Change Strategy
Air Conditioner Manufacturers supplying to Indonesia
April 2020
Contents

1. The Problem. The Opportunity.
2. Analysis & Insights
3. Theory of Change & Action

Appendix
GO25 is a corporate social responsibility initiative for the air-conditioning industry

Explainer Video

https://youtu.be/VDloiY-M1eE
Most Air Conditioners are set too low, owing to a complex mix of behavioural, educational, societal, political and legal issues.

Root cause analysis

Most offices, schools, malls, homes and hotels are set at 21-22°C, despite research suggesting 25°C is the best temperature for economic efficiency, employee productivity & environmental impact.

<table>
<thead>
<tr>
<th>Behavioural</th>
<th>Educational</th>
<th>Societal</th>
<th>Political</th>
<th>Legal</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Current default factory settings of 18-22°C, despite most manufacturers recommending 24-26°C to consumers.</td>
<td>• Consumers believe that turning AC temperature down to 18°C cools the room faster, and they forget to turn it up once the room is cool.</td>
<td>• AC is seen as a status symbol in many tropical countries. The colder the room, the wealthier one is perceived to be.</td>
<td>• Strong political influence of the fossil-fuel industry to promote electricity consumption</td>
<td>• Building codes and leasing agreements sometimes stipulate that tenants must cool between a specific temperature range.</td>
</tr>
<tr>
<td>• Nudge theory and practice finds that defaults are particularly “sticky” in that consumers rarely change a default.</td>
<td>• Men are more comfortable at cooler temperatures (21-23°C) than women (24-26°C). Men are typically the installers and managers of building temperature.</td>
<td>• Libertarian views to preserve the freedom to choose</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Ty Chang et. al. (2019)
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<table>
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<tr>
<th>Defaults</th>
<th>Educational</th>
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<th>Legal</th>
</tr>
</thead>
<tbody>
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<td>• Current default factory settings of 18-22°C, despite most manufacturers recommending 24-26°C to consumers.</td>
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<td>• Libertarian views to preserve the freedom to choose</td>
<td></td>
</tr>
</tbody>
</table>

⁴ Ty Chang et. al. (2019)
Currently a political blind spot, AC will quickly become a Climate Change focal point especially in Indonesia where coal capacity expands to meet demand.

Countries/regions with largest projected AC units growth 2016-2050¹

<table>
<thead>
<tr>
<th>Country</th>
<th>Projected AC Units Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>4,206%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>1,845%</td>
</tr>
<tr>
<td>Mexico</td>
<td>697%</td>
</tr>
<tr>
<td>Brazil</td>
<td>503%</td>
</tr>
<tr>
<td>Middle East</td>
<td>347%</td>
</tr>
<tr>
<td>EU</td>
<td>185%</td>
</tr>
<tr>
<td>China</td>
<td>149%</td>
</tr>
<tr>
<td>U.S.</td>
<td>45%</td>
</tr>
</tbody>
</table>

Indonesia Coal Plant Tracker 2020²

19360MW of capacity requiring:
- >USD$30 billion investment
- 77 million tonnes of coal per year³
- 144 million tonnes CO2 per year⁴ equal to 17% of total CO2 emissions exc. forestry⁵

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⁴ Assumes 1058kg of CO2 per MWh from p19 https://www.smithschool.ox.ac.uk/research/sustainable-finance/publications/Stranded-Assets-and-Subcritical-Coal.pdf and 80% availability of 19360MW of new capacity
⁵ See 2016 emissions of 856mt excluding forestry https://climateactiontracker.org/countries/indonesia/
Recent developments present a unique atmosphere for change in Indonesia

Recent News & Research

• India recently introduced a law that all new AC units must be defaulted to 24°C when produced and sold.

• A 2017 study found that employees are equally productive at 25°C, not 21°C as previously thought. Women are especially sensitive to the cold.

• A 2019 study found women to be most productive at 29°C, with their productivity dropping 1.6% for every degree cooler than that. I.e. the difference in productivity from 21°-29°C could represent half a day of productivity for women.

