as they are synchronized with the effort the participants make.

Overall organization: Good food, drinks and snacks were appreciated well. The next phase should have these basics covered in combination with an attractive location and compensation of direct costs made by the participants in relation to the event.

In what way these design requirements have been taken into account of phase 3, will be described in the next chapter.

15. PHASE 3: CO-CREATING ENERGY SUPPLY SOLUTIONS

In the design requirements resulting from phase 2, the requirement concerning *content* stated that the participation should not consider energy supply in terms of future scenarios but in more tangible terms. The conclusion was that the participation with the future energy consumer should not be concerned with strategy *making*. The strategy content should be made more tangible. That is why in phase 3 of the empirical journey, the emphasis was laid on strategy *implementation*. In phase 3 the different design criteria of phase 1 and phase 2 were combined in the design of a quasi-experiment. The objective was to explore the interaction between Eneco and Generation Y, by creating a real-life situation in which they participated in the co-creation of a tangible energy product of strategic importance to Eneco. The results of this field-experiment were to lead to a better understanding of "how to involve the future energy consumer effectively". The data collected in this phase can be found in the additional research material underlying this thesis (folder: Phase3_Quasi_experiment).

15.1 SET-UP ENECO ENERGY CHALLENGE

The design of the quasi-experiment was created based on conversations with Jong&JeWilWat[397], Eneco, and SAMEEN[398]. Eneco had the explicit requirement that it wanted to work on something more concrete that was of strategic importance at the same time. Together it was decided that with the results of the previous phase in mind, phase three should be put together as co-creation project in the form of a competition between participating Gen Y-ers in teams working on the next generation Toon®. Jong&JeWilWat and SAMEEN were asked to take the lead in this project. This was done for two reasons:

1 both Jong&JeWilWat and SAMEEN are members of Generation Y and, as premise, therefore know better how to relate to other Gen Y-ers

[397] http://jongenjewilwat.nl/
[398] http://www.sameen.nl/

2 in order for the researcher to take a more observing role instead of an organizing role

The co-creation was presented as the Eneco Energy Challenge; Toon®3.0, and organized in name of Eneco[399]. The challenge covered a three month period which started 24 May 2013 and ended 15 July 2013. The participating Gen Y-ers had been invited through different channels[400]. The Facebook event and the invitation on the site of werkenbijeneco and Eneco's intranet resulted in the highest turnout, due to the mouth-to-mouth-effect among peers. Five of the participants also participated in the group discussion mentioned in phase 2. Others were relatives (family) of Eneco employees[401], or scholars at Fontys. Again the invitation was set to attract boys and girls at different levels of education, residing throughout the Netherlands in the age between 17 and 27. Members of Generation Y could sign up based on self-selection as long as they met the previous mentioned requirements. The Gen Y-ers and Eneco employees that signed up for the event automatically participated in a panel research to fill out a questionnaire before the experiment process started and another questionnaire after the co-creation ended. Because so many things were going on during the co-creation competition and I, being the researcher, would simply not have been able to make notes of all, a combination of film, audio, written notes, digital notes, filled questionnaires, Basecamp[402] and presentations were used to record the data of this project.

The design criteria mentioned as the result of phase 1 and phase 2 were taken into account in the following way:

Form: The quasi-experiment of co-creation was formed as a challenge between competing teams of Gen Y-ers. The co-creation was setup as a combination of three separate face-to-face interaction moments and multiple online interaction moments between Eneco employees and members of Generation Y. In order to stimulate the co-creation between the teams and Eneco, the Eneco employees could be asked freely for input or explanations during the project. During this phase

[399] Text invitation: http://jongenjewilwat.nl/win-1000-euro-met-de-eneco-energy-challenge-toon-3-0/ (14-10-2016)
[400] The channels were: intranetsite of Eneco, internetsite werkenbijeneco.nl, Facebook, Fontys internetsite
[401] other employees than the Eneco employees participating in the research
[402] https://basecamp.com/ An online cooperation platform

of the empirical journey, they were not assigned to one team, but functioned as a kind of pool of Eneco coaches.

The three physical gatherings of The Eneco Energy Challenge were named Kick off Day, Challenge Day and D-Day. These days were organised as follows:

Kick off Day was designed as: a combination of two plenary sessions during which different items of the content were explained, two informal sessions during which the participating Gen Y-ers could get to know each other and form teams, and one workshop session during which the teams could think and agree about how they were going to approach the assignment of the challenge. (see agenda in attachment E)

Challenge Day was designed as: a combination of two workshop sessions during which the teams worked on their concept of Toon®3.0, two informal gatherings to get energized as well as relaxed, and one plenary session during which each team presented their concept to the jury followed by the jury's choice for the two winning teams. The day finished with a social activity to thank all participants for their labour, input, and results. (see agenda in attachment E)

D-Day took place for only those two teams that were selected at the end of Challenge Day. In the time between Challenge Day and D-day the two teams had time to professionalise their concept with help of an Eneco coaching team. During D-Day the two teams had the opportunity to present their concept of Toon®3.0 in front of a prominent Eneco jury. A drink was organised at the end of D-Day which ended the Eneco Energy Challenge. (see agenda in attachment E)

In order to facilitate the online interaction moments between team members and between teams and Eneco employees, an *online cooperation platform* was licensed. Here the teams could share data and work together with their team members and with Eneco employees at physical distance of each other. This online platform had to have certain features that enabled participants and employees to work together in a secured environment. Basecamp was specifically selected for this co-creation project.

Content: The co-creation meant a change of perception of the research question, from a focus of "to involve the Generation Y in the development of the Eneco

strategy" into a focus of "to involve Generation Y in the implementation of the Eneco strategy". This change of focus was made for two reasons:

1. Both the groups discussion and the survey showed that 'energy supply' alone wasn't that much of an interesting topic to keep Generation Y involved in the strategy during a longer period of time. Strategy making regards energy supply too far ahead, while strategy implementation regards energy in a more tangible manner. The issues that are to be covered in strategy implementation can be handled in a much more concrete manner, which then appeals to Gen Y's imagination better. Generation Y likes to see their input have a more direct impact on matters relevant to a company. The research focus therefore shifted on the elements that do interest Gen Y in relation to the interaction with a company. These elements are: to have a say in topics that matter, compete with each other, and work together with their peers in creating a solution for a company's strategic problem.
2. A more practical reason was the willingness of Eneco to spend time and money in phase 3 of the research. Eneco wanted to have the prospect on a more concrete outcome for strategic matters they handle with for a year ahead. It was therefore decided to search for a case that had relevance for an existing strategic product/service combination to do the field experiment for.

The topic of energy supply has been made more relevant to Generation Y by laying the focus on the creative improvement of a concrete product/service combination. The choice of this concrete product/service combination arose from conversations between Eneco, facilitator and researcher. This resulted in a pragmatic choice in which the focus could be laid on a practically applicable assignment for Generation Y that at the same time served an Eneco specific interest. The concrete product/service combination that was chosen was the thermostat Toon®. The Toon® is a smart device that is strategically positioned as proposition in the consumer market that contributes to the "Energy Saving" part of the strategic framework.

Background information on both the strategy of Eneco and the role of Toon® as a product within that strategy was first explained at the Kick off and later made available on the online platform. On top of that background information on youth spending behaviour and youth trends was made available on the online platform for those teams that specifically asked for it. In order to facilitate the teams, a demo version of Toon® was made available at the locations where the physical gatherings took place. This demo version was made available with the intention to

give the teams the opportunity to experience the look and feel of Toon® that was supplied to customers in practice. Furthermore each team had the availability over the corporate identity elements, like logo, colours, animations and company fonts and pictures of Toon® on the online platform. This way the teams had the opportunity to present their concept as it were already an Eneco story.

Incentive: The intended incentives attached to the Eneco Energy Challenge for the participating Gen Y-ers that are similar to phase 2 are:

- the participants could meet and interact with new people
- the participants had the opportunity to come up with new ideas and creative solutions of strategic importance to a company
- the participants could have a well-cared-for experience

Because the Eneco Energy Challenge would ask more effort from the participants, these incentives above were completed with the opportunity to win a significant cash price, and a certificate to put on their resume.

Overall organization: In the overall organization the following aspects were taken care off:

- In order to take school days into account and the requirement that the participating Gen Y-ers should have enough time to travel from all regions of The Netherlands to the locations of the event, the physical gatherings took place as follows:
  - Kick off took place on Friday 24 May 2013 at the Eneco location in Rotterdam. The day started at 17:30 o'clock and ended at 21:00 o'clock
  - Challenge Day took place on Saturday 15 June 2013 at Mediapark in Hilversum. The event started at 10:00 o'clock and ended at 20:00 o'clock
  - D-Day took place on Monday 15 July 2013 (holiday season) at the Eneco location in Rotterdam. D-Day started at 17:00 o'clock and ended at 19:30 o'clock
- During the project, enough and good food was served in combination with the availability of different drinks and snacks throughout the day
- The participating Gen Y-ers were compensated for all travelling expenses that were directly related to the co-creation project.
- To enable the two winning teams to professionalize their concept, both teams had a budget available that they could spend on it if they deemed necessary.

- The locations where the gatherings were planned had a certain appeal to them and were within easy reach of public transport
- At the locations the participants had access to Wi-Fi and Internet.

15.2 REALIZATION ENECO ENERGY CHALLENGE

Thirty Gen Y-ers in the in the age 17-27 participated in the Eneco Energy Challenge. Of the Eneco employees, five participated in this co-creation. One research observer attended the event next to the researcher. The population of participating Gen Y-ers was formed in the following way:

- Gender: Female = 12, Male = 18
- Age: 17-22: 73%, 23-27 = 27%
- Education: low = 7%, middle = 23%, high = 70%
- Living situation: @home = 53%, otherwise = 47%
- Geographic spread over The Netherlands: South[403] = 33%, Middle[404] = 60%, North[405] = 7%
- Entrepreneur: yes = 37%, no = 47%, unknown = 13%
- Deciding role choice of energy supplier: end decision = 10%, no role = 90%
- 6 (20%) Gen Y-ers said not to have foreknowledge about the topic energy
- 29 (96%) Gen Y-ers said to (sometimes) consider energy in a conscious way
- 26 (86%) Gen Y-ers said to know what Toon® is

This profile of participating Gen Y-ers is different from the profile of Gen Y-ers that participated in Youth Energy Day. The turn-up was higher than for Youth Energy Day and before the Eneco Energy Challenge started, the response to the invitation was so high that even a waiting-list was in order. Compared to Youth Energy Day, more 'older' Gen Y-ers signed in, the spreading of education differed in favour of low and highly educated Gen Y-ers, less Gen Y-ers still lived at home, most of them lived in the Middle of The Netherlands, and a lower percentage of entrepreneurs signed in. Of the participating Gen Y-ers in Eneco Energy Challenge less say to have foreknowledge of energy, while at the same time they are more conscious of their energy consumption than the participating Gen Y-ers in Youth Energy Day.

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[403] Regions: Zeeland, Noord-Brabant, Limburg
[404] Regions: Zuid-Holland, Utrecht, Flevoland, Gelderland
[405] Regions: Friesland, Groningen, Drenthe, Overijssel, Noord-Holland

When the participants were asked to sign up for the event, they were also asked some questions about: 1) the reason why they signed up for the event Eneco Energy Challenge and 2) their definition of co-creation. The participating Gen Y-ers signed up for the Eneco Energy Challenge for very different reasons. Some of the Gen Y-ers just like to participate in challenges or be creative with others. Other Gen Y-ers wanted to help Eneco and make other young people aware of the importance of energy. Some of the Gen Y-ers had just finished their studies (or were about to) and therefore wanted to get to know Eneco as a company and gain experience in working with a company or even specifically in the field of energy and sustainability. Other Gen Y-ers already worked at Eneco and wanted to improve the Toon® with the experiences they gained from customers. And a couple of Gen Y-ers thought the Youth Energy Day they participated in was such a nice experience that they wanted to continue to participate in Eneco's youth participation process.

The Gen Y-ers that signed up for the challenge gave as feedback that they appreciate it that Eneco showed the intention to take youth participation to the level of co-creation. They believed that they were able to come up with a fresh look at things, which Eneco could benefit from. They also had expectations about how this co-creation would be applied. According to the participating Gen Y-ers the co-creation implied that it be an opportunity to create new ideas together in open space with each other. This meant that everybody's contribution would be regarded with an open mind and that the participants would be treated as equivalents. They saw the interaction as a flow of contributions to each other's ideas, which would make the outcome better. The co-creation was considered successful when:

- participants feel valued for their contribution
- participants are stimulated to actively create something different in practice
- participants feel proud about the co-created outcome
- the company uses the outcome of the co-creation

The intention with the co-creation was to create a concept of a new version of Toon® [406] with specific attention to its attractiveness for Generation Y. The assignment read as follows:

"Come up with a concept of Toon®3.0 in which the thermostat is more responsive to young peoples' needs, experiences, and perception of reality. The concept should be attractive to members of Generation Y in such a way that they will be more aware of their own energy consumption and that they would be willing to stimulate others to save energy."

In the concept mentioned in the assignment, the following aspects had to be covered:

- What would the proposition in the market be
- The concept has to have a clear connection with the vision of Eneco
- Prototype or make its (new) look and feel apparent
- What is the functionality (new features) about
- Make an estimation of what the costs would be to make the concept reality

The results from phase 2 of the empirical journey had shown that Gen Y-ers themselves didn't perceive it as being easy to categorize young people in target groups. In this assignment therefore the participants were advised to take a specific group of young people in the age 17-27 in mind. Groups like: students, starters, and young people living at home were given as exemplary target groups. The precondition given to the assignment was that it had to be possible for Eneco to implement the ideas within a six month period.

In the next sub sections, the co-creation experiment will be described along: the physical gatherings: Kick off Day, Challenge Day, and D-Day. This will be followed by the participants' feedback and appreciation of the project.

[406] https://thuis.eneco.nl/energie-besparen/toon-thermostaat/ (29-10-2013)

15.2.1 RESULTS KICK OFF DAY

The objective with Kick off Day was: a) to have 6 teams at the end of the day, and b) the assignment explained and understood. The teams were not organized by the researcher but by the participating Gen Y-ers themselves. In a relatively short amount of time they had to get to know each other in order to form, what they believed to be, the winning team. In support of getting acquainted with each other a game of cards was played. The goal of the game was that the participating Gen Y-ers would:

- talk to as many people as possible in a short amount of time
- find out who is good at what and what his/her qualities are
- get to know someone on a more personal level.

After the game pizza was served and the participants had the opportunity to get to know each other better by talking to each other in an informal setting. This diner was followed by the team formation, during which they had to form teams together of 5 Gen Y-ers per team.

After the teams were formed, Eneco explained the assignment and gave background information about the Toon® and the use of Basecamp in a plenary setting. Each team then had the opportunity to think about their plan of approach for the challenge in a workshop setting. They were asked to think about: 1) how they interpreted the assignment as a team, 2) which specific target group of young people they aimed for, and 3) what they would do in preparation of Challenge Day. These plans of approach were pitched to the Eneco employees and the facilitator, while the researcher observed this interaction. The presentation of these plans, originally were planned as a plenary activity. However after the teams were formed the challenge immediately began for the Gen Y-ers. This meant that all the teams wanted to pitch their plan of approach apart from the other teams in order not to give the competition insight in their ideas.

At the end of Kick off 73% said to look forward to continuing participating in the Eneco Energy Challenge even more; 10% said not to look forward more (but also

not less)[407]. The participating Gen Y-ers organised themselves in the following six teams, presented in the table on the next page.

	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6
Gender						
# female	3	2	2	3	0	2
# male	2	3	3	2	5	3
Age						
% 17-22	100	100	40	20	100	80
% 23-27	0	0	60	80	0	20
Education						
% low	0	0	0	0	20	20
% middle	20	40	0	20	60	0
% high	80	60	100	80	20	80
Living situation						
% @home	80	40	20	20	100	60
% otherwise	20	60	80	80	0	40
Entrepreneur						
% yes	20	40	20	40	80	20
% no	40	40	80	40	20	60
% unknown	40	20	0	20	0	20

TABLE 3; TEAM IDENTITIES

In order to highlight the differences and similarities between the teams, the figures on the next pages show in what way they relate to each other. In figure 10, the teams have been categorized based on the level of education in relation to the entrepreneurship within the team. With the colours pink and blue the relation in gender per team is shown (pink = ♀, blue = ♂). The one team that has mostly middle educated team members is the team with the highest percentage (80%)

[407] and for 17% such a statement is unaccounted for due to the percentage of responses of the evaluation at the end of Challenge Day.

entrepreneurs. The higher educated Gen Y-ers seem to be less entrepreneurial. In figure 11, the teams have been categorized in their chief points of age and living situation. Again the same colours of gender have been applied. As can be noted, the younger Gen Y-ers live mostly at home, while all the older Gen Y-ers no longer do.

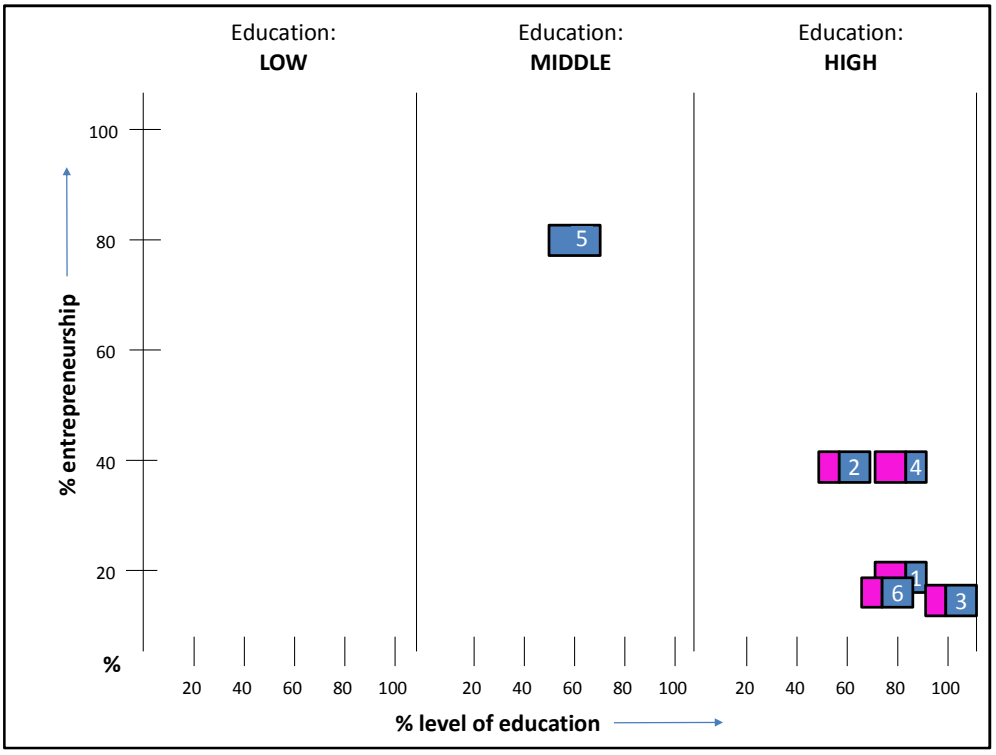

FIGURE 10; RELATION LEVEL OF EDUCATION AND ENTREPRENEURSHIP PER TEAM

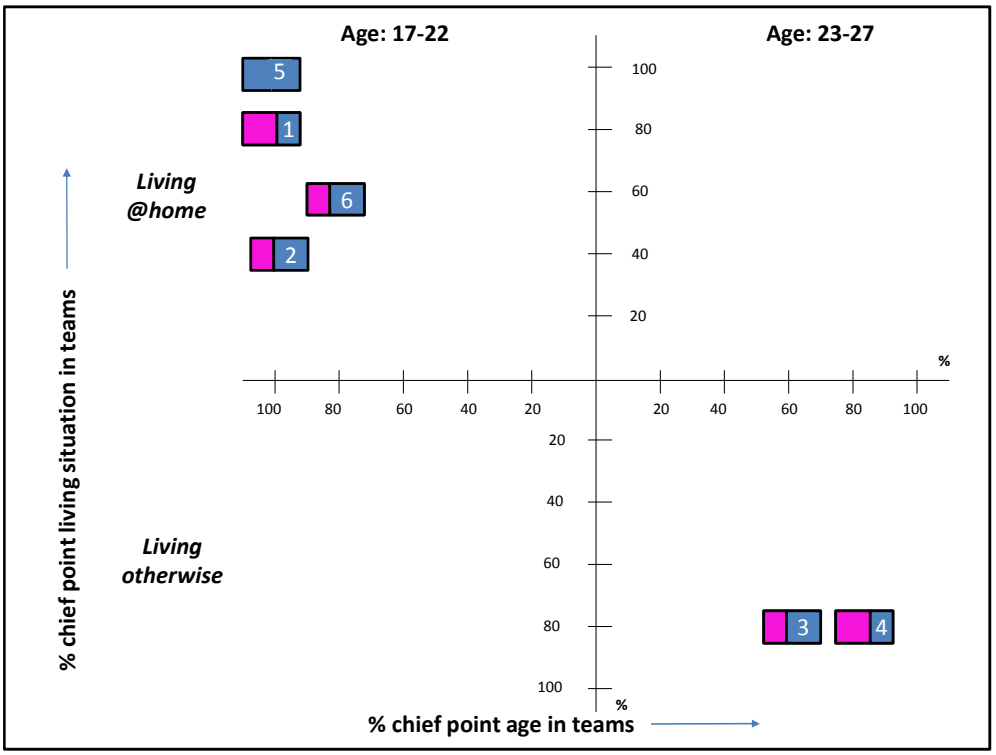

FIGURE 11; RELATION AGE AND LIVING SITUATION PER TEAM

15.2.2 RESULTS CHALLENGE DAY

The objective of Challenge Day was for the teams to work together face-to-face on the assignment, which would be followed by the announcement of the two most promising ideas a jury had chosen. The teams slightly changed just before Challenge Day, because of three cancelations and one addition of participating Gen Y-ers. In Team 1, one of the girls cancelled due to school work, in Team 4 one girl cancelled due to a job interview and one girl cancelled due to illness. Team 6 was accompanied with one boy extra in the week after the Kick off. The changes in participants were the hardest on Team 4, because during Challenge Day this team had to work with only three persons instead of five.

