

Changing Behaviour, Tallinn Workshop

28th November 2008
National Library, Tallinn



Workshop Report
SURF and NCRC

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1. Introduction

This report presents an overview of the first Changing Behaviour workshop held in Tallinn, Estonia on 28th November 2008. The Tallinn workshop is the first of four regional workshops with energy intermediary organisation practitioners as part of the Changing Behaviour project. The remaining workshops will be held in Budapest, Hungary (February 2009), Manchester, UK (March 2009) and Athens, Greece (June 2009). The purpose of the workshop was to provide a forum for a critical and constructive interaction between the emerging findings of the Changing Behaviour project and a broad constituency of energy intermediary organisations. More specifically, the principal aim of the workshop was to develop a critical engagement between the factors and issues identified by research as contributing to more and less successful demand side management programmes and the rich, everyday experiences garnered by a range of practitioners. In doing this a critical and constructive engagement would inform the mutual refinement of research issues and practitioners' own understandings of their practices. In short, the workshop created the context for an effective sharing of research and practitioner knowledges.

To do this invitations were sent (see Appendix 2) to energy intermediary organisation practitioners from across the Baltic countries of Estonia, Finland, Latvia and Lithuania. As part of the workshop 37 practitioners attended (see Appendix 1) and engaged with the workshop's programme. This included 13 from Estonia, 7 from Finland, 7 from Latvia and 10 from Lithuania. We were also grateful to receive a keynote presentation from Madis Laaniste of the Estonian Ministry of Economic Affairs and Communications.

The practitioners engaged with a programme of groupwork, plenary and discussion sessions (see Appendix 3). The programme was deliberately designed to encourage reflection and discussion of both the rich and often particular experiences within different national contexts and also the experiences of practitioners in different sectors. There were four groupwork sessions in the morning, which were held in the four national languages, and four groupwork sessions in the afternoon organised by sector (see Appendix 4) and conducted in English. This necessitated that the morning and afternoon groups for the groupwork sessions involved different combinations of practitioners and hence facilitated a wider sharing of knowledge and experiences. In addition the plenary sessions were conducted in English and were chaired by research partners from the Changing Behaviour project.

The groupwork was utilised to generate discussion between small groups of practitioners with facilitators, whilst the plenary sessions were designed to share these experiences and understandings between different energy intermediary practitioners and also for researchers to capture the findings and discussions. The programme of events shed much light on the key question: what makes an energy conservation programme successful?

The remainder of this report is structured in four sections. Section 2 summarises the critical issues identified in groupwork sessions as contributing to successful energy conservation programmes in relation to different national contexts. Section 3 presents an

overview of the key challenges for different target groups in undertaking successful energy conservation programmes. Section 4 details the critical thematic issues generated by the discussions and issues generated by the workshop. Section 5 summarises the key findings of the workshop and next steps.

2. What makes an energy conservation programme successful?

In the morning's groupwork session four groups considered the question: what makes an energy conservation programme successful? The four groups, each working in national language, began by responding to a pre-designed list of critical success factors for energy savings programme. The list of critical success factors had been designed by NCRC following discussions with ECN about the critical success factors that were emerging from WP2. Prior to the groupwork, each individual representative was asked to highlight the most significant factors for them as practitioners in undertaking a successful project or programme from a table of 21 presented success/failure factors. The collective results of the tables filled in by 25 energy intermediary practitioners are presented below (see Table 1).

To summarise the key findings of the tables filled in by the 25 energy intermediary practitioners: At a general level, practitioners from all four countries stated that the eight most significant critical factors to take seriously in developing a successful energy conservation programme were:

1. Communication channels, message and formats tailored to target group
2. Multiple benefits to participants (e.g. economic, environment, social, security & comfort)
3. Good understanding of the problem and of who can influence it
4. Knowing the target group
5. Social pressure and social support for change
6. High-level support from government and institutions
7. Strong financial support
8. Clear focus and goal

Clearly of considerable significance to successful projects and programmes was effective, clear and targeted communications of messages to well-defined and understood target groups. This included messages that clearly demonstrated an understanding of problems for different target groups, who could and should effectively address these problems and what form any benefits would take from engaging with energy conservation programmes. Not only was effective targeted communication seen as being crucial but so also was strong governmental and financial support.