• BREAKING but more research required: Covid-19 may be less transmissible in warmer environments.
Manufacturers are one of our five target segments

Goal
By 2025, change the default air-conditioning temperature to 25°C for 1 billion people living in the tropics

Governments & Regulators
Corporates
AC Manufacturers
Working Women
AC Installers & Maintainers
An opportunity exists to align factory default manufacturer settings to 25°C in Indonesia

**Target Segments**

- Governments & Regulators
- Corporates
- AC Manufacturers
- Working Women
- AC Installers & Maintainers

**Solution: Align Manufacturer Settings to 25°C**

**Manufacturer League Table**

<table>
<thead>
<tr>
<th>AC Manufacturer / Brand</th>
<th>Remote Control Default Temperature Setting Degrees Celsius</th>
</tr>
</thead>
<tbody>
<tr>
<td>DAIKIN</td>
<td>25</td>
</tr>
<tr>
<td>Godrej</td>
<td>25</td>
</tr>
<tr>
<td>Mitsubishi Electric</td>
<td>25</td>
</tr>
<tr>
<td>The Climate Planet company</td>
<td>25</td>
</tr>
<tr>
<td>Blue Star</td>
<td>24</td>
</tr>
<tr>
<td>Hyundai</td>
<td>24</td>
</tr>
<tr>
<td>Kelvinator</td>
<td>24</td>
</tr>
<tr>
<td>Onida</td>
<td>24</td>
</tr>
<tr>
<td>Videocon</td>
<td>24</td>
</tr>
<tr>
<td>Gree Electric Appliances</td>
<td>23.5</td>
</tr>
<tr>
<td>Electrolux</td>
<td>23</td>
</tr>
<tr>
<td>Hitachi</td>
<td>23</td>
</tr>
<tr>
<td>Samsung</td>
<td>23</td>
</tr>
<tr>
<td>Beko</td>
<td>22</td>
</tr>
<tr>
<td>Mitsubishi</td>
<td>22</td>
</tr>
<tr>
<td>LG</td>
<td>18</td>
</tr>
<tr>
<td>Whirlpool</td>
<td>18</td>
</tr>
</tbody>
</table>

*Not Exhaustive*
This small change can have a BIG impact

For every 1 °C in AC Temperature:

**Profit:** Save up to 6% on electricity bill

**Planet:** Reduce CO2 emissions by 3%

**People:** Increase productivity of women by 1.6%

For Indonesia in 2020, this means:

- Six fewer coal-fired power-plants saving USD$3.3b in construction costs and 10.5mt/yr less coal for the state to purchase
- Prevention of 2-4% of national CO2 emissions
- A more productive and equal workplace

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Targeting 18 manufacturers can capture 80% of the market but social norms and a pro-coal government are major implementation risks

### Analytical Tools

#### Market & Industry 101

The AC industry is growing at 8.5% CAGR and is concentrated, with 18 manufacturers representing ~80% of the global market.

LG is the largest supplier to Indonesia at ~20% but their factory default setting is the lowest at 18°C.

Solutions to increasing the default temperature will have to overcome:

- **Political:** Fossil-fuel companies in Indonesia heavily influence pro-coal and pro-consumption government policies such as coal subsidies and an aggressive coal plant construction program.

- **Economic:** The coal sector employs contributes ~5% to GDP and employs 1.4m people¹.

- **Social:** Cold AC seen as a status symbol in Indonesia and society is very patriarchal.

- **Technological / Behavioural:** The majority of citizens do not understand how they work². It is expensive to retrofit thermostats to existing stock.

- **Environmental:** The environment is a lower priority than comfort and electricity costs in Indonesia.

- **Legal:** Some building codes (ie. For hospitals) and leasing agreements require temperatures lower than 25°C.

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Source xx
Power analysis confirms that the Indonesian government should be avoided as much as possible

**Analytical Tools**

- **Stakeholder Mapping**
- **Power Analysis**

**Key Insights**

- Manufacturers could be supportive of change in light of recent developments in India, and pressure from environmental groups.
- Indonesian Government agencies are broadly unsupportive, wield a lot of power and are tightly linked to fossil-fuel lobby groups.
- Multilateral organisations such as UNEP or ASHRAE could be useful coalition partners.
- There are significant educational, societal, legal and technical forces that must be overcome.
- **Key Takeaway**: Any tactics should try to avoid the Indonesian government and use clever behavioural change techniques to undermine and usurp current societal and political forces.