Challenge Day started with an energizer after the participants had arrived at the location. This 15 minute-energizer was meant to provide the teams with the energy

needed to work on their assignment and have fun at the same time. The teams then were divided over different rooms in order for them to work together and not be interrupted by the other teams. During the first working session, the Eneco employees walked from team to team and monitored the teams' progress. When asked or needed they provided the teams with the necessary input, which sometimes gave reason for discussion between team and Eneco employee. After the first working session during which the teams worked for two hours, lunch was served. Some teams took the time to relax, other teams worked while eating. The lunch was followed by the second energizer to get over the so called 'lunch dip'. Then the Eneco employees and facilitator actively visited each group to hear what they were heading for in their ideas. During this visit, it stood out that none of the teams perceived the target group "young people in the age 17-27" as being THEM. They then were specifically asked to look at their ideas and judge it also from a more personal view. The facilitator helped the teams to filter their central theme from their ideas to focus on during the next working session. Another thing that became clear was that the teams would need more time to present their concept in front of the jury, so the day planning was adapted to give the teams more time.

At the end of the second working session it was time for each team to present their concept. After the teams presented their outcome of the challenge the jury considered not only the results presented, but also the overall progress the teams made during the day. For the overall progress they consulted the Eneco employees that interacted with the teams during the working sessions. This resulted in Team 3 and Team 5 being chosen the winning teams. The concepts the teams presented are shown in attachment D. To thank the Gen Y-ers for participating in the Eneco Energy Challenge, the day ended with a social event. Together with the Eneco employees the Gen Y-ers had a drink, a chat and a laugh while bowling. All the Gen Y-ers who participated in Challenge Day and who gave feedback on the Eneco Energy Challenge, responded that they enjoyed participating in the co-creation.

For Team 3 en Team 5 the challenge did not end with Challenge Day. They were given the next month to take the jury comments into account and professionalize their concept. In order to intensify the co-creation between Eneco and the winning teams, two Eneco employees were assigned to each team. The Eneco employees were responsible for keeping in contact with their team, and actively seeking the interaction to help (not steer!) their team along.

15.2.3 RESULTS D-DAY

The objective of D-Day was to select the winning concept. In preparation of D-Day the two winning teams each physically met once with their coaches and once as team. Both teams had taken the comments and advice of their coaches seriously and had taken some of it into account of their improved concepts. The budget that was made available to them was used to compensate the travelling costs they made to meet each other face-to-face. However, the intention of Eneco with this budget was to compensate other kind of costs, like material needed to make a prototype of the Toon®3.0.

Both teams made their last minute changes to their presentation and then the two teams presented their professionalized concept in front of a prominent jury consisting of:

- Eneco's manager of Commerce representing the 'client' of the assignment,
- Eneco representative of the Board of Directors, with specific interest in customer participation, and
- a marketing guru[408] with knowledge on youth communication particularly.

The teams were given half an hour to give their best performance and convince the jury why their concept should be the winning concept The teams worked really hard and gave their best to convince the jury of the value of their concept. On the other hand the teams challenged Eneco with their Toon®3.0 to make it more attractive for a younger public. After the presentations, each member of the jury had the opportunity to ask one question to have the teams clarify parts of their concept in little more detail. The jury judged the concepts presented by the team based on the following criteria:

1. To what extent is the assignment worked out in the team's concept;
   a. Has the team chosen a specific target group of young people and have the needs and perception of this target group been taken into account of their concept?
   b. Does the concept make young people aware of energy need/consumption?
   c. Does the concept stimulate young people to save energy?

[408] http://www.bureaucoen.nl/team/

2. Did the team cover the aspects sufficiently that were indicated in the briefing of the assignment;
3. Does the concept meet the preconditions laid out in the briefing of the assignment;
   a. is unique/creative/innovative
   b. can be implemented within six months
   c. is in line with the vision of Eneco

After serious debate Team 3 won the challenge. The jury commented that although they appreciated that Team 5 dared to challenge the boundaries of the assignment by looking further ahead to Toon4.0, Team 3 focused with their concept better on the target group and worked the assignment out better with their concept. D-Day ended with a drink during which the participants informally looked back at the challenge.

After this representation of the Eneco Energy Challenge; Toon®3.0, the next section will go into the evaluation performed based on a post panel research.

15.3 EVALUATION ENECO ENERGY CHALLENGE

In this section I will evaluate the field experiment of co-creation based on feedback from the participating Eneco employees and participating Gen Y-ers, and based on the observations of the research team. The feedback from the participants was collected in an online panel research after Challenge Day for the participating Gen Y-ers and after D-Day for the Eneco employees. Of the 30 participating Gen Y-ers 25 participants entered the online panel research. Of these 25 responders 2 couldn't attend Challenge Day. Of the 5 participating Eneco employees 4 participants entered the online panel research of which 1 couldn't attend D-Day. If you'd like to get an impression of the Eneco Energy Challenge surf to https://www.youtube.com/watch?v=8Eez5acl0W0

In the evaluation the following items were taken into account, which will be elaborated on next:

- Reason for participating
- Team formation

- Provided background information
- Working together as team
- Interaction with the Eneco employees
- Online cooperation platform
- Facilities
- Balance effort for Eneco Energy Challenge and other activities
- Successfulness co-creation project

Reason for participating: The response to the invitation of the Eneco Energy Challenge was unexpectedly high; within a week 30 Gen Y-ers signed up and newcomers had to be put on a waiting list. At the end we switched names between waiting list and sign up list because of cancelations, leaving us with 10 cancelations, 1 Gen Y-er on the waiting list and 30 participating Gen Y-ers to start the co-creation with. This great response in itself is remarkable when only one third of the 30 participating Gen Y-ers say to participate often in challenges organized by companies and one sixth only sometimes[409]. As remark they say that they were attracted by the creative challenge, the cooperation with others and out of interest because of education or out of concern of energy and sustainability The latter being extra surprising because of the findings so far concerning the lack of interest for energy supply.

When they are specifically asked to give feedback on what they most appreciated about the Eneco Energy Challenge they responded that “To help (further) develop a product” (23%) and “To achieve creative solution” (23%) were at the top of their list of interest followed by “To get to know other people” (14%), “To work together in a team” (11%) and “To give a company my opinion” (11%). The picture below shows all the percentages and the responses given.

[409] This meant that one third doesn’t participate in challenges more often and one sixth unknown (of the 30 participating Gen Y-ers 83% gave feedback in the online panel research).

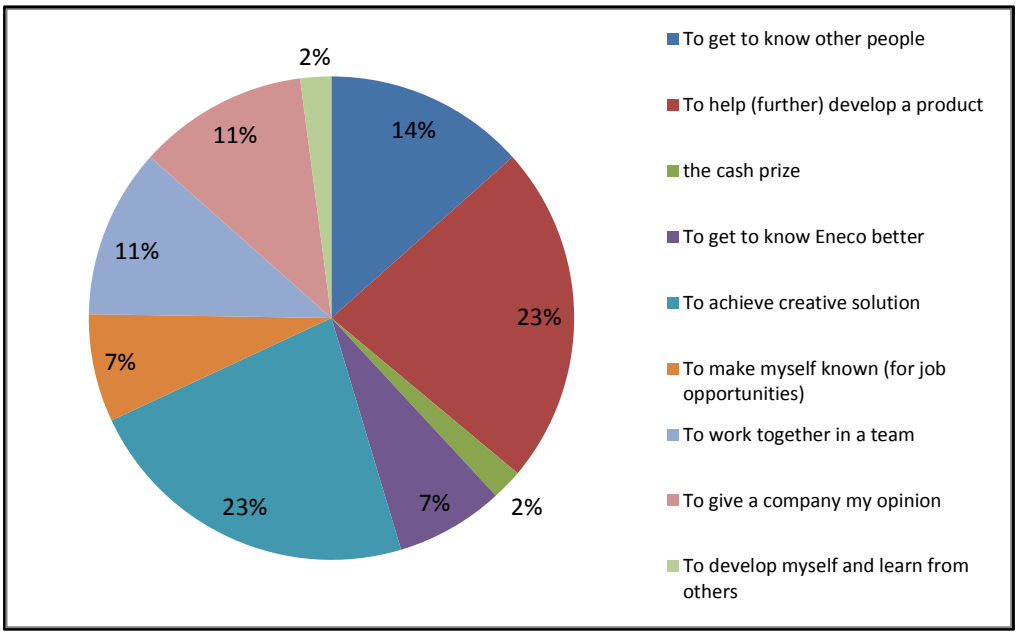

FIGURE 12; PARTICIPATING GEN Y-ERS' INCENTIVES WITH PARTICIPATING IN THE ENECO ENERGY CHALLENGE

Looking at the responses from a team perspective, it can be interpreted that Team 1 and Team 4 pursued "To achieve creative solution", while Team 2 and Team 3 laid their priority with "To help (further) develop a product". Team 5 and Team 6 on the other hand didn't discriminate one over the other and pursued "To help (further) develop a product" with "a creative solution".

Team formation: During Kick off Day, the teams were formed by the participating Gen Y-ers. They were able to get to know each other while playing the speed date quartet. The results of the evaluation show that, although most of the participating Gen Y-ers that gave feedback in the online panel research had fun playing the game (56% answered with 'yes' and 36% with 'in between'), they don't consider the speed date quartet a very successful medium to get to know each other well. Only 24% said that it helped them to get to know the others, while 32% said it didn't really help them. Only 36% thought that the game helped them a little in getting to know the other participating Gen Y-ers. After all, 84% responded that they managed to get into a fun team anyway. The remaining 16% said they at least got

into a nice team. The formed teams had the opportunity to agree on their plan of approach of the assignment. Of the participating Gen Y-ers, 96% said that they were able to agree on their approach well enough (60% answered with 'yes' and 36 % with 'in between'). Looking at these results from a team perspective, Team 1, Team 4 and Team 5 were most confident about their approach at the end of Kick off Day.

Provided background information: During the physical gatherings information was provided about: the assignment underlying the co-creation, the strategy of Eneco, the thermostat Toon®, and the use of the online cooperation platform. The feedback shows that of all the information provided, the assignment was best explained to the participating Gen Y-ers, followed by the strategy of Eneco. The background on the Toon® could however have been better. The element the respondents here missed cannot be derived from the results of the panel research though. They said that the explanation about the application of Basecamp could have been done better as well. More detailed information can be found in attachment G. In the end 52% of the responding Gen Y-ers say that they had the information needed to create Toon®3.0, and 32% say that they had at least enough information to come up with a concept. This suggests that more attention should be given to how the background information is brought to the participants. Interpreting the data from a team level perspective gives the picture that Team 5 had all the information they needed to create Toon®3.0, Team 6 a Team 4 had most information needed, and Team 3 had at least enough information. Team 1 and Team 2 were more divided on this item.

In the setup of this quasi-experiment, it was already mentioned that a lack of awareness was present among the participating Gen Y-ers that they could take themselves as reference for the target group mentioned in the assignment. The questions posed by the Gen Y-ers during the experiment suggested that they missed additional Generation Y specific information. Afterwards. the research team concluded that they also should have been giving attention to youth spending behaviour and youth trends specifically as part of the background information for all participants involved and that previous to the assignment. This way the information on the target group of young people in the age of 17-27, would have been better represented next to the information on Eneco and Toon®.

Teamwork: From the feedback given in the previous phases it was confirmed that Generation Y likes to work in groups and together create solutions to cases presented to them. The Eneco Energy Challenge was therefore based on working in teams also. As figure 13 shows, the participating Gen Y-ers said that they had enough time to create their concept, although 20% wouldn't have minded to have some time extra. Almost everybody believed that he/she was able to contribute to the team and that their input was heard by the others. Although not all agreed that the final result had the full support of all involved. Looking from a team perspective the feedback shows that the team members of Team 2 felt less heard and were the most divided about the outcome. Maybe they therefore also said that they didn't have enough time to agree on their discussions. Team 5 seems to have had the most agreement on the actual concept they presented to the jury. When the Eneco employees were asked to give their opinion about the effectiveness of working in groups during Challenge Day, they all agreed that this worked well.

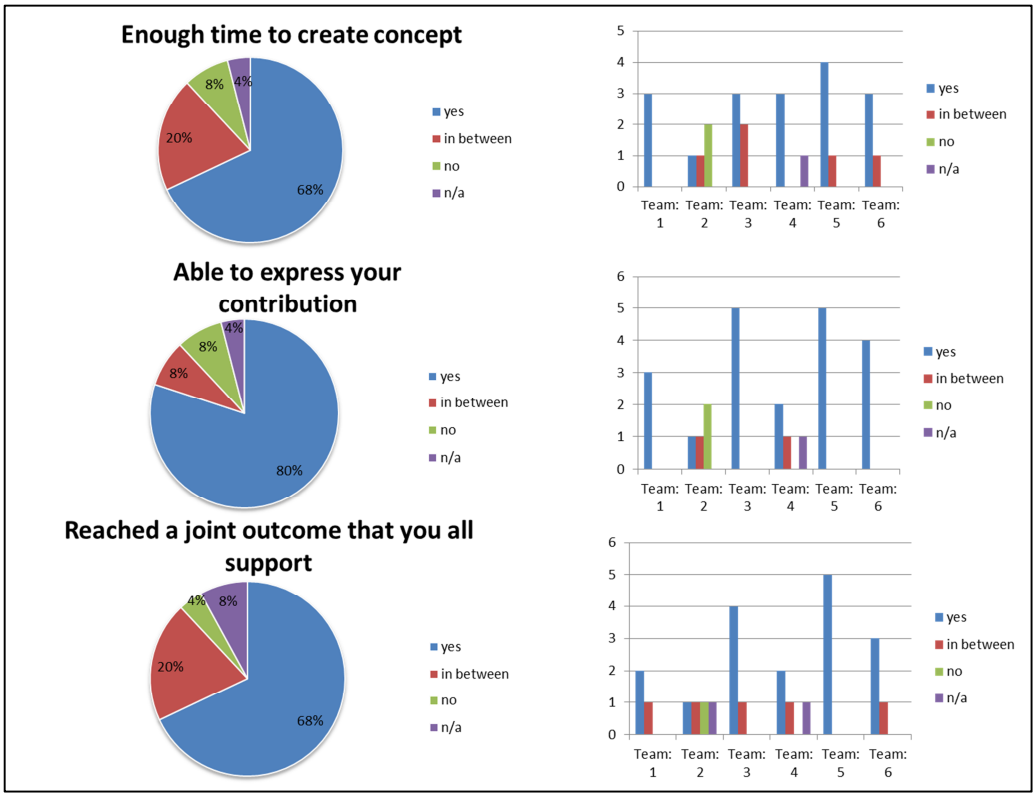

FIGURE 13; FEEDBACK ON TEAMWORK

Interaction with Eneco employees: It was important that the participating Gen Y-ers not only interacted with each other but also with the participating Eneco employees. The feedback given on Youth Energy Day in phase 2 made it clear that direct interaction between Generation Y and a company is appreciated, because it gives a personal touch to the participation. The results in figure 14 show that the participating Gen Y-ers thought that they were given enough opportunity to interact with the Eneco employees. However this interaction was not perceived only positively by all of them. Nevertheless, they all felt that they have been taken seriously by Eneco (except for one Gen Y-er). From a team point of view the results show that Team 1 was the least positive about the interaction, while Team 3 is the most positive about the interaction of all the teams involved. When asked to comment on the reason behind this perception, a team member of Team 1[410] clarified: "*I believe this challenge to be a bit messier than the challenge that took place in September. At that time one staff member supported you for a longer period of time. During the last challenge, the employees occasionally entered the room we worked in. They then gave their feedback all at once, while we were still in the middle of developing and refining the concept. I personally would have appreciated it more when one staff member was assigned to each group and had been more involved with our concept in that way (...)*"[411]. On the other side a team member of Team 3 commented: "*Eneco employees have been helpful in case we had any questions and they triggered us to think further.*"[412] Both comments show that personal contact with the Eneco employees is appreciated.

The participating Eneco employees think the following of the interaction that took place between them and the participating Gen Y-ers: *"(…) I think that we should have made clear agreements with the participating young people, how we envisioned the co-creation. We as coaches should have taken a greater role, I*

[410] Team 1 participated in both the Youth Energy Day and the Eneco Energy Challenge
[411] Translated by researcher: "Ik vond het wat rommeliger dan de challenge die in september plaatsvond. Toen kwam er 1 medewerker bij die je ondersteunde voor een wat langere tijd, nu kwamen er af en toe random medewerkers binnen die dan allemaal tegelijk feedback gaven terwijl wij nog middenin het ontwikkelen en bijschaven waren van het concept. Ik had het persoonlijk fijner gevonden als er 1 medewerker per groep wat meer betrokken was geweest bij ons concept (…)"
[412] Translated by researcher: "Medewerkers hebben ons goed geholpen als we vragen hadden en triggerden ons om verder te denken"

think." [413] and *"(…) Eneco should have seeked more cooperation with the groups."*[414] These comments show that the Eneco employees and the participating Gen Y-ers both appreciate direct interaction between employees and the participant and that it could have been done better.

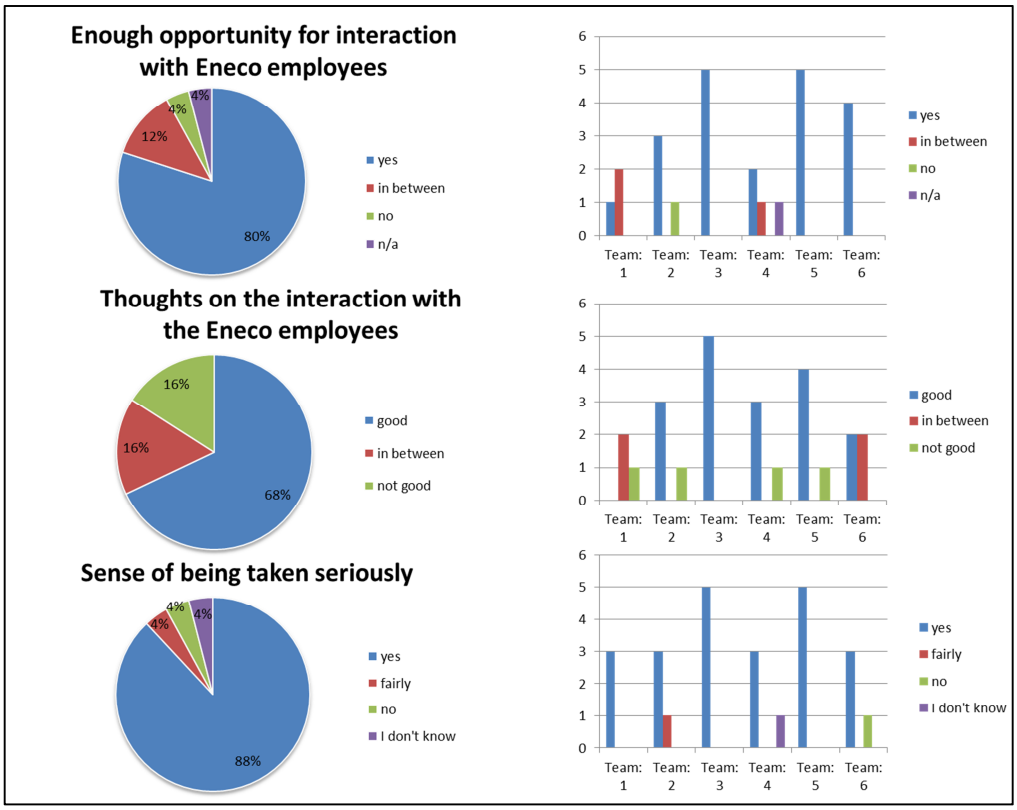

FIGURE 14; FEEDBACK ON INTERACTION WITH ENECO EMPLOYEES

[413] Translated by reseaercher: "(…) We hadden vooraf denk ik heldere afspraken moeten maken, ook met de jongeren erbij, hoe we de co-creatie voor ons zagen. We hadden als coaches een grotere rol moeten pakken denk ik"
[414] Translated by researcher: "Eneco had meer samenwerking op moeten zoeken met de groepen."