Table 1: Success Factors For Energy Saving Programmes Rated By Intermediary Practitioners (N=25)

Success/failure factor	Rating
1. Knowing the target group	13
2. Strong financial support	12
3. Clear focus and goal	12
4. Multiple benefits to participants (e.g. economic, environment, social, security & comfort)	14
5. Good understanding of the problem and of who can influence it	14
6. Strong background in energy and technical data	8
7. Regular monitoring and feedback to participants	6
8. Involving the right stakeholders and participants	9
9. Continuity and sufficient time for change	8
10. Flexibility in programme implementation	1
11. Information exchange networks and peer-to-peer interaction	5
12. Bottom-up participation of volunteers, citizens or energy users	8
13. Good collaboration with other projects and institutions	2
14. Communication channels, message and formats tailored to target group	16
15. Trust between the stakeholders	5
16. Connections to other ongoing programmes	
17. Good timing	5
18. Social pressure and social support for change	13
19. High-level support from government and institutions	13
20. Market demand for energy efficiency	6
21. Other:	0

Subsequently, in groupwork sessions, each of the four groups was asked to use blank versions of the same list and to mark with three crosses the success factors that were of

critical importance for the success of their project or programme. Or to put it conversely, what factors, if they had not taken them seriously or ignored them, could have led to the failure of a programme or project?

The groups discussed 21 critical success or failure factors (see Table 1). The factors were not listed in any particular order but were used to stimulate discussion within the groups. The findings can be characterised as follows:

a. Estonia

The process in the Estonian groupwork session started off with each member of the group ranking their three most critical success factors. This then formed the basis of a discussion within the group where each member justified to each other their choices. Finally following the discussion a vote amongst the group identified the three critical success factors most important to the group as a whole. The three most significant critical success factors were as follows:

- (2) Strong financial support
- (18) Social pressure and social support for change
- (4) Multiple benefits to participants

One missing factor from the list and identified by the group was the importance of 'Continuity of management' whereby the same project leader or manager sees a project or a programme through from the early stages of a project to its completion thereby ensuring continuity of approach.

Two of the list of critical success factors that were not seen as particularly important to the group were:

- (16) Connection to other ongoing programmes
- (6) Strong background in energy and technical data

In short it was recognised that not only voluntary actions are needed but also legislation. There needs to be 'stick and carrot' in a context where saving energy is 'not in the minds of the Estonian people'.

b. Finland

The process in the Finnish group was slightly different from the Estonian group. The group started with a long list of important factors and sought to reach consensus on the most critical of these through discussion. The view from the Finnish group was that success is a combination of three factors in particular - 1 + 5 + 14. In other words:



- (1) Knowing the target group – and in particular recognising that target groups are often not homogenous in their composition.
- (5) Good understanding of the problem and who can influence it
- (14) Communication channels, message and formats tailored to target group

The group felt that what was missing was an important appreciation of a combination of different policy instruments (financial, legislative etc) rather than particular and individual responses. Also what was felt was missing was an appreciation of the importance of Evaluation. The group view was that point 13 – ‘Good collaboration with other projects and institutions’ - could be over-rated.

c. Latvia

The Latvian group was a small, relatively tight-knit group who knew each other well from working within the area of housing. Within this context there was a consensus about critical success factors. In particular, the Latvian group thought that the following six critical success factors were the most important:

- (1) Knowing the target group
- (3) Clear focus and goal
- (2) Strong financial support
- (4) Multiple benefits to participants
- (8) Involving the right stakeholders and participants
- (19) High level support from government and institutions

The view from the Latvian group was that (11) ‘Information exchange networks and peer-to-peer interaction’ were also important and that a missing factor was the ‘Transparency of project’. There were no factors on the list that were seen as unimportant.

d. Lithuania

There was a wide variety of opinions in the Lithuanian group which were discussed within the group. Ultimately the critical success factors were decided by a vote. The two most critical success factors identified by the group were:

- (1) Knowing the target group
- (2) Strong financial support

A significant missing factor from the list was ‘Simplicity for the final user’. The view was that scientific studies have to be ‘translated’ so that the final user understands it and that someone else than scientists should make the translations. All factors on the list were seen as being important.

