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Abstract Title: Energy Strategies in Retail: who does what with data and analytics?

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The retail sector is vital to the economy, diverse, and facing a number of challenges. In the UK, energy costs and requirements for understanding, displaying, and reporting energy use are increasing across many building sectors, including retail. Meanwhile organisations face competing pressures to “go local”, support staff development, and keep prices down. Because of this diversity, retail energy management creates a “wicked” problem, where solutions to challenges are contentious and multi-faceted. The Working with Infrastructure Creation of Knowledge and Energy strategy Development (WICKED) project provides energy solutions for different retail market segments. Stakeholders include landlords, tenants, and owner-occupiers. Through cooperative research, WICKED investigates clusters of technical, legal, and organisational challenges faced by retail organisations, including those with smart meters and energy managers (the “data rich”) and those without (the “data poor”). Within this context, this paper compares energy strategies of a data-rich, multi-national, full-service department store and a data-poor budget shopping centre with 91 units. These cases show that the data rich and poor will need different energy management solutions to maximize their energy efficiency and behavioral opportunities. The data rich may hire third-party experts to turn numbers into knowledge, and then discover the need for further communications strategies to engage staff. The data poor, on the other hand, can engage staff through a program of participatory monitoring and evaluation, using interactive handheld devices. The paper concludes that further investigation is needed into how organisational cultures frame employee duties, behaviours, and expectations, particularly with regard to data and analytics.