Online cooperation platform: The participating Gen Y-ers were given the opportunity to work together at distance of each other, using the online cooperation platform Basecamp. Basecamp was chosen, because it could comply with a level of security next to a level of ease of use. The level of ease of use was the precondition in order for Gen Y to use it for their online cooperation. The level of security had to do with the competitive sensitivity of the assignment; Toon® namely has a competitive and strategic proposition in the energy consumer market. Other demands therefore applied as well. For example it was not allowed that the teams shared data about the content of Toon® or their concept of Toon®3.0 on social media. The participating Gen Y-ers all signed a confidentiality agreement for that. On the other hand they were allowed to share with their peers that they were participating in a challenge concerning a co-creation project about Toon®. When asked, 92% of the respondents to the evaluation didn't perceive the security as a problem. Although in some cases it was a bit tedious for them. The participating Gen Y-ers were specifically told not to share any confident information on social media or otherwise about their assignment and their progress. On top of that the co-creation Toon®3.0 was of course based on competition between the teams and therefore each team had its own project space in the tool, which could not be viewed by the other teams. The Eneco employees, facilitators and researcher had access to all projects in order to monitor the teams' progress and to online answer question if these emerged in a team.

When asked about their experiences with Basecamp [415], only 36% of the participating Gen Y-ers say to have used Basecamp frequently and 30% indicated to have used Basecamp only sometimes. In practice the teams acted very differently in relation to this online platform. Team 1 didn't use it at all and Team 6 didn't use it until just before Challenge Day to share information. Team 2, Team 4 and Team 5 on the other hand, used it more frequently to communicate and share ideas and information. These teams also sought interaction with Eneco and/or the facilitators with specific questions. Team 3 can be placed in the middle as average user. It also has to be said that, even if teams did not use Basecamp frequently,

[415] The participating Gen Y-ers were asked to give their evaluation on the elements: intuitive use of the functionalities, posting content, brainstorming about and co-creating of posted content, interaction with other team members, mobile usability. Their answers had to be given in scores on a scale of 1-4. In the interpretation by the researcher, scores 1 and 2 have been combined in the interpretation: "not so good", and scores 3 and 4 have been combined in the interpretation: "ok"

this doesn't imply that they hadn't done anything in between Kick off and Challenge Day. For Team 3 for example, not much action was apparent from their use of Basecamp, but during Challenge Day they surprised the Eneco employees with their work done by inquiring their peers in a survey[416]. Only 44% of the Gen Y-ers said that Basecamp was intuitive in use, meaning that they could easily navigate between the different functionalities without background knowledge on the tool. Of the responding Gen Y-ers, 32% didn't think that Basecamp was that intuitive in use and because a number of the participating Gen Y-ers didn't use Basecamp at all or not that much, 24% simply doesn't know. The element "posting content" scored best with 60% of the Gen Y-ers giving positive feedback on that. Only 44% said that the tool supported brainstorming about and co-creating in that posted content though. The second best appreciated element by the Gen Y-ers was Basecamp's functionality supporting the interaction between team members, although this could be better supported with a chat-function. The "mobile usability" was an element not well-known among the participating Gen Y-ers who gave feedback; only 44% was familiar with this functionality and only 28% appreciated that in positive sense. Looking at the tool from a team perspective, the results of the panel research show that Team 3 is most negative about its ease of use and Team 4 most positive.

Use of Basecamp thus, wasn't a big success. When the Gen Y-ers are asked which features they missed, 28% comes with a suggestion. They seem to agree on Basecamp's lack in supporting interpersonal interaction which could be supported with a Skype-like functionality in combination with the ability to chat. The responding Gen Y-ers say that, in order to compensate some of the functionality they missed in Basecamp, they used the following alternative tools:

[416] The questions this team posed in their survey can be found in the additional research material underlying this thesis (folder: Empirical_data\Phase3_Quasi_experiment\Eneco Energy Challenge total\Results Challenge Day total\Basecamp\Team 3\attachments)

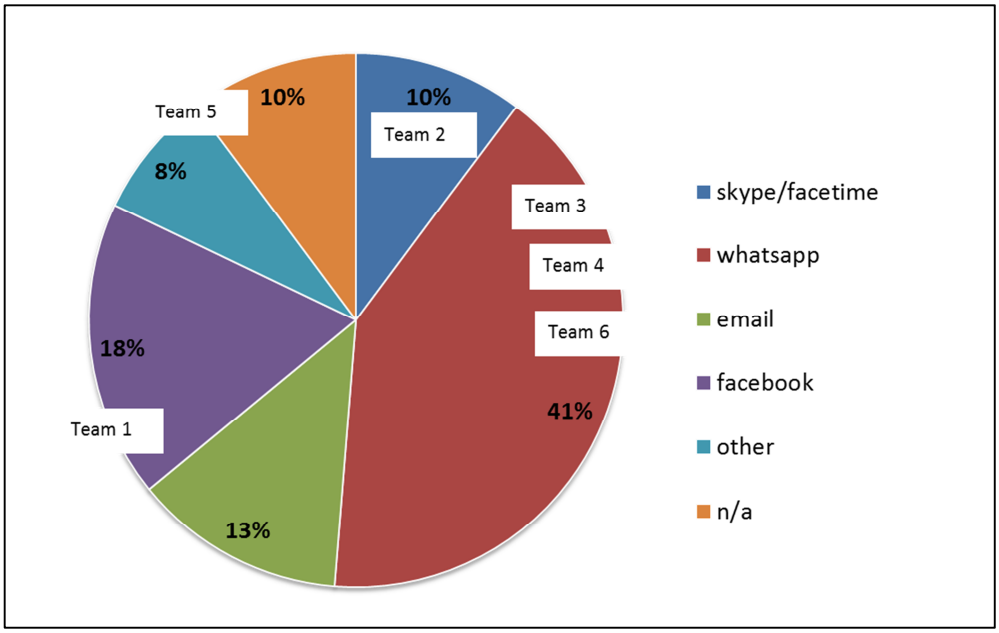

FIGURE 15; ALTERNATIVE TOOLS APPLIED[417]

For the Eneco employees Basecamp neither was an undivided success. They gave as feedback that in between the physical gatherings it worked partially. Here maybe the remark stated above about interpersonal interaction counts also. In the meantime the level of security worked well, which suggests that in the end the level of security in combination with the cost involved had priority over ease of use. Furthermore, the results presented under 'Provided background information' also suggest that we should have paid better attention to the explanation on the online co-creation platform, which would have enabled the participating Gen Y-ers to understand Basecamp better and our intentions with it.

Facilities: In the evaluation the participants were asked to give their feedback on the facilities and the food served at the locations, the time and day on which the

[417] In the slices the teams are mentioned. The tool represented by the slice was the preferred tool as alternative next to the other applied alternative tools

physical gatherings took place, and the travelling distance from home to the specific location of the gathering. In short Gen Y's feedback is positive on the overall organization of both the Kick off and Challenge Day. The travel time and distance of the location in Hilversum is less favoured over that of the Kick off, and the start time in the morning is for some Gen Y-ers a little early and some Gen Y-ers enjoyed the pizza less than they did the buffets. One Gen Y-er specifically commented on the lack of healthy food on the Kick off. The energizing activities were not a full blown success but "ok". On the other hand the social activity was a great success. And although no numbers are available the following tweet represents the laughter and conversations the researcher observed during the activity.

Balance of effort and other activities: Both the participating Gen Y-ers and the Eneco employees had to put in effort in The Eneco Energy Challenge next to their other activities. In the online panel research they were asked to give their feedback and comment if they could balance this effort. The results show that the Gen Y-ers managed to balance the effort needed for the challenge with their other activities, although not always that easy. In the design the facilitators and the researcher tried to take school activities into account of the planning as much as possible, but it was still the main activity that made it sometimes hard to participate in the challenge as well. And still 20% of the Gen Y-ers said that they in fact could not balance their effort for the challenge with their other activities.

For the Eneco employees the Eneco Energy Challenge meant that they had to divide their effort between the challenge and their other work. Nevertheless they commented that this was acceptable and doable for them. Because in the design the planning was tuned on the availability of Generation Y, the Eneco employees participated in the physical gatherings in their own time after work. None of the participating Eneco employees experiences this as a problem though. These results suggest that the effort needed is acceptable as long as such effort is not requested too often.

Successfulness co-creation project: Despite their efforts to create a concept in which young people in the age of 17-27 should become aware of their energy consumption, only 24% of the participating Gen Y-ers, who responded in the online panel research, said to think differently about their own energy consumption after participating in the challenge. This was expected to be higher inline with their own statements after Youth Energy Day (phase 2 of the research). There they stated that when young people would experience and be actively participating in energy supply related matters, they would become more aware that there is more to it than meets the eye, Maybe the participating Gen Y-ers didn't think differently about their own energy consumption after the Eneco Energy Challenge, because already 63% of the Gen Y-ers that signed in for the challenge said already to consider energy in a conscious way, and the challenge didn't add any new triggers. After the challenge 32% thinks more positively of Eneco, but 60% says not to think any differently than before.

Of the participating Gen Y-ers who responded in the online panel research 92% thinks of the challenge as a successful event (each with their personal meaning of "successful"). This is not a 100% score though, because of the responding Gen Y-ers 8% didn't participate in all parts of this co-creation project and thus found themselves not able to appreciate it as successful or not. The next quote gives a nice view on the success of the co-creation: "*Let's hope that Eneco continues to innovate with the right audience*"[418]. Also the participating Eneco employees think back with positive feelings at the Eneco Energy Challenge and they all have said to be willing to participate in such a project again. One employee even states: "*I hope that co-creation with young people will take place more often now!*"[419].

We reached the end of the empirical journey of discovery of the participation process between energy company and future energy consumer. In the next chapter all the learning points will lead to the final design of the participation process between the future energy consumer and a Dutch energy company.

[418] Translated by researcher: "Nu maar hopen dat de Eneco blijft innoveren met de juiste doelgroep"
[419] Translated by researcher: "Hoop dat co-creatie met jongeren vanaf nu vaker gaat plaatsvinden!"

16. OBSERVATIONS

This chapter will look back at the design process of the participation that has taken place between participating Gen Y-ers and Eneco during the empirical journey. The design principles as described in section 7.6 will be related to the empirical findings on those points. Furthermore, a remarkable finding, namely the entrepreneurial attitude of the participants, which became apparent during the empirical journey and has not yet been mentioned specifically, will be discussed first.

At the beginning of the description of the realization of each step, a number of characterizations were mentioned to identify the group of participating Gen Y-ers. One of the items that is worth mentioning is the entrepreneurial character of Gen Y. In the research it became apparent that Gen Y-ers are entrepreneurs already at a young age. This is confirmed by the Dutch Chamber of Commerce (KvK) that stated in 2013 that, in the category starting entrepreneurs in the age between twenty and thirty-four, the number of entrepreneurs increased significantly over the years. Of these young entrepreneurs, 15% was in the age between twenty and twenty-four and 17% was in de age between twenty-five and twenty-nine[420]. Tentoo[421] announced in 2014 that of the 3% increase in the number of freelancers, 30% of them was in the age between fifteen and twenty-four[422] [423]. Research by the Young Entrepreneurs Foundation[424] in 2014 showed that more and more pupils and students followed a curriculum that focused on entrepreneurship. In 2013 nearly 26,000 pupils and students followed an entrepreneurship program, an increase of 5% compared to the previous school year[425]. Also in 2014, RTL News reported that the number of starting young entrepreneurs more than doubled in two years up to 4500 starters. This increase particular concerned young people up to

[420] https://www.kvk.nl/download/startersprofiel%202013_tcm109-384499.pdf (03-11-2016)
[421] https://www.tentoo.nl/ (03-11-2016) Payroll company for independent entrepreneurs
[422] http://www.elsevier.nl/carriere/article/2014/09/waarom-jongeren-steeds-vaker-een-eigen-bedrijf-beginnen-1602727W/ (03-11-2016)
[423] http://www.starteenbedrijf.nl/blog/steeds-meer-jongeren-starten-eigen-bedrijf/ (03-11-2016)
[424] http://www.jongondernemen.nl/ (03-11-2016) Organization that enables young people with entrepreneurship during their education
[425] http://www.starteenbedrijf.nl/blog/eigen-bedrijf-starten-populair-onder-jongeren/ (03-11-2016)

nine-teen years old. RTL News stated that these young entrepreneurs take advantage of digitization by starting with the development of software applications, websites, and web shops[426]. The Dutch Chamber of Commerce even stated that this trend will progress over the coming years[427].

Relating the research findings to the trend recognized by the Chamber of Commerce concerning the entrepreneurial character of Gen Y-ers, the following can be noted. The trend of an increasing share of young entrepreneurs among the Dutch population is represented in the entrepreneurial character of 40% of Gen Y-ers participating in Youth Energy Day and Eneco Energy Challenge. But they only represent a still small group of the young population in the period this research was performed. You can say that the group of participating Gen Y-ers represent a group of entrepreneurial trendsetters. This suggestion of trendsetters is also apparent from the non-entrepreneurial character of the Gen Y-ers participating in the survey; 83% of these 1000 respondents say not to be an entrepreneur. Maybe the organized events in phase 2 and 3 of the empirical journey were especially interesting for a more entrepreneurial group of young people. Another reason could be that the channels applied to invite Gen Y-ers to participate, attracted entrepreneurial young people especially.

This chapter will continue with the design of the participation process between the future energy consumer and a Dutch energy company concerning (future) energy supply. In the design of the participation process, points indicated in theory have been taken into account next to the points learned during the progress of the empirical journey. The points meant, have been described in section 7.6 on the design principles and will be evaluated below in relation to how they have been taken into account:

Know and be known; Some of the participants already knew each other prior to the events. They signed up as a group. Other's got to know each other during the

[426] https://www.rtlnieuws.nl/economie/home/steeds-meer-jongeren-beginnen-eigen-bedrijf (-3-11-2016)

[427] https://www.kvk.nl/download/Organisatievernieuwing_Succesvoller%20ondernemen_2014_tcm109-399199.pdf (03-11-2016)

research, as they worked in teams during the events. During Youth Energy Day the participants were assigned to a team, whereas during the Eneco Energy Challenge they were stimulated to form the teams themselves. It didn't seem to matter for the overall sense of fun, whether they knew each other in advance or not. Participating in the events and getting to know new people was even one of the incentives for participating in the first place. For the participating Gen Y-ers meeting new people leads to friendships and enables them to expand their personal network. Another advantage of meeting new people is the opportunity to develop themselves and learn from others. What did seem to matter was their familiarity with the source of the invitation to participate. An important way to invite Gen Y-ers to participate is to make use of their (personal) networks, because they trust the opinion of their peers over opinions and news from the 'outside' (see also chapter 9). Some of the participants knew one of the facilitators which stimulated them to sign up. Others signed up because they were informed by their family and friends about the events. Some of the participants emphasized the importance of the chance to become visible to a company and make themselves known. Hence, this gave them an opportunity to present themselves in such a way that this could have led to either a job or client relation[428].

Trust and reliability; Youth Energy Day and the Eneco Energy Challenge took place in such a way that an ambiance of trust was ensured as well as possible. Here also the role of the facilitator was important, because she was perceived as 'one of them', while the facilitator at the same time worked closely with Eneco. On top of that the participation of the Eneco employees in active interaction with the Gen Y-ers stimulated an ambiance of trust. These factors gave a positive sign, which gave the participants confidence in the good intentions of Eneco. Although the participants were asked to sign a non-disclosure form, Eneco didn't actively monitor them if they acted conformal, because there was no reason for that. Furthermore the participants were trusted and even actively stimulated to communicate about the events via social media. The only restriction here was that communication should be about the participation process only and not about the content discussed nor the results achieved.

Openness; the participants were free in how they interpreted the assignments. The assignment descriptions were firm though. In all openness the teams could discuss their thoughts and ideas with the participating Eneco employees. Both the participating Gen Y-ers and the Eneco employees were asked to act as open as

[428] Among the participants were entrepreneurs with their own businesses

possible towards each other and towards the topic. The participating Gen Y-ers appreciated the way the Eneco employees acted as coaches and felt been taken seriously and that they could say anything. The Eneco employees appreciated the way the participating Gen Y-ers interacted with them, which gave the employees a sense of being respected for their efforts.

Clear rules; Eneco employees were specifically instructed not to steer the outcome, but to act as process facilitators with their experience and knowledge about the topic. The events progressed along an agenda monitored by the independent facilitator. At the beginning of the events everybody was notified about the rules of the game. During the Eneco Energy Challenge there was some uncertainty about how the role of the coaching Eneco employees had to take effect. The result was that this form of coaching was disorganized and questioned by the participating Gen Y-ers. Some of the Gen Y-ers participated in both events and stated that the form of coaching applied during Youth Energy Day was more effective.

Speed; In accordance with the previous point; the agenda ensured speed in the process. Also the facilitators and the Eneco employees sometimes intervened in the dialogue of the participating Gen Y-ers in order to help them get back on track to come to a solution. The participating Gen Y-ers even seem to perform well in so called “pressure cook sessions”. Although the nuance should be added that a balance should be found in working under pressure and the time needed to come up with quality and something the team members agree upon.

Empowerment; The empowerment of the participating Gen Y-ers has to be found in the way they were able to approach the assignment. Empowering the teams to come up with the best results they were able to, encouraged the participating Gen Y-ers to take on the assignments seriously. Besides their interest in the participation with the energy company for their own career, they felt that they could help the company, which gave them a say in the further development of the company. However, the participating Gen Y-ers had no influence in the way the events were set up, the facilitators did. Together with Eneco, the facilitators decided what the event would behold and how the event should be prepared. Empowering the facilitators (Gen Y-ers themselves) to organize an effective event seemed to contribute to a well appreciated event that reflected positively on Eneco.

Skills of dialogue; All parties involved were able to approach each other’s opinions and suggestions with an open mind. Participants were specifically asked to think as free minded as possible and not avoid the ’deviant ideas’. In the end the

participants self-censured some of the more weird ideas, because those were not perceived to be realistic.

Content expertise; In this research this principle has not been met by design. It was part of the research to find out what the participating Gen Y-ers had to bring in on the topic without expecting expertise on the topic. During the research, the participating Gen Y-ers stated that they wanted objectified background information on energy to learn more about it. However, while this background information was presented to them in phase 2, they didn't pay much attention to it. Their expertise on the world of Gen Y-ers was expected though. Remarkable was that they specifically requested background information about the behaviour of their own generation (see section 15.3). The assumption that they would consider themselves as representatives of Gen Y thus was proven false.

Subsequent conversations and feedback; This principle has not been met completely. Subsequent conversations can be recognized in that Youth Energy Day was followed by the Eneco Energy Challenge during the empirical journey. However feedback after both events did not take place. Nevertheless in between the events this principle appeared not very important. At least it had no effect that feedback lacked after Youth Energy Day, because some Gen Y-ers signed up for both events. This point will be further elaborated on in the conclusions presented in the next part of the thesis.

Some of the design principles discussed in the previous paragraphs appear to be more important to the participating Gen Y-ers than others. *Know and be known* was not that important at the start of the participation process. Yes, some participating Gen Y-ers already knew each other and signed in for the event together. But one of the incentives for signing up in the first place even was to get to know other Gen Y-ers and the company. It was far more important to have created an ambiance of *trust and reliability*. And here it helped that the facilitator was a Gen Y-er herself. The realization of this design principle seemed to be reinforced by the principle *skills of dialogue* and *openness*. Together with the facilitator, Eneco created the space for the participating Gen Y-ers to be free to brainstorm and come up with ideas they thought were best. Here it was also of importance that the participating Gen Y-ers could talk with the Eneco employees directly in a non-hierarchical manner. *Content expertise* was not important for the realization of the participation process, as long as the participating Gen Y-ers were stimulated and guided in their exploration of energy supply. *Speed* and variation during the events was important in order to avoid that participating Gen Y-ers

would have dropped out of the process. In terms of *clear rules*, the participating Gen Y-ers did not need to know everything about what to expect. The invitation had to trigger some suspense and leave room for the unexpected. The rules had to be very clear though on the practicalities involving their participation. At first sight *empowerment* did not seem that important; the participating Gen Y-ers were very ok with following the agenda set up by the facilitator. Empowerment was also linked with openness; they felt empowered because they were responsible for the result of their team and how they reached that result. *Feedback* was not important for the legitimacy of the outcome, but would have helped in participating Gen Y-ers' sense of being taken seriously.

