



## NMR broke some big news at IEPEC this past August!



We are now 50% employee-owned! NMR established an [Employee Stock Ownership Plan](#) in April 2017 and we plan to become 100% employee-owned by 2024. This transition allows us to maintain and strengthen our core values of *producing the highest quality work possible* and *providing concern and care for our colleagues' professional and personal welfare*. Learn more about NMR's transition to an ESOP [here](#).

Couldn't make it to the IEPEC? This newsletter features two of NMR's papers - an exploration of [the effects of exiting the upstream lighting market](#) and an assessment of [a small business direct install program](#).

You can find all of NMR's IEPEC papers and posters [here](#).

## Keep Calm and Carry On: Why Upstream Lighting Programs Are Still Important



### An IEPEC paper by David Barclay, et al.

Historically, residential lighting programs have accounted for the largest share of all residential energy savings. However, the implementation of the Energy Independence and Security Act of 2007 (EISA) and the introduction of LEDs into the marketplace mean program administrators have had to carefully reexamine their programs.

This paper explores the results of a unique natural experiment: comparing energy-efficient saturation levels and purchase behavior across two states - one current program state (MA) and one former program state (NY).

## A Natural Experiment



**Long program history**  
**Phased out CFLs (2014–2016)**  
**Continues to support LEDs**



**Long program history**  
**Dropped std. CFLs (2012)**  
**Exited Upstream Market (2014)**

## 2017 Saturation



**47% LED or CFL**  
**41% Incand. or Halogen**  
**7% Fluorescent**



**32% LED or CFL**  
**53% Incand. or Halogen**  
**9% Fluorescent**

The research suggests that the market may not yet be transformed and residential lighting programs have a role left to play.

[Read Full Paper](#)



## A Tale of Two Channels: Assessing the Effectiveness of a Small Business Direct Install Program

An IEPEC paper by Alyssa Na'im, et al.

This paper examines a Small Business Direct Install program designed to help business owners improve their buildings' electric energy efficiency. Customers participate in one of two ways: using the services of the program-approved turnkey Direct Install (DI) vendor or using the services of a Customer Directed Option (CDO) trade ally or contractor of their choosing.

In 2016, NMR completed a process evaluation of the program. This paper summarizes the main findings, focusing on the differences between the two participation channels.

### Key Findings

- 1** DI vendors offer an experience that is comparatively more convenient and generates higher rates of word-of-mouth advertising.
- 2** CDO trade allies are more likely to directly recruit customers and are somewhat better than DI vendors at addressing additional opportunities for energy-saving equipment.
- 3** Both channels provide program services to a wide variety of businesses, although each seems to have a niche. DI is more likely to provide services to full-service restaurants and CDO is more likely to provide services to retail stores.
- 4** Regardless of the delivery channel, customers see the burden of program participation as low, indicating that both channels provide customers with relatively easy access to energy-saving services.

The evaluation shows that it is possible for SBDI programs to successfully offer commercial customers more than one channel to access energy-saving upgrades while maintaining strong delivery and customer satisfaction.

[Read Full Paper](#)

FOUNDED IN  
**2001**



OFFICES IN  
**CA, CO, FL, MA, ME,  
NY, TX, VA, & VT**



**41** EMPLOYEE  
OWNERS