*See appendix for detailed summaries*
1. The Problem. The Opportunity.
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Appendix
Of all tactics, changing manufacturer defaults strikes the best balance between impact and implementation likelihood

### Behavioural change instruments analysis

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Impact</th>
<th>Cost</th>
<th>Implementation Likelihood</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturer default temperatures</td>
<td>Medium*</td>
<td>Very Low</td>
<td>Highly Likely</td>
<td>Avoids government, evidence-based behavioural change</td>
</tr>
<tr>
<td>Education to change societal norms</td>
<td>Low</td>
<td>Low</td>
<td>Unlikely</td>
<td>Government unlikely to pursue this.</td>
</tr>
<tr>
<td>Stricter efficiency labelling</td>
<td>Low</td>
<td>Very Low</td>
<td>Likely</td>
<td>Indonesia would follow ASEAN but not go it alone</td>
</tr>
<tr>
<td>Stricter efficiency standards</td>
<td>Medium</td>
<td>Low</td>
<td>Likely</td>
<td>As above</td>
</tr>
<tr>
<td>Change building codes</td>
<td>Medium</td>
<td>High</td>
<td>Very Unlikely</td>
<td>Impact would take too much time</td>
</tr>
<tr>
<td>Taxes on usage or purchase</td>
<td>Medium</td>
<td>Low</td>
<td>Very Unlikely</td>
<td>Tax collection is ineffective in Indonesia</td>
</tr>
<tr>
<td>AC subsidy for efficient devices</td>
<td>Medium</td>
<td>High</td>
<td>Very Unlikely</td>
<td>No global precedent</td>
</tr>
<tr>
<td>State-controlled smart devices</td>
<td>High</td>
<td>Medium</td>
<td>Unlikely</td>
<td>Currently used in Australia with users receiving a state subsidy</td>
</tr>
<tr>
<td>Law introducing minimum temp.</td>
<td>Very High</td>
<td>Low</td>
<td>Unlikely</td>
<td>No global precedent</td>
</tr>
</tbody>
</table>

*See appendix for EAST Behavioural Change analysis for the top scoring idea*
To achieve change, GO25 will require partners for funding, credibility and lobbying expertise.

SOAR Analysis

Strengths (S)
- Simple but impactful mission
- Idea is a win-win-win – saves money, improves productivity and gender parity, reduces emissions
- Strong branding
- Strong early results

Opportunities (O)
- Additional research to prove results
- Funding for research and advocacy
- Coalition partners to build credibility
- Better access to key decision makers

Aspiration (A)
- In the tropics, have 1 billion people with AC at 25°C
- Self-sustaining enterprise
- Expansion to other large environmentally focused mega-nudges

Results (R)
- 450,000 employees signed up
- 5054 cars equivalent of CO2
- USD $1.3 million in annual electricity bill savings

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1 SOAR was developed by Appreciative Inquiry practitioners looking for an alternative to the traditional SWOT analysis.
Direct lobbying with coalition partners will be supported with persuasion tools like league tables and blogs.

**Options**

1. Direct lobbying of individual manufacturers
2. Lobbying of AC Industry Associations & Groups (i.e. ASHRAE)
3. Join/leverage/seek funding from NGOs
4. Manufacturer League table
5. Lobby institutional AC investors (i.e. Norway Sovereign Fund)
6. Blogs and voxpops
7. Policy briefs
8. Savings calculator
9. Lobby Indonesian government agencies
10. Seek new research to confirm optimum temperature for both sexes
11. Social media influencers
12. Petition
13. Protest / civil disobedience / stunts

**Tools and tactics prioritisation matrix**

*Adapted from BCG’s value-ease matrix*
The uncertain impact of COVID-19 casts a shadow on our ability to use critical lobbying forums and climate-based events.

**Critical Opportunities Timeline**

**2020**
- 21-22 Aug: ASHRAE Indonesia Conference
- 1 Nov: IndoorAir 2020 Seoul, Korea

**2021**
- 10-12 Jun: G7 Camp David
- 3 Nov: US Presidential Election
- 21-22 Nov: G20 Saudi Arabia

**2022**
- Nov: COP27 Location TBD

**AC Industry**
- 31 May – 10 Jun: UNFCCC Intersessional Bonn
- 27 June: London climate action week
- 21 Sep: New York climate action week
- 1-5 Nov: COP26 in Glasgow

**Political**
- COVID-19 taking bandwidth away from other initiatives

**Climate**
- Significant Power Blackouts or Brownouts
- Natural disasters that affect power supply
- Release of significant environmental reports

**Other**
- 8 March: International Women’s Day

**Unplanned**
- Priority Juncture / Opportunity

**Legend**
- Priority Juncture / Opportunity
The campaign will only involve the government or deploy negative tactics if initial positive approaches do not succeed.