In the next chapter of this thesis the conclusions will be elaborated on in order to provide a response to the leading question.

PART V

In part V the conclusions will be presented. Here it will become clear whether effective involvement was achieved. The conclusions will be completed with the final design of what the next participation with the future energy consumer should look like, followed by the methodology of the Participation Triangle. The research also led to points of discussion and suggestions for further research, which will be described here. Part V will end with the researcher's reflection on the research performed, completed with a description of its limitations. The reflections and limitations form the concluding words of the thesis.

17. CONCLUSIONS AND FINAL DESIGN

In this chapter I will describe my conclusions based on the findings that I have recognized during the research performed in the years 2010-2014. During the journey of this research, the story developed that gave insights in the answer to the main question. The question that drove this research was:

> How to involve the future energy consumer effectively in the strategy of an energy company?

This question led to the following research objective:

> To design a participation process for energy companies, with which they are able to meet the conditions to involve the future energy consumer effectively in the companies' strategy content, process and/or implementation regarding future energy supply.

The sentence in the text box above entails two types of objectives though. The first type of objective to distinguish is: *to design a participation process with the future energy consumer*. The second type of objective concerns the participation process itself. The objective of the participation process is *to involve*. The intention however, was not only *to involve* the future energy consumer but also to involve the future energy consumer *effectively*. The second objective therefore adds a quality statement to the participation process. In the context of the research this means that the involvement is to be considered effective, when the energy company was able to meet the conditions with the following results:

- The future energy consumer reached the mental state of being involved with the strategy of Eneco
- The future energy consumer reached the mental state of being involved with the participation process.
- The participation process led to a relationship between the energy company and the future energy consumer.

At this stage in the thesis the point of discussion is: “In what way have these objectives been achieved?” The next sub sections each takes one of the conditions to elaborate on, followed by the final design.

17.1 BEING INVOLVED IN ENECO’S STRATEGY

Getting the future energy consumer[429] involved in the strategy content of Eneco was easier said than done. The topic of energy does not appeal to them, because energy is a commodity and always available and reliable in supply in The Netherlands. Thus, energy is not something they feel they have to be concerned about. To have energy supply be sustainable and renewable towards the future is not even a question but self-evident to them. The future energy consumer in this research expects energy companies to take their responsibility in this matter and take care of it. They even think The Netherlands scores better on the scale of sustainable energy supply than it does in real-life. So nothing there for them to be concerned about[430]. Part of the research was to find out how to engage them with energy supply anyway. This was achieved by presenting the content of energy in different ways and asking the participants what way was most appealing to them.

Phases 1 and 2 in the empirical journey of discovery suggest that the Gen Y-ers involved in the process, needed support to some extent to come up with an image of future energy supply. They seemed to struggle with thinking completely out-of-the-box in relation to future energy supply and initially resorted in talking about sources of energy generation in relation to possibilities in energy supply. They hereby thought about energy in terms of electricity alone; heat and gas for example were being overlooked completely. After some of the Eneco employees challenged the participants, they could come up with a concept of energy in future life. The design requirements resulting from phase 2 learned that energy should be made more of an experience in order for the future energy consumer to relate to the topic of energy better. Setting up such an experience could be compared with setting up

[429] represented by members of Gen Y

[430] Mind that I make these statements based on the responses of the average Gen Y-er. Individual Gen Y-ers may not recognize this because they were the ones that are thinking about energy supply in relation to sustainability.

a 'product event'[431], in order to increase the value the participant attaches to the topic. Pine II and Gilmore (2005) state that customers will value a product or producer differently when an experience is explicitly coupled to the purchase of a product than when it's not. The more personal the (positive) experience, the higher the product will be valued and the longer the producer will be considered with the next purchase. In terms of this research this means that energy supply can be made more of interest to a group of stakeholders by creating a personalized experience matching the particular group. When the experience is perceived as positive, the value of energy supply will surpass the value of 'just a commodity', making energy supply more relevant for that stakeholder group and even differentiating the energy company from others.

In accordance with the design requirements of phase 2, a switch in focus of what strategy beholds was made at the start of phase 3 in the empirical journey. The interpretation from "to get involved *in the strategy*" changed from: "involvement in the *strategy making*", into: "involvement in the *strategy implementation*": Thus a change from: "*creating scenario's* containing stories about how future energy supply would look like in a future society", into: "a *translation of the Eneco strategy content* of 'Sustainable', 'Decentralized', 'Together' in a tangible proposition for the consumer market". The quasi-experiment of phase 3, that was organized as a co-creation concerning Eneco's strategic proposition Toon®, made energy supply more tangible for the participating Gen Y-ers. The experience of co-creating a concrete energy proposition for the consumer market (strategy implementation) resulted in: 1) a remarkable higher response to the invitation of the Eneco Energy Challenge than the response to Youth Energy Day, and 2). participating Gen Y-ers better relating to the topic 'energy supply' during the assignments in phase 3. The co-creation succeeded in getting the future energy consumer reach the mental state of being involved with the strategy of Eneco.

The research thus shows that the future energy consumer needed to *experience* the strategy content in order to reach the mental state of being involved with the strategy of Eneco, The strategy content related better to the future energy

[431] Pine II and Gilmore, (2005)

consumer's frame of reference when he was involved in the implementation of the strategy rather than when he was involved in the process of strategy making.

Conclusion 1: The initiator should enable the future energy consumer to experience the topic of participation in order to make the topic tangible. This helps the future energy consumer to reach the mental state of being involved with the topic.

The participating Gen Y-ers also showed a lot of enthusiasm during the process of the experiment and a willingness to create something new. This suggests that their level of involvement is not only affected by the topic itself, as it is affected by the manner in which content the topic is presented to them. This relates to the second condition concerning the effectiveness of the involvement, described in the next section.

17.2 BEING INVOLVED IN THE PARTICIPATION PROCESS

The conclusions about the mental state of the future energy consumer in relation to the participation process will be made according to Beierle and Cayford's (2002) elements of success (see section 7.8 in this thesis where this theory was introduced). Beierle and Cayford (2002) talk about *mechanism* and *variable process features* as the two elements that contribute to the achieved degree of success of a public participation process [432]. In this research, the type of mechanism applied during the interaction moments with the future energy consumer could be categorized as "advisory committees (not) seeking consensus". Advisory committees (not) seeking consensus, according to Beierle and Cayford (2002) score medium to highly successful as mechanism to apply in a participation process. This form of interaction was chosen as part of the research performed together with the different actors (Eneco, research team and J&JWW). The theory of Beierle and Crawford (2002) thus confirms that the form chosen is a form that is

[432] Their notion of success relates to public participation processes that are taking place in the context of environmental issues. The degree of success is assessed along the achievement of the 5 social goals.

positively contributing to the degree of success that a participation process can achieve.

Their next element contributing to success: the variable process features, give a sense of the characteristics of the participation process and the manner in which the applied mechanism is supported. In the next paragraphs, the variable process features will be related to their realization in this research. First will be stated whether and how they have been realized, followed by the assessment of their contribution to the involvement of the future energy consumer in the participation process.

Responsiveness of the initiator [Eneco]; This process feature shows how active the initiator was in the participation process. It concerns activity in terms of communication, financial support and active deliberation of the initiator's employees with the participants. The organization of the participation events was the responsibility of the energy company. Eneco took account of all financial support of the participation process by taking care of: the location, catering and participants' expenses related to the participation process. In other words, Eneco paid for the preparation and support of the process, while the participants contributed in energy, effort and time. Prior to the events, Eneco communicated about the events through the Internet and family and friends with help of Jong&JeWilWat. During every interaction moment with the future energy consumer, Eneco employees participated actively. In phase 2 and phase 3 they even had a specific role in the communication with the participants. As coaches they had direct interaction with the participants and could respond to questions and remarks. In phase 2 this role was more individual than in phase 3. In phase 3 it was the group of Eneco employees that could be requested for help, while in phase 2 one Eneco employee was dedicated to one team of participating Gen Y-ers. This difference in approach taught that dedicated coaches worked better than a group of coaches. Therefore in the last part of phase 3, each team were assigned with its own Eneco coach. In phase 3 another observation was made; the Eneco response through Internet was perceived as being too slow and Eneco at that time could not respond adequately to the request of the availability of an API[433] in relation to

[433] Application Programming Interface

Toon®. The people, who acted as jury in the events, were prominent people who had mandate to take the results into account for further business. This means they were able to have Eneco pick up the results after the events in order to make it part of the Eneco business.

Taking the above into account, the responsiveness of the initiator was assessed as being present in the context of this research. This contributed to the participants' mental state of being involved in the participation process, as they felt taken seriously and stimulated to participate. The thing however that could be done better next time is that Eneco provides feedback to participants about what it has done with the ideas afterwards. During the events direct feedback was given to the teams, but after the Eneco Energy Challenge nothing was given back to the winning teams about further developments for which those ideas might have been input. In section 17.3, I'll further elaborate on this observation.

Motivation of the participant; This is the process feature that concerns the participant's motivation to participate and stay committed to the process. It also concerns the way this motivation is stimulated. The design of the participation process in the context of this research has been mainly focussed on getting the conditions right in order to get and keep Gen Y-ers motivated to participate. The results of the empirical journey show that in both phase 2 and in phase 3 the set-up of the events contributed greatly to the future energy consumer's motivation to participate. In the co-creation experiment they even kept enthusiastic over a longer period of time. The future energy consumer was very eager to come up with a response to the posed challenges. They took the competition with the other teams very seriously and wanted to come up with the best idea. However, to compete did not necessarily mean one-on-one but rather to compete in teams against other teams. They liked to brainstorm together and build on each other's ideas in order to come up with new ideas. During the events there was a positive vibe among the Gen Y-ers and a dedication to make the process work. This also was positively affected by the contribution of the facilitator[434] and the willingness of the Eneco employees to get the best out of the time spent together. The fact that the fun

[434] During the events, the facilitator was in close contact with the participating Gen Y-ers in order to support the progress in the participation.

element was an integrated part of the events was a very important motivator as well. According to the participating Gen Y-ers, specifically the following three things have motivated them during the participation process:

- The opportunity to further develop a product of strategic importance
- The opportunity to achieve creative solutions
- The opportunity to know other people and expand personal networks

And of course it was nice to have a chance to win a prize. But the challenge itself, and with that the opportunity to prove to be the best, was more important than the actual prize itself.

As the duration of the experiment in phase 3 of the empirical journey would take multiple weeks, the physical events were alternated with the possibility to have contact moments with each other and Eneco employees through Internet. The assumption at the beginning of the Eneco Energy Challenge was that the participants would communicate via social media and online. Although Generation Y is also referred to as the *Internet* Generation and considered to be the first *Digital Natives*, the findings of the empirical journey have indicated that they prefer live face-to-face contact over digital contact. The participating Gen Y-ers were even more motivated to act during the face-to-face events than during the time in between these face-to-face encounters, where they could interact digitally. Use of digital communication is not a no-go either; Social Media was still the most important medium of communication between peers for the more practical side. Such as: making arrangements for travelling or letting people know where you are or sharing about experiences prior/during/after the event.

The motivation of the participants was assessed as being fully present during the events and contributing positively to the success of the participation process in relation to this research. However, the motivation declined after the Eneco Energy Challenge. A possible explanation for this is that Eneco didn't organize a follow-up. This observation also will be discussed further in section 17.3.

Quality of deliberation; This variable process feature covers the ground based on which the participants could interact with each other. Questions to bear in mind here are: Was the deliberation based on power or equality, was it negative or

positive? In order to make statements regarding this variable process feature, a condition of stakeholder dialogue[435] will be taken into account. Kaptein and Tulder (2003) talk about content expertise in that there must be substantive knowledge on both sides about the topic. In this research the parties didn't put in common knowledge about energy supply though. This was not the intention either. The whole process was about bringing two different worlds and perspectives together in relation to energy supply and see what new concepts that would produce. Thus each brought in their own expertise.

Deliberation in relation to this research in fact started in the way the Gen Y-ers were invited to participate. Participants were invited through different channels of which personal networks worked best. Some of the participants also knew each other and/or knew the facilitator. Further, the participants were grouped into teams and during the kick-off of the Eneco Energy Challenge, specific attention was paid to getting to know each other by playing a game prior to the team brainstorm sessions. During the participation process, free space[436] was stimulated and enforced. Everybody was free to give his/her opinion and contribution. Concepts were created as result of the group processes in each team. The role of the Eneco employee was one of being coach, which made them senior participants. The relation between the participants and the Eneco employees was explicitly not within a chain of hierarchy though. The coaches were instructed to guide and challenge the team without forcing the team in a certain direction. This created the space for the participants to be open and say what was on their minds. Overall there was a sense of confidence in the integrity of all involved in making the participation process work. At the beginning of the events the rules of the day were explained and everybody respected those rules. At the start of the Eneco Energy Challenge it was also clear to the participants that the experiment would behold multiple encounters over several weeks. For them it was about being the winning team with the best idea and for Eneco it was about getting hold of new insights and concepts.

The quality of deliberation was assessed as being positive in its contribution to the success of the participation process. The participants explicitly said to have appreciated the way the deliberation between Eneco employees and participating Gen Y-ers was set-up and had its effect. One thing could have been done better

[435] Kaptein and Tulder (2003)
[436] Kessels et al., (2002)

though; discuss the role of coaches up front in order to make that role more concrete. On the other hand doing it this way the Eneco employees and the research team discovered what worked and what not in a spontaneous manner.

Degree of public control; The variable process feature that involves the influence the participants have had over the course of the participation process. In this research the degree of public control over the process has been approached in two ways. The participation process has been designed based on the feedback and input of the future energy consumer during the research in order to have it tailor-made to the participants' way of life. The set-up of the events and the support during the events was the responsibility of Eneco and the facilitator though, not that of the participants. Nevertheless it was the effort of all participants involved that made the process work. In short, the participants were in control over the process and at the same time they were not. Thus the degree of control was assessed not being completely in the hands of the participants. Their degree of control therefore was limited. However their control was more hidden in the process feature of participant motivation; in the research this participation motivation was key in how the design of the participation process developed.

The realization of the process features and the applied mechanism in this research have led to a successful participation process; the future energy consumer reached the mental state of being involved with the participation process. The process enabled them to brainstorm in teams where they could come up with solutions to questions important for the initiator under a certain time pressure and based on competition. The initiator actively participated in the process and created an open process in which the participants were taken seriously and were able to express themselves freely. The future energy consumer was not steered, but needed some support as well. This support was provided in a form of coaching during the process. The process took mostly place during face-to-face contact moments, which enabled the participating Gen Y-ers to get to know new people. Furthermore they perceived the process to be a fun experience with time for serious work a time for pleasure and relaxation.

Conclusion 2: In order for the future energy consumer to reach the mental state of being involved with the participation process, the initiator should above all focus on the participants' motivation to participate. The way in

which the other variable process features and the mechanism are set-up, feeds this motivation. If done correctly, it creates commitment to and engagement with the participation process.

17.3 ENDURING RELATIONSHIP BETWEEN INITIATOR AND PARTICIPANT.

This last element of the effectiveness of *the involvement of the future energy consumer in the strategy of a Dutch energy company*, concerns the outcome of the participation process. The results (solutions to the assignments in the empirical journey) created by the participants at the end of the process can be considered as the outcome of a participation process. However in relation to this research another outcome has been considered as *the* outcome; “Has a relationship between Eneco and participating Gen Y-ers arisen from the participation process?” Meaning that in a more structural way the energy company and the future energy consumer participated afterwards on energy supply related questions without the explicit stimulation of the researcher. In other words; at the end of the research the energy company perceived participation with the future energy consumer as part of doing business and the future energy consumer perceived participation with an energy company as something you regularly want to take part in. The answer to these questions will be supported with the described theory in section 7.8, concerning situation and enduring involvement.

For both the energy company and the future energy consumer, the participation in this research had underlying utilitarian motives as well as value-expressive motives[437]. For the energy company the motivation can be recognized in the notion that Eneco was in search of a game-changing idea in relation to future energy supply. Participating Gen Y-ers wanted to know other people and compete in teams to come up with the winning solution in relation to the strategy of Eneco. The affective motivation for both can be recognized in who they are and how they represent themselves in life; Eneco as a sustainable energy company that wants to come to energy solutions together with their stakeholders and Gen Y-ers as engaged people willing to help companies to solve specific issues and presenting

[437] Park and Mittal (1985)

themselves as interesting party to those companies at the same time. This relates to both situational and enduring involvement like described by Michaelidou and Dibb (2008). The time duration aspect introduced by Richins and Bloch (1992) however suggests that the involvement in the participation was situational, as it only was present at times of the events organized during the research. On the other hand the involvement during the research was behavioural in terms of Stone (1994), because of Gen Y-ers' attitude during the events which was searching, questioning and arguing[438]. This suggests that the involvement was situation-bound, describing a relationship between the Gen Y-ers, the topic of energy supply and the participation process[439] [440]. Laaksonen (1994) refers to this as enduring-state involvement. In the following paragraph the outcome is described in more practical terms related to this research.

During the events, the communication and action between the participating Gen Y-ers and the Eneco employees was good and very positive. Even a relationship was starting to grow. However Eneco didn't invest in this by keeping in touch with the winning teams after the experiment ended. Eneco had offered to keep in contact with them about what Eneco would take on of their ideas and what not in the further development of Toon®. In the end they didn't. After the events ended, only some contacts through social media lingered on between Eneco employees and some participating Gen Y-ers. In the end the result therefore didn't go further than enduring-state involvement. From the observations however it can be induced that there is an opportunity for Eneco to expand and intensify the co-creation with the future energy consumer. If Eneco commits itself to the co-creation and if its involvement is of a more structural nature, the involvement of the future energy consumer in the strategy can be taken a step further, possibly leading to enduring involvement.

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[438] According to Michaelidou and Dibb (2008), Stone (1994) looks at involvement as both as a mental-state and a behavioural process, which incorporates elements of Rotschild's situational as enduring involvement.
[439] Laaksonen (1994)
[440] As described by Michaelidou and Dibb (2008), the Gen Y-ers represent the *individual*, energy supply represents the *object* and the participation process the *situation* in the relationship as argued by Laaksonen (1994)

The realized participation process did not lead to a relationship between the energy company (initiator) and the future energy consumer (participant) for the long term. Although the involvement of the participants in the topic and the participation process was reached greatly, the involvement remained bounded to the context of this research. The energy company did not put any effort in continuing the involvement; Eneco did not provide feedback (other than the immediate feedback during the events) about what the company had further done with the results in a later stadium after the process. Also youth participation as indicated in this research has not become part of the way Eneco does business[441]. The future energy consumer's involvement with Eneco lingered a little longer, but did not remain active.

Conclusion 3: In order to have a relationship between the future energy consumer and initiator for the long term, sufficient effort should be put into the involvement. Meaning effort in terms of feedback by the initiator towards the participant concerning the follow-up of the results and subsequent involvement activities after a specific participation situation ends.

The next subsection will bring the observations and conclusions together in the final design.

17.4 FINAL DESIGN

The final design represents what effective participation with the future energy consumer should look like. Like the design requirements described at the end of each phase in the empirical journey, the final design is described in the structure of: form, content, incentive and overall organization. Like described in chapter 12, this structure originated from the theory regarding the design principles, the variable process features and empirical findings from the group interviews and

[441] Other kind of involvement of children and youngsters is done through education (giving class at school, energy related excursions and supporting assignments for points for school, final exams or research)

group discussion. For each of these four elements the most important design requirements will be highlighted in the following table:

Element	Design requirements
Form	Participation: ▪ Interaction between Gen Y-ers and a company should take place face-face during physical gatherings. Gen Y-ers will feel being taken more seriously and will take the participation more seriously. ▪ The interaction should be organized as a challenge during which Gen Y-ers compete with each other in teams in order to come with solutions to a predefined assignment. ▪ The time Gen Y-ers can work in teams should be organized as pressure cooking sessions. ▪ It is recommended that employees of the company act as coaches and have direct interaction with the teams. This works best when one employee is dedicated to one team. ▪ The coach should be able to connect with the participating Gen Y-ers and be someone that guides the process and not the result, although he/she should be able to answer content related questions[442] [443] [444]. The company should think about the employees that are best suited to take on this role. ▪ The participation process works, if an ambiance of trust and reliability is created. The process should be an open process based on dialogue, respect, personal interaction and certain equality between company and participant. In fact, where other generations appreciate such dialogue and openness, Generation Y demands it. ▪ The participation with a company should be fun to do; the gatherings should have a variety in activities and work should be alternated with pleasure/relaxation. ▪ The element that should not be underestimated, is the importance of a facilitator supporting the participation process. At best the facilitator moves among the participants as if he/she were one of them. At the same time the facilitator should be able to level with the company as well in order to keep the participating employees involved in the process and

[442] Martin, (2005)
[443] Eisner, (2005)
[444] Twenge and Cambell, (2008)

	to facilitate employees in their interactions with the participants[445] [446]. ▪ If a relationship between participant and initiator is a wanted result then the initiator should not only give feedback in between interaction moments, but should also organize follow-up interaction moments. ▪ In order to reach a broader public of Gen Y-ers, the initiator should give room for the participant to act as ambassadors. <u>Invitation to participate:</u> ▪ Inviting Gen Y-ers to participate can easily be done through the use of social media. The company should always take in mind though that the communication is lean-and-mean and not mistaken for advertising as Gen Y is very apprehensive of that ▪ Another important way is to make use of their (personal) networks

Content	• Every participation process concerns a topic. In order to involve the participants, their engagement with the topic should be made apparent. Therefore the initiator of the participation should make an effort to:
	  • a) get some idea of the viewpoints the participants have on the matter and
	  • b) the relevance the participants assign to the topic.
	• In order for Gen Y-ers to get more involved with a topic, the initiator should enable Gen Y-ers to experience the topic in order to make it tangible to them.
	• The experience should entail the co-creation by initiator and participants of concrete content concerning the topic.