3. Key challenges for different target groups

The afternoon groupwork session built on the critical issues for success outlined in the morning. Specifically, the session sought to explore what the key challenges were for four different target groups: (1) Households; (2) SMEs and other building users; (3) Municipalities; (4) Schools. Practitioners were asked, at registration, to identify which target group resonated most closely with their practice. From this four different groups were formed to discuss the key challenges for their particular target group. These key challenges were reported back on flipcharts in a plenary session and are detailed below.

a. Households

In the group on Households the discussion encompassed experiences from the different countries. The four critical challenges identified were:

- Financial support
- Communication with target groups
- High transaction costs for micro-ESCOs
- Mixed messages, uncertainty.

b. SMEs & building users

This group on SMEs and building users consisted mainly of energy efficiency practitioners working with SMEs and housing associations, but there were also representatives from large organisations and SMEs themselves present. The group discussed the small organisations’ capacities and attitudes, but also addressed factors in the context of such organisations. For example, small organisations cannot specify the technologies they use, thus legislation and product standards are needed.

The group outlined three key challenges:

- Energy efficiency does not add social value - But the view was that things could be slowly changing.
- Lack of information on cost-effective solutions – Users don’t know the costs of energy efficiency measures, they don’t know the results of green actions and they don’t want to share the best practices because it gives them advantage in competition.



- There is a need for: regulation, energy services, change agents, opinion leaders, decision makers and motivators.

c. Municipalities

From the group on municipalities three key challenges were highlighted:

- Energy efficiency is low on priority lists – In the extensive list of priorities of municipalities, energy efficiency is difficult to push because other things are considered more important
- Fear of losing control – Where there may be a fear of involving third parties, like ESCOs and where there is a feeling that sometimes it's better to do nothing, it's easier to not to change.
- Structures of decision making – Within municipalities these are often overloaded with the other more prioritised activities and issues. In this respect the size of the municipality matters where large municipalities may be difficult to change, but where they have access to resources. Conversely small municipalities may have better personal networks but have a limited access to resources.

But what the group also pointed out was that it was important to recognise not just the difficulties for municipalities but also that they have huge opportunities. Municipalities can lead by example on energy conservation and efficiency through using their own estates and through the question of land use. This group also raised the issue of governance and whether new intermediary organisations are needed to work with municipalities.

d. Schools

This group discussed the roles that schools do and can play as energy educators. There are big differences in this regard across the Baltic countries. Four key general challenges were highlighted:

- It's difficult if it's not in the curriculum - Energy efficiency needs to be seen not as a standalone issue but has to be linked to and made a part of other issues in the curriculum.
- Infrastructure - What municipalities are doing with their buildings influences teaching. If school buildings can't be seen as examples it's harder to teach energy issues to children. Energy saving solutions in school buildings, for example, would make energy efficiency education very concrete.
- Teachers – It is teachers whom mediate between understanding energy efficiency and children. Teachers should be taught about these issues



- Students have to be part of these actions: learning by doing – where they can be motivated by learning about energy efficiency in a fun way and in doing so act as teachers to their parents.

4. New perspectives raised by the workshop

In this section we wish to reflect upon and make sense of the significant issues emerging from the workshop. We have characterised these issues in terms of four themes:

1. A wide range of interrelated issues are important to energy conservation 'success'

There was no one, single common critical factor for successful energy conservation programmes. According to one practitioner 'this is quite obvious' and to another practitioner, who echoed the views of many: 'All of the factors were more or less important'. That is to say, many of the issues identified as significant, critical, key and important in the workshop should not be seen as isolated issues but as interrelated. Not only this but whether an issue is important or not depends on the project/intermediary context. This was seen as something that was missing by many practitioners. Balancing, negotiating and managing different combinations of these groups of issues is the challenge in different project/intermediary contexts. Understanding what the critical issues are in different agencies and 'intermediaries', that are often looking at energy conservation from their own organisational perspectives and projects, is crucial.

2. Understanding organisational context and resources

Many practitioners outlined the importance of understanding clearly their own organisational context and the resources available to them. In particular this included:

- a. An understanding of the double-edged nature of financial resources and the opportunities and constraints it brings to the organisation.
- b. The double-edged nature of partnerships and relationships, where it is important to have a good network behind you but where collaboration may be overrated and connections to other ongoing programmes may not be so important.
- c. Also deemed important but often missing was an engagement with projects from an early stage, which linked to;
- d. Continuity of staffing where the staff and manager may benefit from working from the early stages and throughout a project at developing relationships with users.
- e. Also seen as critical, but also often missing, was the transparency and visibility of a project where a project may have been successful in many ways but the broader public and/or national government don't know about it.