**Theory of action***

- **Preparation**
  - Identify positive deviants in manufacturing
  - Identify potential coalition partners
  - Prepare pitch packs and “sales” collateral
  - When is the best time? How does COVID-19 impact this?

- **Prove Concept**
  - Test idea with low-level manufacturers

- **Build Coalition**
  - Find funding, academic, investors, funders and NGO support

- **Big Pitch**
  - Use coalition to successfully pitch to multiple manufacturers at the same time

- **Wrap up tail**
  - Devote time wrapping up smaller players in the industry

- **Track & Evaluate**
  - Ensure commitments and impacts meet expectations

- **Pivot**
  - Leverage success for other massive environmental nudges

**Campaign Tools**

- One-on-one pitching
- Trade shows
- Activist investors
- League tables
- Blogs
- Policy Briefs
- Positive press

*Subject to change according to unexpected events*
Appendix

1. Air Conditioning Market & Industry Analysis
2. PESTEL Analysis
3. Stakeholder Mapping
4. Power Analysis
5. EAST Behavioural Change Analysis
6. Potential Coalition Partners
7. Key Government Stakeholders
AC Market & Industry Analysis

**Industry Growth**

<table>
<thead>
<tr>
<th>Year (Year)</th>
<th>(100 million units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>0</td>
</tr>
<tr>
<td>2000</td>
<td>10</td>
</tr>
<tr>
<td>2010</td>
<td>20</td>
</tr>
<tr>
<td>2020</td>
<td>30</td>
</tr>
<tr>
<td>2030</td>
<td>40</td>
</tr>
<tr>
<td>2040</td>
<td>50</td>
</tr>
<tr>
<td>2050</td>
<td>60</td>
</tr>
</tbody>
</table>

*Energy demand for space cooling to triple by 2050*

**Global Market Share**

- Daikin: 13%
- Hanbel: 11%
- Toshiba: 10%
- Carrier: 9%
- Midea: 6%
- Other: 4%

**Indonesia Share**


**Evidence of Government Intervention**

- After the Fukushima nuclear disaster, the government used the “Cool Biz” campaign to force corporates to set minimum AC to 28°C
- All new AC units sold in India must be defaulted to 24°C at a minimum. All government offices, large corporates and large public spaces (airports, malls etc) encouraged to be set to minimum AC to 24°C
- Central operator controls home “Peaksmart” AC devices and switch them off to manage demand as required
- During heatwaves, the Californian Government issues Flexalerts to encourage businesses and residents to set AC to 26°C
PESTEL analysis helps identify key opportunities, barriers to change and strategies to overcome these