Incentive	No-one will participate with a company if nothing of interest can be taken from it. Every initiator of participation should therefore consider the incentives well. The concrete incentives can be different for other stakeholders or stakeholder groups. The initiator therefore should make an effort to understand what incentive works for which stakeholder. To make it attractive for Gen Y to participate with a company, the following incentives should be taken into account: ▪ The opportunity to achieve creative solutions

[445] Clawson and Brostrom, (1995)
[446] De Bruijn, Heuvelhof and in 't Veld, (2008) regarding process manager

	▪ The opportunity to know other people and expand personal networks ▪ The opportunity to get to know the company and help it, which gives them a say in the further development of the company ▪ The opportunity to develop themselves and learn from others ▪ The opportunity to present themselves to a company in such a way that this could lead to either a job or client relation. ▪ The possibility to be provided with a 'certificate of participation' to mention in their resume ▪ And of course it is nice to have a chance to win a prize.
Overall organization	<u>Organization of the physical gatherings:</u> ▪ Enough and good food should be served in combination with drinks, snacks and sweets. ▪ The activities should be organized at an attractive location that is near public transport. ▪ At the location fast internet and plenty of electric sockets should be available. ▪ The physical gatherings should be planned on a date, day and time that takes school planning and youth timing into consideration. ▪ The participants should be reimbursed for all expenses related to the participation process. <u>Cooperation on a digital platform:</u> ▪ Tooling should be easy in use ▪ Tooling should usable from a mobile device and at any time ▪ Tooling should enable easy communication like chat and video conferencing

TABLE 4; CONDITIONS PARTICIPATION PROCESS WITH FUTURE ENERGY CONSUMER

18. CONCLUSION: METHODOLOGY OF EFFECTIVE INVOLVEMENT

In the end it can be concluded that although the topic of energy in general is not appealing to the future energy consumer, the way of contributing to the topic *can be*. The strategy concerning future energy supply alone is not relevant enough for Gen Y in order to participate. The participants thus were more motivated due to the process that was attractive to them, rather than the topic of participation. One could say that their involvement was obtained by the way the content was 'sold' to them. Furthermore, the direct interaction with Eneco employees was well appreciated, making the participants feel being taken seriously and giving them sense of influence in the outcome. Nevertheless, I also have to note that the involvement was temporary for the time that the process was active. That no relationship between the energy company and the future energy consumer originated suggests that more attention should be given to the mental state of the initiator of being involved in the participation. Is the initiator in it for the short- or for the long term commitment?

Looking back at the research findings and the effectiveness results of the designed participation process, the answer for the initiator on "*how to involve effectively"* reads as follows: **Involve the participant to get him involved with the topic of interest**. This means that involvement with the topic is not reached passively; the initiator should actively involve the participant in the topic by taking the initiative to undertake a participation process. This is not enough, however; **for effective involvement, the initiator should be involved with the participation process himself** in order to create the participant's involvement for the long term. The participant's involvement means that the participant reaches the mental state that leads to engagement with the topic of interest (and even with the initiator) as well as commitment to the participation process. In short: **by involvement you create involvement**.

Thus, if an energy company wants the future energy consumer to get involved with the company's strategy, the company should participate with them. We learned from Participation Ladder[447] theory that the "involvement" takes place at a certain level of participation, depending on the partaking of participating actors in the action. Guijt and Shah (1998) already commented that the Participation Ladder in its current presentation suggests that that the highest rung is the level of participation that should be strived for. However, a predefined ideal level doesn't exist; a level that works does. In Pröpper's theory on 'Interactive Policy'[448] (2009), based on his concept of policy style, the initiator (in his terms: the policy owner) mainly determines what level of influence a participant has. In that part it underexposes the importance of the characteristics of these participants on the actual level of participation possible or even the level an initiator should proceed with. The ambitions an initiator has with the involvement of a certain participant can ask for a wanted level of participatory relationship with that participant. However, in the participation not only the ambitions of the initiator should be leading, rather the interests of both parties should be equally relevant. In other words, a participation process design can only be effective if the characteristics and motivations of the participant as well as the abilities and intentions of the initiator have been taken into account. The results of this research support the following: **a participation process is effective when the initiating party of a participation is able to understand the reality of the participant in such a way that he discovers what gets and/or keeps the participant involved with the topic and in the process of participation.**

With help of the Participation Triangle, which was introduced in chapter 7, I would like to emphasise that it is the relative context of 'initiator', 'topic' and 'participant' that determines at what level participation can be effective. That relative context implies that all three elements should be considered of equal importance at the start of every participation process. Hereunder the Participation Triangle is presented in its final form:

[447] Original Arnstein (1969)
[448] The title of the book in Dutch: 'De aanpak van interactief beleid: elke situatie is anders'.

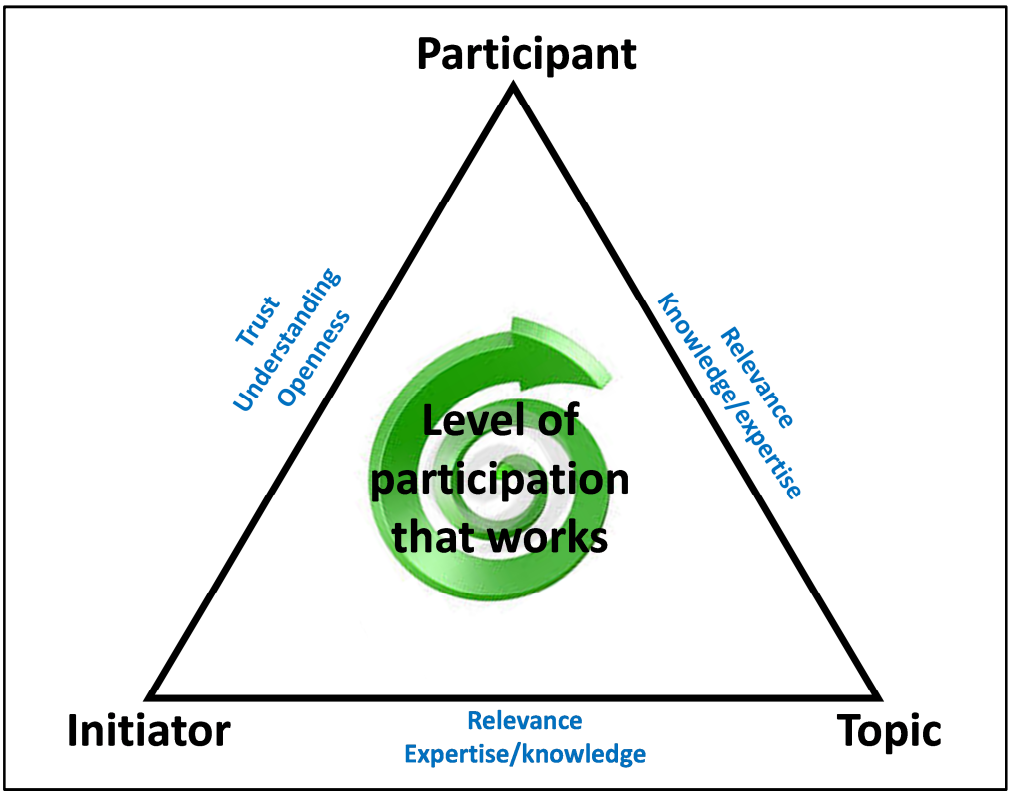

FIGURE 16; PARTICIPATION TRIANGLE

Characteristics of 'participant', 'initiator' and 'topic', determine the balance based on which the participation could have effect. For instance, the topic of participation could concern a topic that involves common knowledge or, on the contrary, requires some sort of expertise. It could be of personal or public importance. It could have a commercial or social nature. Participants on the other hand, could be young, old, educated or not, working or not, Furthermore, the initiator could be conservative, open, acting in the private or the public sector, etc., etc. The elements participant, initiator and topic are interdependent, each connected by two legs with the other two elements. For instance, the leg between 'participant' and 'topic represents the relevance of the topic to the participant or the knowledge he or she has about the topic. Consumer Research emphasizes the level of personal importance and practical experience with a topic and thus supplements Policy Analysis here. The leg between 'initiator' and 'participant' represents the participatory behaviour of the initiator and the participant, and represents the level

of trust they have in each other; here Policy Analysis' consciously designed content related activities are dominant. The leg between initiator and topic represents the expertise, interest, and experience of the initiator with the topic; here both Consumer Research and Policy Analysis contribute to the research project. **One should conclude that "involvement" cannot be standardized, because its progress and outcome depends so heavily on the combination of the three elements. It is the continuous interplay of 'initiator', 'participant' and 'topic' that leads to a level of participation that works. Its effectiveness therefore depends how well the variable process features are *customized* in this interplay. We can conclude though that consumer research and policy analysis do support one another when theorizing about designing and executing participation processes.**

By approaching the involvement process as participation at the community level[449], it is possible to find out at what level the initiator and the participant would participate effectively for the longer run. **The participation process is considered the road towards the eventual level of participation between 'initiator' and 'participant' concerning a certain 'topic'. The road should be considered as part of the "involvement" itself, and thus handled as part of the participation process.** As such, the dialogue with stakeholders can already commence early, which has a positive effect on: 1) the participant's contribution in the process, 2) his perception on his involvement, and 3) his assessment of the effectiveness of the interaction[450]. "Information sharing" for example, can be the intended result of participation in program design with the underlying motive to explore the content at hand. The level of participation depends on the stage[451] the process of participation is in. Intended results per stage of participation contribute to a vision about the eventual effective level of participation and the conditions under which the participation process should have effect[452].

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[449] Chang and Jacobson, (2010)
[450] Tulder et al., (2004)
[451] The term 'stage' should be considered as a phase in the process in finding out what level of participation works.
[452] This paragraph in itself is what Fiorino (1990) and Beierle and Cayford (2002) call a "normative goal" of participation, which has to do with the underlying democratic logic of participation; participation of the public is the only way to do it right.

In the context of this research it was by the participation process and the way in which it was designed, that the participant got to the state of mind of being involved in the strategy of Eneco. Because the future energy consumer was involved in the design of the participation process, the answer to the question “how to involve” turned out to be: by means of co-creation. In terms of the Participation Ladder of Pröpper (2009) the participation between Eneco and participating Gen Y-ers reached the rung of ‘Participative’ (the role of Eneco) and ‘Advisor’ (the role of the Gen Y-ers). The interplay between the three elements in the Participation Triangle had as result that the topic changed from strategy making into strategy implementation (enactment). In the end the fulfilment of the conditions (form, content, incentive, overall organization) of the participation process were more important to the participants than the subject/theme of the topic. In the context of another topic (f.e. taxes instead of energy supply), the conditions of the participation process would probably have yielded a similar impact on Gen Y-ers’ level of involvement. Meaning that the initiator should be willing to change the emphasis on the topic and/or the way the topic is presented, when that change relates better to the actual relevance the topic has for the participants.

The Participation Triangle led to the co-creation in the development of a product that is of strategic importance to Eneco. In the Eneco Energy Challenge the findings suggest that such a co-creation cannot be performed without having some access to company information for participants though. Basically through the whole experiment questions were raised about transparency and direct influence in the development of Toon®. Several participants asked if there was an API available in order to enable them in making their ideas tangible and real. Eneco at that time didn’t know how to respond to that request for access to the product. Basically here the future energy consumer wanted to have further influence in the actual development of Toon® than the company was able to give[453]. Next time Eneco, or any other (energy) company, feels the need to organize a co-creation, specific attention should be given to the manner in which access to the co-creation topic should be granted. Without access a co-creation is not possible[454]. In the context of this research, the results of the co-creation could have had more realistic results in the form of a working prototype.

[453] In 2015 an API was made available in another contest.
[454] Prahalad and Ramaswamy, (2004; p.23-33) in their building blocks (DART) of co-creation

Although the Participation Ladder has been a source of inspiration for the participation process designed in this research, its application also revealed another point of criticism. The next chapter introduces the discussion about a break-even point in the Participation Ladder, suggesting that the Ladder not just goes up, but also down again.

19. DISCUSSIONS

In this chapter I would like to introduce three discussions as a result of what struck me during the performance of this research. The first discussion goes into the Participation Ladder. Others already have commented on The Participation Ladder[455] and/or have developed their own version of it [456] [457] [458]. The Participation Ladder, in most common appearances, is presented as a ladder going up. Based on the level of substantive openness provided by the initiating party, the initiator of the participation grants the participant a level of influence[459]. This determines the level of participation between initiator and participant. At the top rung Pröpper (2009) describes that the organisation[460] takes on the role of facilitator and the participant that of initiator, which means that the participant has full influence. In other words; the more openly the organisation acts towards the participants, the higher the organisation's participatory behaviour. However, I think we should be talking about "access" instead of "openness", as the initiator is able to provide substantive openness at the lower rungs as well, without granting influence. When access to the topic is provided, the initiator grants further reaching influence to the participant. This enables the participant to better take ownership of the result of the participation. From a participant's point of view, going up the Participation Ladder he is granted more access, thus more influence. From a initiator's point of view though neither access nor influence increases. The initiator starts with full access and influence concerning the topic, but along the way grants more and more access and share influence with the participant until the point that the initiator even loses full access and influence. Here the participation no longer concerns the topic of the organisation/initiator, but the participation concerns a topic of the participant.

If the objective of participation is to: a) equalize the power balance between participant and initiator and b) to create a mutual sense of ownership between participant and initiator, the current highest rung is not the best. As mentioned

[455] Guijt en Shah, (1998)
[456] Pröpper, (2009)
[457] Pretty, (1995)
[458] Edelenbos and Monnikhof, (2001)
[459] Pröpper, (2009)
[460] In order for the text to be understandable, the term organisation has been applied here

above, at the highest rung of facilitator[461], citizen control[462] and (co-) decide[463] there is neither equality of power nor a mutual sense of ownership; in fact, the power shifts from initiator to participant. From the point of view of power equality, the rung to strive for as being the optimal level, is one rung lower; the rung of delegated power[464], cooperative[465] and co-produce[466]. At the current described highest rung of the mentioned participation ladders, even a switch of roles between initiator and participant should be recognized. At that rung, the initiator is in fact not the initiator but has become the participant. The organisation (former initiator) has just an advising role and facilitates in time, finance and/or expertise. This implies less access for the organisation in the topic, thus less influence. In the figure below this comment to the existing theory is presented as a modification to the original ladder.

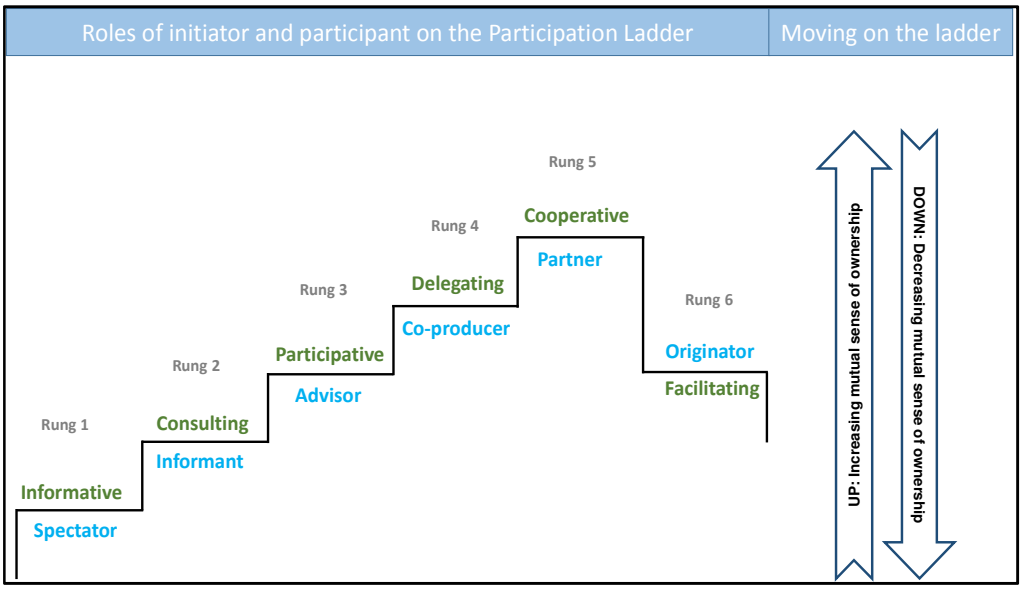

FIGURE 17; PARTICIPATION LADDER WITH CUT POINT

[461] Pröpper, (2009)
[462] Arnstein, (1969)
[463] Edelenbos and Monnikhof, (2001)
[464] Arnstein, (1969)
[465] Pröpper, (2009)
[466] Edelenbos and Monnikhof, (2001)

In this figure, each rung represents two roles; one of the initiator (in green) and one of the participant (in blue). At the lowest rung, the participant starts with little access to the topic therefore little influence in the participation, while the initiator has full access and therefore almost complete influence. With each rung up, the participant is granted more access to the topic, which increases its influence in participation process and outcome concerning the topic. The parties therefore become more equal in terms of power going up the ladder. Furthermore, both the initiator and the participant have more at stake in the participation each rung up the ladder. This will lead to an increased sense of ownership both the parties experience for the participation process and its outcome. However, a tipping point has to be recognised at rung 5 where the initiator has the cooperative role and the participant is considered partner. Here the initiator and the participant contribute to the outcome of the participation process based on equality; the vote of the initiator is not more important than that of the participant. In other words: a balance in power between initiator and participant is present. After this rung, rung 6 is presented quite lower on the other end of the tipping point, representing the switch between organisation and participant in who decides over access to the topic. In the figure also the colours have switched, representing that the initiator has become the participant in the role of facilitating and the participant has become the initiator in his role of originator taking the initiative to participate. The organisation has less influence over the participation than before. Therefore the power balance has shifted to the party that was still considered the participant in current participation ladder theories, but who actually has become the initiator at this point in the ladder. For example when an organisation only participates in terms of sponsoring, it has to put in less effort to reach intended results. The organisation has a role that is more at distance from the topic, enabling it to take less ownership.

The role of the initiator and role of the participant are linked to each other. In terms of this research the participatory behaviour of the initiator asks for a certain role for the participant to take on. However, as such it also works vice versa; the role the participant is willing or able to take on, asks for a certain style of participatory behaviour of the organisation. This implies that a mismatch may occur, meaning that the initiator of the participation should be aware that a mismatch is a possible scenario to take into account. Like I already stated earlier, this mismatch could be resolved by making management of expectations and alignment of style and role part of the participation process itself. I learned that by trying to understand the stakeholder group it is possible to choose a participation format that matches with that particular stakeholder group. It is not just the initiating party of the participation

that determines what is important in the participation process. The level of participation is more like a match between the organisation's willingness to grant influence, and the participant's willingness to take ownership.

The second discussion that I'd like to engage with, concerns the applied theories in this research. In the beginning I stated that Participatory Policy Analysis and Consumer Research not so much contradict but complement each other, making the comprehension of the item of research broader. I sensed that policy analysts have an almost natural dislike of Consumer Research. They seem to be very keen on protecting the social aspect of participation and to think that Consumer Research doesn't meet this criterion of social engagement. In short Consumer Research is commercial with the intention of tricking people into buying things. However, I learned most about the participating Gen Y-ers by perceiving them from a Consumer Researcher's perspective. Consumer Research is very interested in the psychological aspects of human behaviour. This way Consumer Research emphasizes understanding the motivations people have to make certain commitments and/or undertake an action. Understanding the relevance people experience enables Consumer Researchers to influence human behaviour. In fact policy analysts want to influence behaviour just the same; either in order to create a ground for civil acceptance of a policy, to improve policy design or just to stimulate people to participate. Adopting the Consumer Researcher's way of looking, could contribute to getting a feeling by how to best approach participants and how to start a participation process. Involving customers or involving public citizens is not all that different; both concern human beings that in fact converge in the same person. The topic of involvement may be different and the context the initiator acts within, but in the end the participant remains the same. Furthermore scientists in Strategy, Consumer Research together with company leaders move towards a mentality of taking on social responsibility. Social Marketing and Stakeholder Dialogue are great examples of this development. Stakeholder Dialogue and Public Participation theories often even talk about the same things and complement rather than contradict each other. Scientists from different disciplines should not be afraid to learn from each other. Maybe a more structural cooperation between the two is something to consider. The "participatory" part in Participatory Policy Analysis could even additionally be interpreted as not only applicable in relation to civil participation but also in relation to participation with other scientific disciplines.

The third and last discussion concerns the fact that the process to involve the future energy consumer stopped after the empirical phase of this research ended. Although on individual level the research may have led to further action, it unfortunately didn't result in structural nor tangible action to continue the change. Possibly this is related to the fact that the involvement was triggered and set up by the researcher and not because of an existing sense of urgency with Eneco or need of the participants. Eneco employees participated out of personal interest, not because it was necessary in their job. Therefore the actions were considered more as experiments to enable the research than as core part of Eneco's business. This phenomenon has been observed before as well by Quist (2007) and Vreugdenhil (2010), which they ascribed to the policy owner's lack of ownership of the process. In companies this phenomenon is also known; research is done but the report ends up in the drawer of the desk of the manager, without any further action. Maybe it happens because after the research has ended, there is no reason to continue the process that went on during the research. This could be the case because the research served its purpose (goals were achieved during the research) and no further action was required. Or maybe performing the research served a political motive to create goodwill with the public. The outcome here is not important but *doing* research is. Or maybe the reason to do the research was considered a weak motive to begin with or a motive not supported by important stakeholders.

20. REFLECTION AND RESEARCH LIMITATIONS

In this chapter I will reflect on the research in order to evaluate on the quality in terms of validity and reliability of research process and research outcome. And because any research has its limitations in reach of the obtained knowledge, I will provide insight where the limitations of this research lie.

20.1 VALIDITY

To do justice to the strategy of this research, I evaluate the quality along the denotation of validity by Ozanne and Saatcioglu (2008)[467]. In order to provide insight in how they distinguish validity, I will hereby repeat their interpretation of the quality in action research theories. They identify 5 types of validity; 1) outcome validity, 2) democratic validity, 3) process validity, 4) catalytic validity, and 5) dialogical validity. *Outcome validity* stems from the underlying goal of action research that good action research generates practical knowledge for improving human welfare. Outcome validity concerns the criterion that the research must lead to successful resolution of the relevant problem. *Democratic validity* is based on the assumption that knowledge creation is a collaborative endeavour of researcher and participants, which means that the researcher should include alternative perspectives in the research as much as possible. Stakeholders would be encouraged to participate if their interests would be included in potential solutions. *Process validity* is based on the assumption that people are able to reflect and to learn, which translates back to the research in the way the research question is investigated. Process validity dictates that the research process should stimulate on-going learning and improvement among participants and researcher. *Catalytic validity* is considered in two ways; a) during the research the researcher and participants should engage with mutual respect for each other's individual capabilities, and b) the research should stimulate understanding of the social

[467] Ozanne and Saatcioglu (2008) take their interpretation from: Anderson, Herr, and Nihlen (1994); Reason and Bradbury (2001), Cornwall and Jewkes (1995), Heron (1981), Anderson and Herr (1999), Murray and Ozanne (1991), Cleaver (2001), (Peñaloza (1994), Pavia and Mason (2004), Hirschman (1985), Herr and Anderson (2005), Beach (2003), and Lee et al. (1999)

context of the research question in such a way that participants are moved to action and continue the change even after the research has ended. And last but not least dialogical validity. Action researchers strongly believe in the value of review and feedback. *Dialogical validity* therefore states that the researcher should engage in critical debates with participants in order to have the activities and findings of the research challenged with alternative explanations. In the next paragraphs my evaluation of the above criteria in relation to this research will be given.

The research question that led to this research did not have the intention to improve human welfare. It does concern practical knowledge though for involving a group of stakeholders that until then were being disregarded in the sense of involvement in strategy as presented in this research. The resolution to the research question was successful, as has been described in chapter 17. The participation process, designed along this research, has been a participatory one from the beginning. What I mean by this is that the future energy consumer has been involved in the design of the process from the start. In the first place by involving J&JWW, an expert on Gen Y and in the second place by involving the participating Gen Y-ers. This started off by asking a small group of youngsters about their ideas concerning the manner in which an energy company could involve them in thinking about future energy supply and was followed up by an future scenario event and an co-creation experiment. Gen Y-s' relevance with energy supply and interest in participating in the process has always been included in order to get and keep them involved. On top of that, based on Gen Y-ers' evaluations, their input has been part of decisions concerning the concrete realization of process conditions in each evolvement of the participation process design. Based on (peer) reviews during the research the next participation step followed on the previous by taking on learnings from previous steps into the next occasion of participation. The future energy consumer learned about the value of energy supply in their daily lives, Eneco employees learned about the aspects in Gen Y's frame of reference, providing more insight in the future energy consumer's world. All involved learned however, that it is hard to create one view of Gen Y, because of the variety of perspectives of youth in the age range between 17 and 27. This probably has to do with the difference in phase in life; the youngest still live at home and go to school, the eldest are already self-reliant. Different questions/issues play a role in their daily lives, which have impact on how their manner of thinking.

Mutual learning was achieved because a) the participants respected each other's input, b) the future energy consumer and Eneco employees communicated in a relaxed manner with each other and c) the positive ambiance created by the leader of the events[468]. Participants could always communicate in free space.

Next to validity this research has to be reflected upon its reliability. In the next section I will elaborate on this quality criterion.

20.2 RELIABILITY

The main question in the evaluation of the reliability of the research is that if another researcher would perform the same research under the same conditions, would he/she come to the same findings and conclusions (Yin, 2009).

In order to minimize the errors and biases, I already stated that participants were involved throughout the research and peer reviewers evaluated the research steps. But I cannot guarantee that all biases or errors have been eliminated though; in order to understand the future energy consumer as much as possible, I had to be part of the social phenomena[469]. Thus I automatically engaged in co-creating the social phenomena. This means that the social reality formed through the actions is a result of the participation of the specific individuals involved in this research. Although the research approach can be applied a second time, any other researcher would take into the research process his/her own personality[470]. This would most likely lead to another relationship with the exact same group of participants. This would have impact on the way participants act and the way the researcher would interpret findings. If I would do the same research over again, it would be biased in a different manner. As I already did the research, and my experience cannot be deleted from my mind, I would look at phenomena differently

[468] Jong&JeWilWat
[469] Arbnor and Bjerke, (2009)
[470] In the empirical journey I formulated the questions while Eneco was the principal of the survey and Ipson the executor. In the empirical journey I was the principal of Youth Energy Day, In the empirical journey I was delegated principal of the Eneco Energy Challenge. At the time the research was performed I was working at Eneco as employee.

and probably see other things. Which leads to the question if any researcher is able to do his/her research exactly in the same way the second time.[471].

From a more auditing perspective, the reliability of this research has been ensured by taking on different research methods. This has led to a broad portfolio of findings, each adding meaning to the social phenomena. The combination of the different methods applied, neutralized each methods' weak points as much as possible. Furthermore all findings have been recorded, either in text, pictures, drawings, presentations, voice recordings or film. The vast description of the empirical journey of discovery should even be taken up as a report through which I try to represent my learning process in understanding the future energy consumer.

This research also has its limitations though as far as its reach of meaning is concerned. The limitations, I identified will be elaborated on in the next section.

20.3 LIMITATIONS AND NEXT RESEARCH

Every research has its own limitations; so has this one. In the description of the future energy consumer I talk about Generation Y. The population that participated eventually was automatically formed by self-selection resulting in the absence of youngsters that are less educated or allochthone. Only further research could provide insight in what their specific characteristics are, which should be taken into account when an energy company wants to involve them in the strategy. The research was performed by applying research methods that implied direct contact with a group of stakeholders. These intense methods mean that a relatively small group has been involved in the process, which not always means that it is applicable for wider public. Only in the field of the future energy consumer's relevance with energy supply a broader method was applied in the form of a survey among a population of n=1000. Furthermore the research has only been performed in the context of one energy company. Taking multiple cases into account should create more knowledge about the impact of the participatory behaviour or even organisational culture of other energy companies in the participation process.

[471] Of course, I state this with a social and participatory action research perspective.

Although the applied theories on Generation Y state that differences between the generations are present in the context of education[472] [473] [474] [475], work[476] [477], and consumer behaviour[478], this research doesn't say if the results are specific for Generation Y. Maybe the generations are not that different in relation to participation processes. Or maybe age and stage in life of Generation Y at the time the research was performed, were leading here. Involving the future energy consumer, originating from the same generation, only then when they are older or involving participants in the same age and stage in life but from the next generation, could shed a light on this limitation. Also the effect of continuation of involving Generation Y in the strategy of Eneco would be interesting to follow. Here it would be interesting to see what the impact of a long term relationship is and if it would create a wider public of involved youngsters.

[472] Noble, Haytko and Phillips, (2009)
[473] Oblinger, (2003)
[474] Black, (2010)
[475] Prensky, (2005)
[476] Martin, (2005)
[477] Twenge and Cambell, (2008)
[478] Morton, (2002)

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ATTACHMENT A: CONTEXT ENERGY SUPPLY

Dynamics of the energy market

Energy supply is of social concern, because energy makes the World tick[479]; without energy we basically can't do anything. I can easily translate this statement into our day-to-day life by predicating that we can't function (at least not for long) without food that we digest into energy for breathing, walking or working; we simply stop to exist without it. Of a higher level it can be said that energy makes the economy run. The future of energy supply has been characterized as a 'wicked problem'[480] though; in the energy supply system, people have searched for too long, for solutions within old institutions and old rules. It is not only disagreement about the solution of the problem, but also about the nature of the problem itself[481]. The problem of energy supply is concentrated around the disagreement on how to manage the availability of our natural resources in general and how to deal with the depletion of fossil fuels in particular. In the context of this research, energy supply is the provision (generation, transmission, distribution and supply), of enough energy in the form of electricity, gas or warmth to meet the need for that energy.

In this section I briefly go into the main trends in energy supply in order to provide a picture of the global dynamics that Dutch energy companies act within. With the content of this section I don't intend to be extensive whatsoever and gladly leave it to other researchers to go into the meaning of the studies published in that area.

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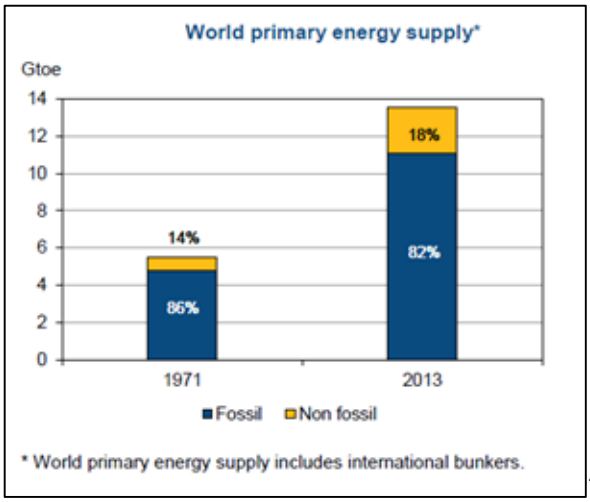
[479] Some may say that money makes the world go round. I believe we can manage without money, but simply not without energy.
[480] Wicked Problems are barriers in a system that prevent the system to function optimally (Rotmans, 2006)
[481] Rotmans, (2006)

Global energy and environmental dynamics

Energy supply worldwide is currently still dominated by oil, coal and natural gas resources. The figure below shows our global dependency on these fossil fuels[482]. Although the share of non-fossil energy has increased more than the share of fossil energy, the global Total Primary Energy Supply (TPES), still mainly relies on fossil fuels. Due to the worldwide economic growth, the TPES increased by almost 150% between 1971 and 2013. The share of fossil fuels within this increasing world energy supply, remains relatively unchanged over the past 42 years[483].

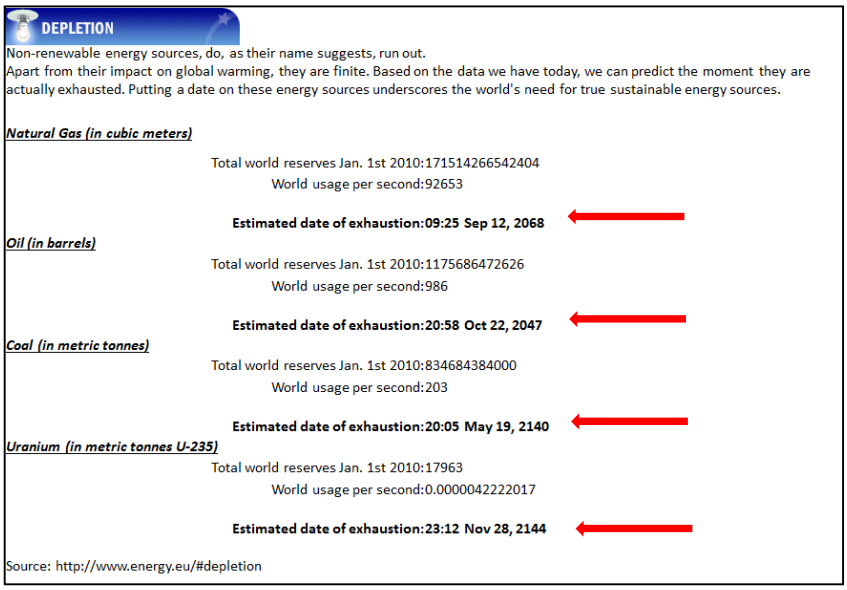


[484]

On the other hand the general idea is that our natural resources as oil, natural gas, coal and uranium are depleting by the year. How fast researchers expect this depletion to go, depends on the future scenario[485] they support. The common assumptions that remain though are: 1) global energy demand will increase and 2) the reserves of fossil fuels are perishing. In 2010 the European Commission

[482] Source: http://www.iea.org/publications/freepublications/publication/CO2EmissionsTrends.pdf (04-12-2015)
[483] www.iea.org (04-12-2015)
[484] Toe= tonne of oil equivalent. Toe is a unit of energy defined as the amount of energy released by burning one tonne of crude oil 1 toe = 41.868 gigajoules (GJ) Gtoe (giga toe= 1 billion toe = 41868000000 GJ (Wikipedia 04-12-2015)
[485] Future scenario's as yearly published in the World Energy Outlook by the International Energy Agency

Directorate-General for Energy published the following sheet on their website. In one overview it shows the need for renewable energy sources and energy efficiency if we want to be able to meet our energy need in the future. Of course I am aware of the notion that one cannot exactly predict when the fossil fuels will have been depleted completely. Nevertheless I decided to present it here, because it provides a strong picture of what lies in front of us.



DEPLETION

Non-renewable energy sources, do, as their name suggests, run out.
Apart from their impact on global warming, they are finite. Based on the data we have today, we can predict the moment they are actually exhausted. Putting a date on these energy sources underscores the world's need for true sustainable energy sources.

Natural Gas (in cubic meters)

Total world reserves Jan. 1st 2010:171514266542404
World usage per second:92653

Estimated date of exhaustion:09:25 Sep 12, 2068

Oil (in barrels)

Total world reserves Jan. 1st 2010:1175686472626
World usage per second:986

Estimated date of exhaustion:20:58 Oct 22, 2047

Coal (in metric tonnes)

Total world reserves Jan. 1st 2010:834684384000
World usage per second:203

Estimated date of exhaustion:20:05 May 19, 2140

Uranium (in metric tonnes U-235)

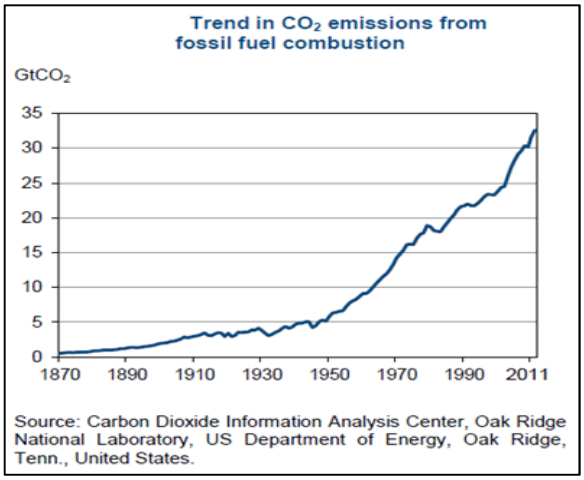
Total world reserves Jan. 1st 2010:17963
World usage per second:0.0000042222017

Estimated date of exhaustion:23:12 Nov 28, 2144

Source: http://www.energy.eu/#depletion

Another aspect in the global energy dynamics that is worthwhile to mention is the rising trend in CO_2 emissions from fossil fuel combustion. *"Since the Industrial Revolution (1870), annual CO_2 emissions from fuel combustion have dramatically increased from near zero to over 32 $GtCO_2$ in 2013."*[486]. The next figure shows the increase of CO_2 emissions over the last 2 centuries. Emissions in non-Annex I countries[487] have almost tripled since 1990, while emissions in Annex I countries have declined slightly[488]:

[486] www.iea.org
[487] List of non-Annex 1 countries: http://unfccc.int/parties_and_observers/parties/non_annex_i/items/2833.php (04-12-2015)
[488] Source:



Climate researchers claim that an increase in CO_2 emissions has a negative effect on the environment, because CO_2 emissions are the major cause of global warming. When the world temperature rises with more than 2 degrees Celcius it most probably will cause[489]:

- Sea levels to rise between 7 and 23 inches (18 and 59 centimeters) by the end of the century
- Hurricanes to become stronger.
- Species that depend on one another to become out of sync, which disturbs the circle of life
- Floods and droughts to become more common.
- Less fresh water to be available, leaving thousands of people who rely on it for drinking water and electricity without a source of either.
- Some diseases to spread, such as malaria carried by mosquitoes.
- Ecosystems to change—some species will move farther north or become more successful; others won't be able to move and could become extinct.

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http://www.iea.org/publications/freepublications/publication/CO2EmissionsTrends.pdf (04-12-2015)

[489] Source for climate information: IPCC, 2007 via:

http://environment.nationalgeographic.com/

The previous described global energy and environmental dynamics suggest that something has to change in the way people provide in their energy need. This means that the energy supply, as we know it today, should be transformed completely. This transformation is internationally being referred to as "The Energy Transition", which represents the change of energy supply based on fossil energy sources into energy supply based on renewable energy sources only. "*In the last 150 years we consumed approximately half of the worldwide estimated oil and gas stocks. And the hunger for energy will only be growing in the coming years. Preceding energy sources are drying out. An energy transition during this century is therefore inevitable.*"[490].

Basically everybody on this planet is affected by The Energy Transition, and it will take people more than one generation to complete it. It implies that different countries have to agree on how to take action, which they first start doing in the Kyoto protocol in 1997. The Climate Change Conferences in Copenhagen (2009), and Warschau (2013)[491] however show that this is not an easy task to continue doing. The IPCC (Intergovernmental Panel on Climate Change) estimates that if we do not do anything about our dependency on fossil energy sources, it will affect next generations severely in their living climate. The way the Energy Transition will be completed eventually, thus depends on (political) decisions made along the way. In the next subsection I describe what the Dutch government has set as energy policy[492] in order to contribute to The Energy Transition.

Energy policy

In the context of international agreements on climate change, the Dutch government has the objective to realize an energy supply that is cleaner, smarter and more varied, resulting in a situation in which end users (households, SME's, and industries) can be confident that they have energy at their disposal at any time

[490] Gerlagh, (2011)
[491] In the time the thesis was edited, the Climate Change Conference to place in Paris (2015). And although the worldwide voice of the public for change becomes stronger, the governmental outcome remains thin.
[492] We of course all know that energy policies are not a given for the long term, but are subject to change in political influences

and that energy remains affordable to them. Energy companies therefore have to contribute to the reduction of emissions (CO2) by 20% nation-wide (compared to emission levels in 1990) in 2020 and energy saving per year by their customers. The Dutch government also set the goal that in 2020 14% of the Dutch energy needs has to be produced with use of renewable energy sources such as wind, sun or biomass. In 2023 this should be 16% as was agreed in the most recent Energy Agreement that came into effect in September 2013[493]. Energy companies thus have to take energy policy into account in their (long term) decisions on investments in energy production and energy sourcing.