<table>
<thead>
<tr>
<th>Opportunities for Change</th>
<th>Obstacles or barriers to address</th>
<th>Potential strategies / tactics to consider in response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Political</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• International climate commitments (Paris &amp; Kigali)</td>
<td>• Climate agreements are not a priority for the current admin</td>
<td>• Policy brief</td>
</tr>
<tr>
<td>• Electricity prices are a sensitive domestic issue</td>
<td>• Powerful fossil-fuel industry</td>
<td>• Coalition building</td>
</tr>
<tr>
<td></td>
<td>• High levels of energy sector corruption</td>
<td>• Introduce regulations for all manufacturers to set default factory setting (like India in 2020)</td>
</tr>
<tr>
<td><strong>Economic</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Reducing the demand for electricity eliminates the need for additional coal-fired power plants and their state-funded feedstock</td>
<td>• As above</td>
<td>• Education campaign</td>
</tr>
<tr>
<td></td>
<td>• As above</td>
<td>• Existing GO25 calculator <a href="https://go25degrees.org/">https://go25degrees.org/</a></td>
</tr>
<tr>
<td><strong>Social / Cultural</strong></td>
<td>• Those who decide AC temperatures are mostly male (CFOs, COOs, Facilities Mgmt)</td>
<td>• Grassroots campaign</td>
</tr>
<tr>
<td>• Women are more productive in warmer temperatures</td>
<td>• AC is seen as a status symbol</td>
<td></td>
</tr>
<tr>
<td>• Indonesians do not understand how AC works (i.e. setting the AC to the lowest temperature does not cool the room any faster)</td>
<td>• Indonesian society is patriarchal and the feminist movement is relatively immature</td>
<td></td>
</tr>
<tr>
<td><strong>Technological / Behavioural</strong></td>
<td>• Thermostats and SmartTech</td>
<td>• Encourage all manufacturers to set the same factory default setting</td>
</tr>
<tr>
<td>• Using tech nudges to prevent people from setting AC to lower than 25C</td>
<td>• Retrofitting existing stock is expensive</td>
<td>• Add nudges on the remote to discourage temperatures under 25C</td>
</tr>
<tr>
<td>• Using tech nudges to prevent people from setting AC to lower than 25C</td>
<td>• Nudges that reduce usage could reduce the need to replace units, thus reducing sales</td>
<td></td>
</tr>
<tr>
<td><strong>Environmental</strong></td>
<td>• Consumers are unaware of the impact of AC on global warming</td>
<td>• Accreditation for manufacturers that comply</td>
</tr>
<tr>
<td></td>
<td>• Same problems as any global warming initiative (i.e. no obvious victims)</td>
<td>• Existing GO25 calculator <a href="https://go25degrees.org/">https://go25degrees.org/</a></td>
</tr>
<tr>
<td></td>
<td>• Finding space in labyrinth of greenwashing</td>
<td></td>
</tr>
<tr>
<td><strong>Legal</strong></td>
<td>• Change factory temperature settings</td>
<td>• Use India as a case study for change</td>
</tr>
<tr>
<td>• Implement minimum temperature settings for buildings</td>
<td>• Powerful lobby groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Powerful liberal voices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Difficult to police</td>
<td></td>
</tr>
</tbody>
</table>
Government departments are generally opposed, meaning an international or manufacturer-led strategy may be best.

**Stakeholder Mapping**

- **Government**
  2. Ministry of Energy & Mineral Resources (MEMR)
  3. Ministry of National Development Planning (BAPPENAS)
  4. Ministry of Environment and Forestry (KLHK)
  5. Ministry of Industry (MoI)
  6. The Green Building Council of Indonesia
  7. PT Perusahaan Listrik Negara - State-Owned Monopoly Electricity Distribution and Generation

- **Industry**
  8. Domestic Manufacturers
  9. International Manufacturers
  10. Fossil Fuel Companies & Lobby Groups
  11. Polytechnic Institutes of Bali, Bandung, Indramayu, Tanjung Balai, Sekayu
  12. Building Owners
  13. Building Lessors
  14. Facilities Management, CFOs
  15. Institutional Investors

- **International**
  17. UNDP, UNIDO, The World Bank
  18. United For Energy (U4E)

- **Civil Society**
  19. Feminists
  20. Consumers/ Employees
  21. Behavioural Scientists / Academia
  22. NGOs
What seems like a simple problem is rooted in strong societal norms and laws

Rao and Kelleher’s power analysis

What seems like a simple problem is rooted in strong societal norms and laws.

Rao and Kelleher’s power analysis\(^1\)

1. Strong, decisive government action
2. Marketing & communication
3. Taking pride in being a clean country
4. 5 years of norm-shifting prior to the ban
5. Umuganda communication
6. Consultation, exceptions and support for heavily impacted industries
7. Law & punishment
8. International coalition building

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Defaulting factory AC settings is the most efficient and effective way to change behaviour

Implementation Assessment using the EAST Framework\(^1\) for Behavioral Change

<table>
<thead>
<tr>
<th>Easy</th>
<th>Individuals</th>
<th>Corporates</th>
<th>Manufacturers</th>
<th>Government</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• No changes required</td>
<td>• Changing the default air-conditioning settings can be done within a matter of seconds</td>
<td>• In India, changes were completed within 6 months</td>
<td>• Changing or waiving building codes to 25(^0)C has no structural or safety consequences</td>
</tr>
<tr>
<td>Attractive</td>
<td>• Improved productivity from 21(^0)C and 25(^0)C</td>
<td>• Raising the room temperature by 1(^0)C saves about 6% of electricity</td>
<td>• The industry is looking to improve its reputation</td>
<td>• Reduced expenditure</td>
</tr>
<tr>
<td>Social</td>
<td>• Maintains freedom of choice</td>
<td>• Initiative could be used to promote Corporate Social Responsibility</td>
<td></td>
<td>• Reduced emissions</td>
</tr>
<tr>
<td>Timely</td>
<td>• Sense of helping the environment</td>
<td>•</td>
<td>• The industry is looking to improve its reputation</td>
<td>• Downward pressure on electricity prices</td>
</tr>
<tr>
<td></td>
<td>• Global warming is a growing concern</td>
<td>•</td>
<td></td>
<td>• Fulfilment of Paris Agreement may buy leverage internationally</td>
</tr>
</tbody>
</table>