Political arena

According to the Dutch government[494], future energy supply should be reliable, sustainable, affordable and available for everyone. This statement has been formulated in the context of a wider energy policy at an European level. In the next two text boxes both the European and the Dutch energy policies are presented:

> "Safe, secure, sustainable and affordable energy contributing to European competitiveness." (Source: www.ec.europa.eu, doc. ref.:119141 (2011)

> "Reliable, affordable and sustainable energy by making energy cleaner, smarter and more varied." (Source: www.rijksoverheid.nl, sub: energiebeleid-nl (2011)

Although the Dutch government claims to go for green and sustainable energy, their actions have not always supported that. I can best illustrate this by presenting the conclusions done by the PBL (Dutch Planning Agency on Living Environment) in their biennial research 'Balance on Living Environment 2012'[495] [496]:

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[493] Source: http://www.rijksoverheid.nl/onderwerpen/energie/energiebeleid-nederland (11-12-2013)
[494] Source: http://www.rijksoverheid.nl/onderwerpen/energie/een-evenwichtige-energiemix (23-12-2013)
[495] Score NL international: http://dualcitizeninc.com/GGEI-Report2014.pdf
http://mvonederland.nl/sites/default/files/media/Hoe%20duurzaam%20is%20Nederland%20(november%202014).pdf

- **Kyoto agreement**: The Netherlands probably will comply with the Kyoto obligation; In the period 2008-2012, The Netherlands has to reduce their greenhouse gas emissions by an average of 6 per cent compared with 1990. This goal will partly be met with the acquisition of foreign emission rights in order to have sufficient emission reductions.
- **Renewable resources**: The share of energy supply based on renewable resources, such as biomass, wind and solar, grows too slowly in order meet the goal of a 14% share in 2020. For example the pace in which wind energy on land is realized, will not go fast enough, due to 1) local resistance to wind farms, 2) difficult assignment of locations and 3) lack of funding.
- **Decarbonisation**: A governmental long term vision and strategy is needed in order to realize a decarbonized economy in 2050. This means for instance to re-evaluate the ETS (Emissions Trading System) in order to structurally stimulate innovations and new technologies that contribute to the decarbonisation of our society.
- **Energy efficiency**: The Dutch government should make better use of the potential that lies in the construction industry by stimulating the use of energy saving applications in buildings.

The conclusions of the PBL tell us that the political priority is not as high as might be expected from the wording used in the formulation of the energy policy. The actions are not suited to the word, so to speak. Energy as a topic though, is indeed very much a political priority but then mostly in terms of availability and security.

Volatility of the energy market

Next to the long term impact of climate change and energy policies resulting from that notion, the energy market dynamics on the mid- and short term are heavily determined by (inter)national incidents and developments. In the energy market this is represented in the volatility of energy prices. A good example of this occurred in 2011 when the nuclear power plant Fukushima melted-down due to the

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[496] Source http://themasites.pbl.nl/balansvandeleefomgeving/2012/klimaat-lucht-en-energie (11-12-2015). The Balance on living environment is the successor and combination of the yearly Environmental balance (Milieubalans), Nature balance (Natuurbalans) and Monitor Land Use Planning Memorandum (Monitor Nota Ruimte)

consequences of a tsunami. This incident had a global effect; Germany decided to shut down all nuclear power plants in Germany[497], increasing their production based on coal and Japan's demand for LNG (liquid natural gas) increased at expense of the provision of LNG to other countries. Gas prices increased, which made power production based on gas no longer cost effective, causing that power produced by coal plants was economically more viable, resulting in increasing CO_2 emissions in power production.

The changes in weather conditions however are the main drivers in the day-to-day decisions an energy company has to make on how to provide in the energy need of their customers while keeping costs as low as possible. Gas prices for example, are higher in winter than in summer, because the demand for gas (for heating up houses etc.) is higher in winter than in summer. But the weather conditions also influence daily decisions about what energy production source to activate; will it give enough wind to generate the power from wind turbines or should the power plant be turned on.

Interrelated domains of energy

Energy supply is not a topic that can be considered within the boundaries of energy supply alone. The topic of energy supply in fact is very much interrelated with other domains. Developments in these domains also affect the way we look at energy over time. The table below gives an overview of interrelated domains with examples of energy interrelated topics. Note that I don't intend to be extensive in the detailing of this table. It is meant as exemplary only in order to give some idea about the position of the field of energy within this complex frame of interrelated domains.

[497] Source: www.nos.nl/artikel/244455 (06-11-2011)

Mobility
Living and working are no longer bound together. More and more people live in a location other than where the company they work for is located. This is why the mobility between home and work in recent years has grown significantly, resulting in the traffic jams we all know so well. On the other hand, developments in IT make it possible to work from a different location than where the office is.
Serious developments in alternative energy sources for transportation: ways to make transport more energy efficient and less CO2 consuming is the general trend in the developments in transportation o The electric car o The hybrid car o Car on hydrogen o Aircraft on biofuel o Aircraft on solar energy
Construction
Buildings are increasingly isolated, making them more energy efficient. Moreover, several new technologies have been introduced in order to achieve further energy savings. o HRe boiler o Green roofs o Solar panels o 0-on the meter homes o Heat pumps
Every home (new or on sale) is now provided with an energy label in the context of awareness.
Development of Smart Homes, who take over daily tasks (eg shopping) that are energy neutral, or at least meets its own energy needs.
In construction combinations of energy consumers and energy generators are being conceptualized; o Waste/garbage becomes the energy source of the city (Waalwijk) or transportation in a city (Amsterdam) o In certain flats the energy supply is based on the different lifestyles of the people living there as a starting point for energy efficiency o Usage of landscape to make buildings more energy efficient.

Agriculture
Alliances between communities and farmers in which the farmers meet the community's energy needs by turning cow manure into energy or farmers who begin an algae farm with which energy can be generated.
Farms are generally combined with stables with large roofs. The space on these roofs can be leased in order to place solar cells with which energy is generated. In Germany is a whole new market in farm/stable roofs in development.
Energy neutral greenhouse; in horticulture, much energy is used for cultivation of flowers, fruit and vegetables throughout the year. Technology makes it is possible that that heat is supplied in an energy efficient way (electricity supply with the CHP[498]) and that good use is made of CO2 emissions caused by the heating (plant growth).

Conclusion dynamics energy market

This section has shown that the strategy of Eneco is to be considered within a broader and complex context of (future) energy supply. Environmental issues, the way governments think they should handle these issues and the way they actually perform on these issues influences the content of the strategy of Eneco a great deal. Next to that the energy supply itself is complex due to its volatile character and influences/dependencies with other domains in which energy is an important component.

Like described, the strategy of Eneco considers *Together* conditional to accomplish *Sustainable* and *Decentralized*. The next chapter therefore will go into the participatory behaviour of Eneco in relation to who Eneco is.

[498] Combined Heat and Power (source: http://www.epa.gov/chp/basic/index.html)

ATTACHMENT B: RESULTS YOUTH ENERGY DAY

Stories Gen Y-ers concerning future energy supply

In the first presentation we meet Maartje (26 years old). By 2030 she is an entrepreneur. Maartje lives in a self-sufficient house: all the energy she needs is generated with het own solar panels. She uses a flexible workplace. She easily generates energy additionally on her way to work.

In the second presentation we meet Pierre (20 years old). Pierre is sleeping in a *turbobed*. The bed knows everything about Pierre: what time he wants to get up and when his sheets need to be unfolded to get in or out of bed. There is a supercomputer behind the turbobed and with so much computing power everything is possible. The computer is constantly in touch with a global network. The computer thinks ahead and converts data from the internet into 3D. This allows its owner to get to any place in a short period of time, because it can take him anywhere. The energy you need will easily come out of the cloud. When it is Pierre's birthday, he celebrates his party on the moon. And thanks to new developments, he only needs one hour of sleep.

In the third presentation we see the *House of the Future*. Solar panels are integrated into tiles, windows and mobile devices. Sensors in floors give energy and you can simply load the computer with mouse movements. Your heat will be generated with use of rainwater. And the brightness of the lighting automatically adjusts, like tablets and iPads already do. Are you on your way home from work or school? Then sensors calculate how late you come home and when you enter the door, your home has already been preheated and the lighting is exactly matched to your personal preferences.

The fourth and final forecast for 2030 shows that battery life of your laptop or smartphone will be a less important factor of concern: everyone is able to be online always while batteries charge themselves. People prefer to travel by public transport because it is faster and more comfortable. Why? Because, information will be services completely different. You will get relevant information at the time

you need it. So you do not have to deal with delays anymore. Homes are all self-sufficient with solar panels on the roof. In fact households are energy producers by default. Furthermore, everything will be electric, because gas is obsolete.

Gen Y's campaigns for Eneco

Eneco will enable people to be in control of their own energy

Group one states that Eneco needs to engage young people with energy by sponsoring or organizing 'Silent Disco's'. This way young people can generate energy through the dance floor and experience energy in a tangible manner. In a Silent Disco people dance with headphones on. So it can happen that everyone dances on different music. The entertaining factor is very high

We fuck up earth; the biggest impact on the world is by saving energy

Group two proposes to intervene by using the predicted Apocalypse of 21 December 2012 and, in this way, call the attention to renewable energy. Sender of the message should be Eneco. The idea is to interrupt the BNN program "Spuiten & Slikken" on December 22 with the message that the world only just escaped a massive destruction, but that we fortunately survived the Apocalypse. The message continues by stating that we ourselves are destroying earth by allowing pollution and "dirty energy". Coal-fired power plants, among other things, will mean our destruction sooner or later. Unless we choose for sustainability now, like Eneco does.

The world behind energy is much more interesting than you think

Group three stretches the challenge beyond one idea alone and proposes to launch a platform called 'Shared Energy'. Under this platform, services are offered and actions are taken. These services and actions show young people that energy everyone’s concern. It also makes them aware that energy and sustainability are important. For example, by using 'Shared Energy', people can share energy with

neighbors, and compare the sustainability of energy providers objectively. One action could be, that the Lowlands festival has a power-blackout that is directed backstage. Then everything will be quiet for a period of time during the festival. This situation without music can be used to call the attention to the notion that energy should not be taken for granted. Also, a new RTL TV-program sponsored by Eneco called 'The Powerless House' could be created. In this program, young people are invited to stay in a luxurious villa. However in the villa no of gas or electricity will be available. Other ideas that may fall under "Shared Energy" include gadgets that measure how much power certain devices consume and, also here, there are dance parties with power generating floors. And all that's 'Powered by Eneco'.

Unlimited renewable power indoors and outdoors

Group four chooses one concrete idea, namely the "Stick-on Solar Cell" that charges your mobile phone. The solar cell is of course trade-marked by Eneco. This is a gadget that many youngsters really want, because smartphones batteries die quick. By offering the 'Stick-on Solar Cell' via Facebook, many young people get acquainted with Eneco's sustainable brand values which contributes to brand awareness.

ATTACHMENT C: RESULTS SURVEY

Results survey on Knowledge

On the hand of the following items in the survey Gen Y's knowledge on energy was explored:

- 6 statements, which needed to be answered with 'yes', 'no' or 'I don't know',
- 1 open question on the energy sources that came to mind, and
- 1 open question on the applications of energy that they knew

The results show that the responding Gen Y-ers are aware of the fact that less energy is needed for taking a shower of 5 minutes than is needed for taking a bath, and that a laptop is more energy economic than a PC is. On the other hand only 39% knows that making a cup of tea takes more energy than charging your mobile phone, and only 17% knows that 1 in 4 people in the world has no electricity at his disposal. Although most respondents answered correctly on the statement that the US almost consumes double the energy consumption of West-Europe, and that the EU energy policy is that 20% of the energy sources need to be renewable energy sources by the year 2020, a relatively large group doesn't know (23% and 34%).

The energy sources that come to mind first are Wind and Solar followed by Water, Nuclear and Coal. This result thus shows that the renewable and electricity related energy sources come to mind first. Unclear is if this result has to do with the fact that renewable energy sources are more recognizable in the landscape of The Netherlands to Gen Y than the fossil energy sources are.

The responding Gen Y-ers relate energy to applications like watching TV, using their computer, but also applications like cooking, having light and warmth, taking a shower, driving a car and even housekeeping. The results show that Gen Y-ers relate the application of energy to their devices, basic needs, free time and household chores, which thus concerns the application of energy close to home and in their daily lives. No association has been made to the application of energy in the industrial area though. The responding Gen Y-ers don't seem to consider that all the things they use have to be produced and transported first, which in itself needs a lot of energy.

Results survey on Thoughts

To learn about Gen Y's thought on energy in general and sustainable energy in particular the survey explored the following items:

- Gen Y's meaning of the concept of sustainable energy based on their choice of one or more predefined descriptions,
- Gen Y's opinion based on multiple dilemmas on with whom the responsibility for the sustainability of energy supply lies,
- Gen Y's degree of concern about future energy supply in The Netherlands, and
- 8 statements on sustainable energy, with which they could agree or disagree

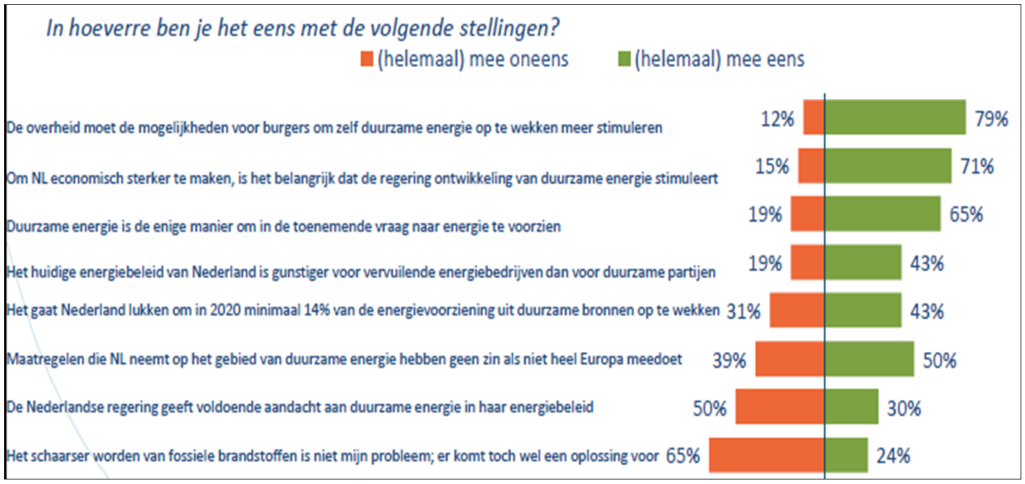
Sustainable energy for the responding Gen Y-ers means for 72% the generation of energy that is not harming the environment.58% answers that sustainable energy is energy that is not generated with fossil fules (mind that multiple answers applied). Striking is that a quarter of the low educated responding Gen Y-ers answers with "I don't know".

In the survey Gen Y's thought about responsibility concerning sustainable energy supply were made transparent by making Gen Y between the following dilemmas: the responsibility either lies with the government or civilians, the responsibility either lies with the government or the energy companies, and the responsibility lies either with civilians or energy companies. According to the results of the survey, Gen Y's thoughts on the matter are that the responsibility of a sustainable energy supply lies more with the government and energy companies than with civilians, although Gen Y-ers older than 23 see a more equal responsibility between the parties in the dilemmas than Gen Y-ers younger than 23. Again the low educated respondents more often answer with "I don't know"

Four in ten Gen Y-ers (43% of the responding population) worry about future energy supply in The Netherlands. However the survey doesn't ask 'why'. Women are more worried than men about future energy supply (♀ 49%, ♂ 39%), and the high educated worry more than the low educated (high 49%, low 37%).

The results of the survey show that Gen Y is more positive regarding sustainable energy supply though. The figure below presents that Gen Y thinks that:

- the government should facilitate civilians more in their attempt to generate their own sustainable energy
- will make the Dutch economy stronger when the government stimulates developments in sustainable energy,
- sustainable energy the only solution is in order to secure the supply in our increasing energy need,
- the Dutch energy policy is more favorable for polluting energy companies than for sustainable parties,
- The Netherlands will succeed to generate 14%[499] of the energy supply with renewable energy sources in 2020, but
- the actions The Netherlands take only make sense if the whole of Europe takes such action, and
- the government should give more attention to its energy policy
- the depletion in fossil fuels is also their own problem not only of society in general



The only 'but' that needs to be placed with the numbers mentioned in the figure is that mainly the high educated responding Gen Y-ers see sustainable energy as the

[499] In the Energy Agreement of 6 September 2013 the norm is 16% instead of the mentioned 14%

answer to the increase in energy need (74%). These Gen Y-ers also are more critical to the Dutch government regarding its actions in relation to the energy policy (58%) and stimulation of developments in sustainable energy (76%).

Results survey on Behaviour

The objective with the last section of the survey was to gain insights in Gen Y behaviour in relation to their own energy consumption; how sustainable are they in their actions. With the following items Gen Y's behaviour has been made clearer:

- they rated sustainability in relation to their own action, that of their immediate vicinity and that of The Netherlands, (scale 1 to 10),
- they rated The Netherlands' sustainable behaviour in comparison to that of other countries,
- the degree of awareness of their own energy consumption,
- 5 statements on their energy consumption in daily live situations,
- Energy saving measures Gen Y is taking in a conscious manner based on 8 predefined descriptions 's,
- 4 dilemmas on what Gen Y thinks is more important in relation to clean energy, affordable energy, and available energy

Although the responding Gen Y-ers rated their own sustainable behaviour with a modest 6.3, they rated it higher than that of the immediate vicinity (6.0) and that of The Dutch in general (5.5). Men think that they are sustainable more often than women think of themselves ((♀ 6.1, ♂ 6.5),, and men think speak more highly of the sustainable behaviour of their immediate vicinity than women do (♀ 6.2, ♂ 5.8).

Only 15% of the respondents think The Netherlands being less sustainable than other countries. Even 32% think The Netherlands is more sustainable compared to other countries. In reality Denmark and Germany score much higher than The Netherlands on sustainability.

Of the responding Gen Y-ers 66% say that they consider their energy consumption in a conscious manner, which is supported by their answers to the actions they

take in relation to saving energy (answers with 'always' and 'often' have been combined in the percentages) presented below:

- 86% turns off the tap while they brush their teeth (high educated more often than low educated)
- 71% makes sure that all electrical appliances are turned off when leaving their house or room for more than an hour. Women do this more often than men (♀ 75%, ♂ 68%)
- 60% unplugs their phone from the wall outlet once it is charged, but 4 out of 10 still doesn't
- 58% puts on a jumper when It's cold, instead of turning up the heating (high educated more often than low educated), and 76% makes sure that windows and doors are closed when the heating is on
- 32% uses a clean towel every day, which means that 69% consumes less energy for washing their towels. 64% only does laundry when the laundry basket is full

However, less than half of the responding Gen Y-ers say to replace old lights with energy efficient lights. Only 4 out of 10 don't have their electrical appliances on stand-by, and not more than a third takes into account not to have a shower for more than 10 minutes. Applying an efficient shower head, or taking into account the energy label when purchasing electrical appliances are the measures that are considered least of all. So their behaviour is promising on one side but is open for improvement on the other side as well, while almost half of the population could do better.

The results of the survey show that the responding Gen Y-ers don't really make a choice which of goals in the Dutch energy policy they find most important. They thus value clean energy, affordable energy, and available almost equal. The availability of energy is slightly favoured over clean energy when this is hold against the affordability of energy, meaning that Gen Y wants to pay a little more for available energy than for clean energy. When the availability of energy is taken into account also energy saving is regarded an important goal to achieve. Apparently it is difficult for Gen Y to make a clear choice, because next to the almost equal valuation of the goals, more Gen Y-ers responded with "I don't know" to this question than to the other questions.

ATTACHMENT D: RESULTS ENECO ENERGY CHALLENGE

Gen Y propositions Toon3.0

Team 1: Toon® rewards; saving is rewarding

“Toon® rewards; saving is rewarding”, that's the vision of this team. Their persona is student Tim. He likes to go out and regularly visit festivals. The team wants to personalize Toon® with a digital photo frame: in standby mode, your personal pictures appear on the display. Weekly tips and updates should make Tim more aware of his energy consumption. Also, Tim can register a personal saving-goal in Toon®. Tim would like a plane ticket to Sziget. Every month Toon® shows him how much money he already has saved for this plane ticket, by saving energy. A function that acts like an additional incentive to save on energy.

Team 2: Toon® your challenge

Team 2 focuses on all young people between the ages of 17 and 27. This team also encourages users with a personal purpose to save. In standby mode, Toon® transforms into a digital photo frame. Additional feature: The pictures are adaptable to the outside temperature.

On Facebook you can make challenges with yourself to be as energy efficient as possible. Friends are notified with the message: "I have joined my own challenge". This way energy saving would be stimulated among young people.

Team 3: Save together

This team is confident about the following: *Toon® is the best way to save money!* The target group is a combination of starters and young professionals. The theme is: 'save together'. Of course there are also people who prefer to save for themselves. That's why this team has 2 persona’s:

1. Bart is self-directed and wants to save for himself. That's why he configures saving setting at: ‘personal savings’ on Toon®. Toon® regularly provides personalized advice about how Bart could save.

2. Emma is spontaneous, always on her way and out with her friends on a regular basis. She's not good in saving money, so she'd rather do it together with friends. They decide to save money together for a high tea. Each day Toon® shows how much they have saved already. In a dedicated virtual community space, they are able to chat and share information with each other about their progress.