\(^1\) The EAST Framework was developed by the Behavioral Insights Team
https://www.behaviouralinsights.co.uk/wp-content/uploads/2015/07/BIT-Publication-EAST
### Potential Coalition Partners

<table>
<thead>
<tr>
<th>Research Partners</th>
<th>Philanthropists</th>
<th>Corporates</th>
<th>Multilaterals</th>
</tr>
</thead>
<tbody>
<tr>
<td>LSE</td>
<td>Ford Foundation</td>
<td>PwC</td>
<td>ASHRAE</td>
</tr>
<tr>
<td>Grantham Research Institute</td>
<td>Rockefeller Foundation</td>
<td>Accenture</td>
<td>U4E, UN</td>
</tr>
<tr>
<td>Ministry/Institution</td>
<td>Relevant Duties/Functions/Responsibilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ministry of Energy &amp; Mineral Resources (MEMR)</strong></td>
<td>• Enforces energy efficiency standards and administers labelling schemes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Directorate General of New Renewable Energy and Energy Conservation (EBTKE under MEMR)</strong></td>
<td>• Revises the National Energy Conservation Master Plan (RIKEN), which includes energy conservation activities • Responsible for the energy policy of Indonesia</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ministry of Environment and Forestry (KLHK)</strong></td>
<td>• Responsible for national environmental policy and planning, implementation of climate change and ozone protection programs including HPMPs</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ministry of Industry (MoI)</strong></td>
<td>• Responsible for implementation of product certification based on Indonesian National Standards (SNI) issued by the National Standardisation Agency (BSN)</td>
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<tr>
<td><strong>American Society of Heating, Refrigerating &amp; Air-conditioning (ASHRAE)</strong></td>
<td>• The local chapter of ASHRAE acts as an organisation that coordinates the RAC industry stakeholders and RAC engineers in Indonesia</td>
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<tr>
<td><strong>The Green Building Council of Indonesia</strong></td>
<td>• Independent organisation promoting energy conservation in buildings</td>
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<tr>
<td><strong>Polytechnic Institutes of Bali, Bandung, Indramayu, Tanjung Balai, Sekayu</strong></td>
<td>• Key institutions for the vocational training of RAC engineers and technicians</td>
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<tr>
<td><strong>UNDP, UNIDO, The World Bank</strong></td>
<td>• Multilateral implementing agencies under the Multilateral Fund of the Montreal Protocol</td>
<td></td>
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</tbody>
</table>
# Current Coding

<table>
<thead>
<tr>
<th>Current Coding</th>
<th>#A Font Size</th>
<th>#B Colours</th>
<th>#C Reframing Numbers</th>
<th>#D Reframing Words</th>
<th>#E Add Sounds</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>18</td>
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<td>$18/hr</td>
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<td></td>
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<tr>
<td>19</td>
<td>19</td>
<td>19</td>
<td>$15/hr</td>
<td>Too cold and expensive</td>
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<td>20</td>
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<td>20</td>
<td>$10/hr</td>
<td></td>
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<tr>
<td>21</td>
<td>21</td>
<td>21</td>
<td>$7/hr</td>
<td>Best for men</td>
<td></td>
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<td>$5/hr</td>
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<tr>
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<td>$1/hr</td>
<td>Best for both sexes</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>26</td>
<td>26</td>
<td>$0.75/hr</td>
<td></td>
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<tr>
<td>27</td>
<td>27</td>
<td>27</td>
<td>$0.6/hr</td>
<td>Best for saving money and the environment</td>
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</tr>
<tr>
<td>28</td>
<td>28</td>
<td>28</td>
<td>$0.4/hr</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Too cold and expensive
Negative sounds like throwing money away
Best for men
Best for both sexes
Positive sounds like banking money (similar to a slot machine)