The Toon® display shows an icon of a piggy bank. In the first month that a new Toon® is in use, it measures the user’s daily energy consumption. Based on that, a daily energy budget is set. Each day your consumption will be taken from that budget. The amount you save on your budget by reducing your energy consumption, will be put in the piggy bank.

Team 4: Voice of Toon®

With Toon® you are not only saving energy, you are awarded points at the same time. Team 4's plan works like this: Eneco estimates a cap on your energy consumption for you. This happens based on the type of house you live in and the season of the year. In summer, the cap on your consumption is lower than in winter.

If you stay within the boundaries of the estimated energy consumption you will gain points. With those points, you can save for fun and useful articles.

The team also introduces the 'Voice of Toon®', this widget gives personal savings tips.

Team 5: Toon® connect

This team chooses for the development of new software because it can be done quickly. A personalized home widget shows relevant information, such as speed trap cameras on the route to work or delays in public transport on your way to school. You can also pick up Toon® from the wall and use it as a tablet. The software compares your energy consumption with the fifty Toons®. located nearest to yours. This way you can compare your consumption with others. Based on this,

your Toon® gives a savings recommendation. The Toon® must become a 'Personal Energy Assistant': you do not have to think about it anymore. Toon® turns on specific devices in your house, for example at times that this is the most energy-efficient. And the metered quantity of energy consumption will be passed through automatically.

Team 6: augmented reality

Team 6 chooses storytelling. The story is about six students in a student house with Toon® on the wall. One of the students finds out that you can participate in an energy campaign with the whole district. The district that saves energy the most wins a special prize, such as a festival ticket or a sustainable makeover for the houses in the district.

On facebook, participants can view statistics, share tips and discuss. This creates ‘energy awareness’ among students.

The Toon® features software that enables augmented reality: you target the Toon® to a device, and the display shows information such as usage of that device.

ATTACHMENT E: AGENDA'S EMPIRICAL JOURNEY

Agenda Group interview I

Agenda

Eerste uur

- Kort reden toelichten waarom deze brainstorm + definitie Social Media
- Kennismakingsrondje;
  - wie ben je,
  - waar werk je,
  - wat is je leeftijd,
  - welke Social Media gebruik je en hoe vaak
- Stelling 1 t/m 3

Tweede uur

- Stelling 4 t/m 7
- Gerichte vragen
- Wat zou leuk zijn voor een bredere sessie

Agenda Group interview II

Agenda

Eerste 45 minuten:

- Aanleiding brainstorm II
- Kennismakingsrondje;
  - wie ben je,
    - wat is je leeftijd: Scholier, student, werkend/interesses, hobbies/uitwonend, thuiswonend
  - wat is de reden dat je besloten hebt mee te doen in deze brainstorm?
  - welke namen van energiebedrijven ken je? (voor Olav en Saskia)
  - wat betekent energie(voorziening) voor jou? (voor Olav en Saskia)
- Doel brainstorm II
- Context brainstorm II ;
  - introductie onderzoek
  - groepssessie (het WAT)

Tweede 45 minuten:

- Uitvoering brainstorm II;
  - gerichte vragen
  - stellingen
- Evaluatie momentje

Agenda Youth Energy Day

Agenda

Tijd	Activiteit
09:30 – 10:00	Inloop
10:00 – 10:15	Kennismaken & uitleg vd dag
10:15 – 10:45	Interactieve sessie: “Wat is energie eigenlijk?”
10:45 – 12:00	Groepsopdracht 1: “Reis in de tijd naar 2030 en geef jouw voorspelling op toekomstige energievoorziening”
12:00 -12:30	Lunch
12:30 – 13:15	Presentaties groepsopdracht 1
13:15 – 13:30	Toelichting: “Visie Eneco”
13:30 – 14:00	Interactieve sessie: “In debat met Eneco”
14:15 – 14.45	Kijkje backstage: “Rondleiding Eneco World”
14.45 – 16:45	Groepsopdracht 2: “Als ik CEO van Eneco was dan zou ik een visie zo communiceren naar jongeren….”
17:55 – 17:25	Presentaties groepsopdracht 2
17:25 – 17:50	Jury-overleg + prijsuitreiking
17:50 – 18:00	Evaluaties + afsluiting

JONG &JE WIL WAT. TU Delft Delft University of Technology Eneco

Agenda Kickoff of the Eneco Energy Challenge

Agenda

Tijd	Activiteit
17:00-17:30	Inloop deelnemers
17:30-17:40	Welkom & avondprogramma
17:40-18:25	Kennismaking
18:25- 18:55	Pizza !!
18:55-19:05	Inleiding Energy Challenge: Toon 3.0
19:05-19:20	Strategie Eneco
19:20-19:45	Toelichting op Toon®
19:45-20:00	Teamvorming; maak teams van 5
20:00-20:45	Brainstorm in teams; “hoe vliegen jullie de Energy Challenge aan?”
20:45-21:00	Pitch per team
21:00	Afsluiting

JONG & JE WIL WAT. SAMEEN Samen Eigen Energie Eneco

Agenda Challenge Day of the Eneco Energy Challenge

Agenda

Tijd	Activiteit
09:30 - 10:00	Inloop deelnemers
10:00 - 10:20	Energizer I (+ uitleg dag en locatie)
10:20 - 12:15	Werksessie I Teams
12:15 - 12:45	Lunch
12:45 - 13:00	Energizer II
13:00 - 13:30	Feedback mogelijkheden bij ons
13:00 - 16:30	Werksessie II Teams
16:30 - 17:30	Presentaties (ieder team 5 min)
17:30 - 18:00	Jury beraad
17:30 - 18:15	Buffet + bekendmaking winnaars
18:45	Aankomst bij Bowling
19:00 - 20:00	Bowlen
20:00	Afsluiting

JONG & JE WIL WAT. SAMEEN Samen Eigen Energie Eneco

Agenda D-Day of the Eneco Energy Challenge

Agenda

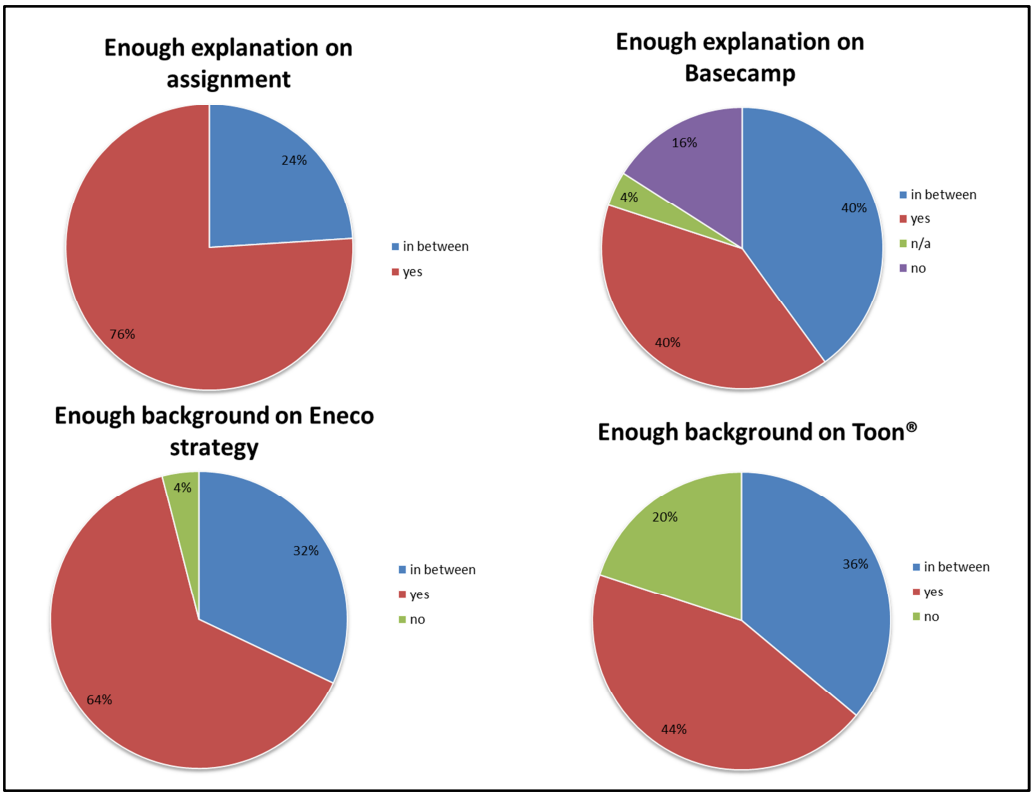
Tijd	Activiteit
16:30 – 17:00	Inloop deelnemers
17:00 – 17:30	Presentatie 1
17:30 - 17:45	3 vragen jury
17:45 – 18:15	Presentatie 2
18:15 – 18:30	3 vragen jury
18:30 – 18:50	Jury beraad + start borrel
18:50 - 19:00	Winnaar + prijsuitreiking
19:00 - 19:30	Dankwoord + borrel

ATTACHMENT F: OVERVIEW RESEARCH EXECUTION

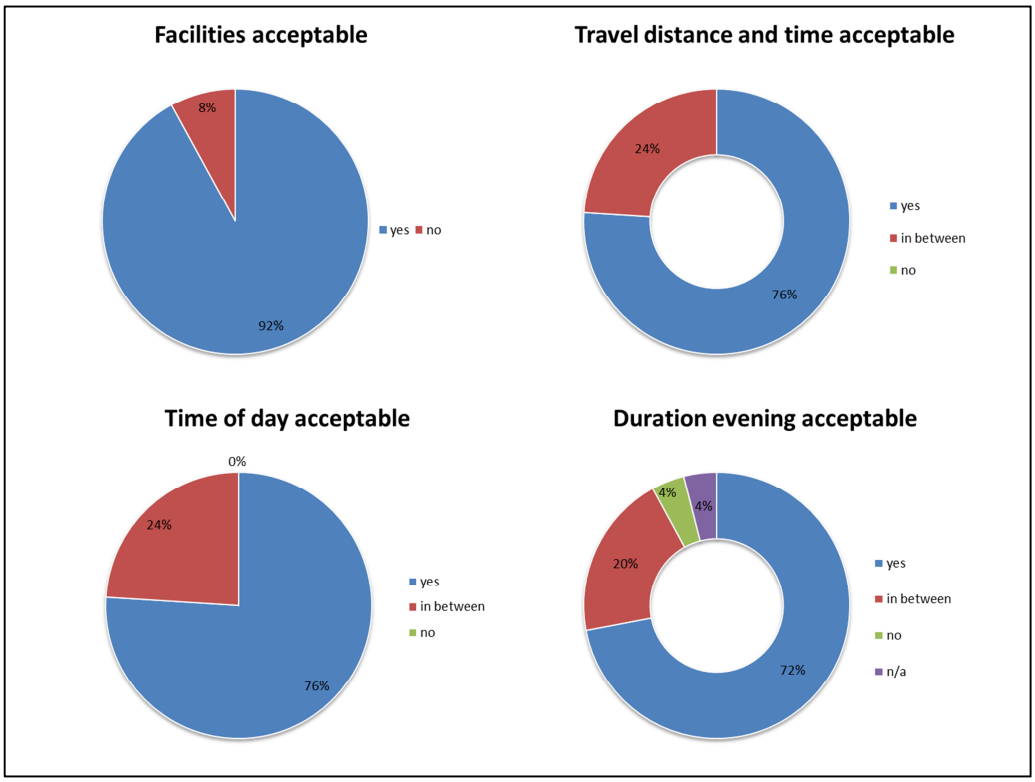
Step	1	2	3	4	5
Applied method	***Qualitative survey***	***Group interviews***	***Group discussion***	***Survey***	***Quasi experiment***
Research objective	Assess the level of Eneco's participatory behaviour	Gain first insights in: - Gen Y's communication principles concerning content, style and channel of communication - the relevance Gen Y experiences with future energy supply	- Explore the interaction between Eneco and Gen Y in a concrete participatory action - Challenge Gen Y to create their vision on energy supply - Challenge the participating Gen Y-ers to teach the participating Eneco employees how to communicate the topic of energy supply to Generation Y in general	Generate a broader overview of the relevance Gen Y experiences in relation to energy supply and sustainable energy in particular.	explore the interaction between Eneco and Generation Y by creating a real-life situation in which they participated in the co-creation of a tangible energy product of strategic importance to Eneco.
Setup	8 semi-structured interviews; - a combination of structured and open questions. - with employees of Eneco - that represented different business aspects of Eneco: legal, marketing, innovation, energy generation, public relations.	2 brainstorm settings; - with members of Gen Y and employees of Eneco - #1 focused on the format of communication with Generation Y in general. - #2 focused on how to communicate about energy supply in a for Generation Y relevant manner.	Event: Youth Energy Day; - combination of two group discussions with the entire group, and two group discussions in workshop settings of 4 predefined teams working together. - Each group was assigned with an Eneco employee who guided the discussion process. - #1 group discussion: exploration of "What is energy according to you?" - #2 group discussion: "In debate with Eneco about its vision on future energy supply." - #1 workshop: present your solution to assignment: "Travel in time to the year 2030 and give your future scenario on society and the role of energy supply within." #2 workshop: present your solution to assignment: "If I were the CEO of Eneco, than I would communicate the Eneco vision with Generation Y in the following manner…." - a prominent Eneco jury to select the best result	Questionnair; - population of N=1000 respondents - based on probability sampling - setup questionnaire based on statements and open questions - in relation to Gen Y's knowledge about energy supply in general, their thoughts on sustainable energy supply and their behaviour in relation to energy consumption - results are weighted with: education , age and gender variables in the Dutch population as known in the "MOA Gouden Standaard"	Event: Eneco Energy Challenge; Toon®3.0; - co-creation project in the form of a battle between participating Gen Y-ers in 6 self-formed competing teams - combination of three physical gatherings (Kick-off, Challenge Day, and D-Day) and multiple online interaction moments between Eneco employees and members of Generation Y. - The physical gatherings designed as a combination of plenary presentations and activities and teams working together in workshop settings - the online interaction moments were supported with an web-based co-creation platform - a group of Eneco employees participated with the role of coach - a prominent Eneco jury to select the best result - Assigment: come up with a concept of a new version of the Toon® thermostat with specific attention to its attractiveness for Gen Y.
Support	n/a	n/a	- Facilitator Jong&JeWilWat - Research observers	Market research office IPSOS	- Facilitator Jong&JeWilWat - Facilitator SAMEEN
Date	2011	1st quarter 2012	3rd quarter 2012	4th quarter 2012	2nd quarter 2013
Location	Eneco Rotterdam	Eneco Rotterdam	Eneco Rotterdam	Online	- Eneco Rotterdam - Mediapark Hilversum - online - other
Invitation	Email	- Email -Parents (researcher's collegues at Eneco)	Self selection through: - Facebook - Fontys Academy - Intranet Eneco - Eneco recruitment website - Peers	Email	Self selection through: - Facebook - Fontys Academy - Intranet Eneco - Eneco recruitment website - Peers

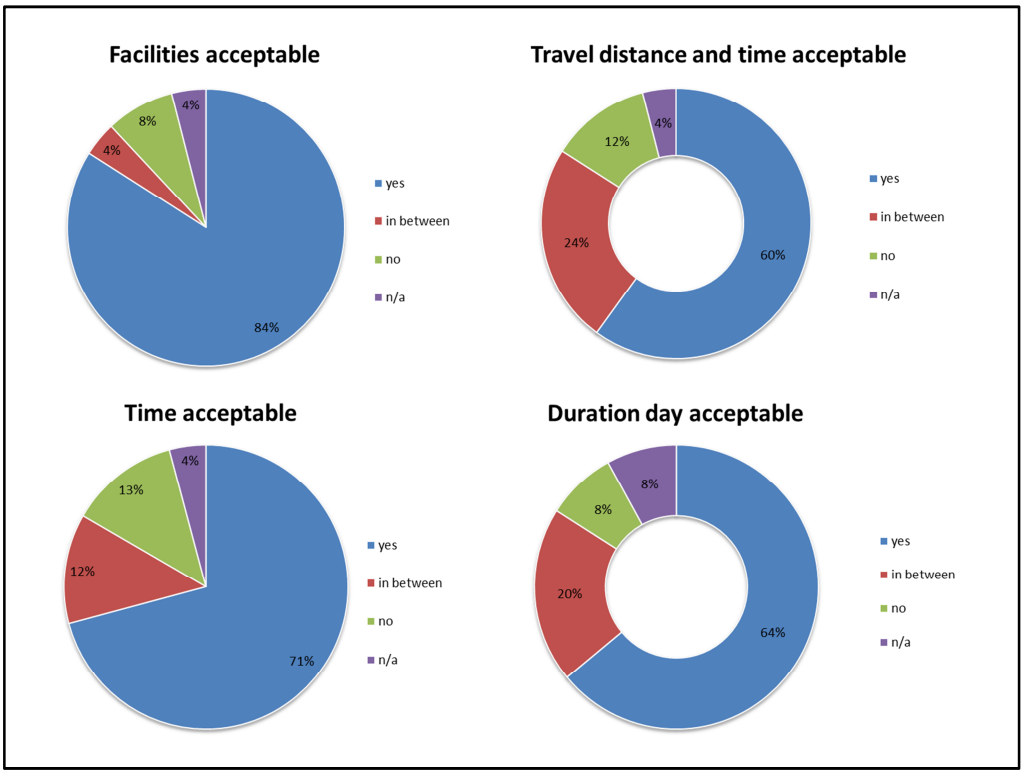
ATTACHMENT G: FEEDBACK PARTICIPATING GEN Y-ERS

Detailed information on feedback regarding background information



Detailed information on feedback regarding overall organization:




Facilities acceptable
4%
8%
4%
84%
yes
in between
no
n/a
Travel distance and time acceptable
4%
12%
24%
60%
yes
in between
no
n/a
Time acceptable
4%
13%
12%
71%
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in between
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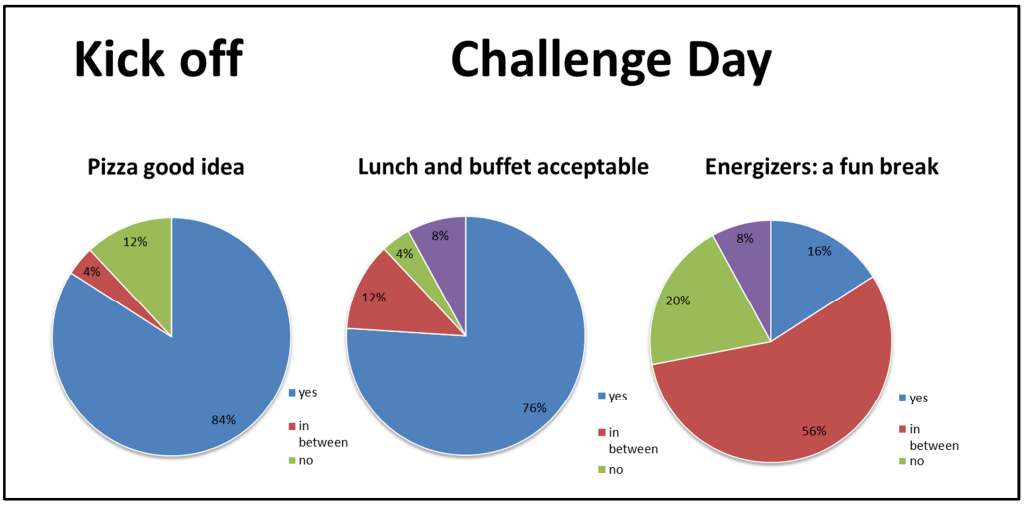
Duration day acceptable
8%
8%
20%
64%
yes
in between
no
n/a


Kick off
Challenge Day
Pizza good idea
12%
4%
84%
yes
in between
no
Lunch and buffet acceptable
8%
4%
12%
76%
yes
in between
no
Energizers: a fun break
8%
16%
20%
56%
yes
in between
no

CURRICULUM VITAE

Ilse van Andel was born on April 4th 1975 in Rotterdam, The Netherlands. After graduating from the Libanon College (athenaeum) in Rotterdam, she studied "Spanish Languages and Cultures" at University Leiden for two years. When she stopped this study, she started working. After doing several job related courses she decided to complete different modules in Business Administration at the Open University. In 2002 she completed this study at Erasmus University Rotterdam on a part-time basis next to her work in IT at the Ministry of Defence. In 2004 she graduated as MSc. in Business Society Management. In 2008 she changed from employer and started working at energy company Eneco. She made this step, because she wanted to be part of the new direction this energy company took in 2007 towards a more sustainable society. Next to her job, she started her PhD in 2010 at Technical University Delft at the faculty of Technology, Policy & Management. The results of her research are described in this thesis. After several IT related jobs at Eneco Energy Trade, she recently started her new job at the procurement department of Eneco as Sustainability Officer.