3. Target groups

A third theme was target groups and the importance of knowing a target group, understanding a target group prior to the project and understanding their goals in relation to your organisational goals. As one practitioner pointed out: ‘all the programmes started and lost their target groups along the way’ and to counter this another practitioner pointed out that you: ‘always have to start from the target group’. As well as being consistently and constantly target group focused and ‘knowing your target group’ there was a recognition that a ‘target group’ is not homogenous and there needs to be involvement of the ‘right’ stakeholders. A widely held view was that messages for recipients need to be kept simple as making it ‘too complex makes it difficult to engage with people’ but acknowledging the role for intermediaries in performing this role. As one practitioner pointed out: ‘There is science, there are consumers and there is this mediating group’.

4. Success - evaluation and learning

A fourth theme is related to how intermediary organisations and practitioners are able to understand, learn about and adapt their practices in a more systematic manner. There is a need for more appropriate and effective evaluation and learning that allows for understanding of who is doing the intermediary work and how they are resourced. There is a need for a better understanding of the intermediary context itself including relationships, resources, and communications with target groups and how particular issues become defined as important. Evaluation should help practitioners learn about what the key issues are in relation to different intermediaries and target groups. But, we need also to acknowledge the very immediate and resource limited context within which many intermediaries operate. As one practitioner pointed out: ‘Success is survival and keeping our head above water’.

In addition to these four points, although the practitioners came from different national and sectoral contexts they shared a common view; that they are all trying to promote something that is extremely beneficial and logical not only for society but for the target groups themselves, i.e., energy efficiency and energy conservation. Paradoxically, this is a message that very few parties in society seem to really ‘get’ and that, consequently, many people working with this area are continually fighting an ‘uphill battle’. What follows from this is that practitioners need to be extremely patient and clever to manage to convey their message and deliver their services, and they in doing so require more consistent support from government.

5. Summary, key conclusions and next steps

In this report we have presented the key issues and themes emerging from the first practitioner workshop of the Changing Behaviour project, held in Tallinn on 28th November. The workshop provided a unique context to bring together emerging research findings from the Changing Behaviour project with the rich practitioner experiences of what makes energy conservation projects and programmes successful.

In doing this the programme for the day, with its mix of groupwork and plenary sessions, produced a wide array of issues, questions, discussion and productive dialogue between research and practice. In particular this allowed us to highlight and develop a series of themes around understanding intermediary context that need to be taken seriously in seeking to develop and shape successful energy conservation projects and programmes.

As part of this the workshop was not an event but a contribution to an ongoing process. This workshop was the first of four where the issues, questions, discussion and dialogue will be fed-back into research processes as part of developing a more effective and context-sensitive approach to embedding energy conservation programmes. To this end the findings of this workshop will inform the development of a methodology to inform successful energy conservation practices that will be tested out with six pilot projects as part of the Changing Behaviour project. In addition to this, further workshops in Budapest, Manchester and Athens will also contribute to this process.

Appendix 1 – List of Attendees and Affiliations

Mirja	Adler	KredEx	Estonia
Artur	Belavin	OSRAM	Estonia
Mari	Habicht	Archimedes Foundation	Estonia
Teet-Andrus	Kõiv	TUT	Estonia
Heikki	Kulbas	Ministry of Economic Affairs and Communications	Estonia
Madis	Laaniste	Ministry of Economic Affairs and Communications	Estonia
Anton	Laur	SEI-Tallinn	Estonia
Siim	Link	Tallinn University of Technology	Estonia
Marek	Muiste	Estonian University of Life Sciences	Estonia
Kalle	Virkus	Credit and Export Guarantee Fund KredEx	Estonia
Peeter	Raesaar	Tallinn University of Technology	Estonia
Mikk	Saar	Eesti Energia AS	Estonia
Heiki	Tamm	University of Tartu	Estonia
Aare	Vabamägi	SA REK	Estonia
Lea	Gynther	Motiva Oy	Finland
Pirkko	Kasanen	Koordinet Oy	Finland
Tuuli	Kaskinen	Demos Helsinki	Finland
Mikko	Kuiri	WWF Finland	Finland
Vesa-Matti	Lahti	Sitra (Finnish Innovation Fund)	Finland
Irmeli	Mikkonen	Motiva Oy	Finland
Aleksi	Neuvonen	Demos Helsinki	Finland
Çirts	Beikmanis	Chairman of the Board of the Association of Management and Administration of Latvian Housing	Latvia
Julija	Bulgakova	Ekodoma Ltd	Latvia
Inese	Berzina	Building, Energy, and Housing state Agency	Latvia
Elmārs	Jasinskis	State Environmental Service	Latvia
Ingus	Kalniņš	SIA "CDzP" Housing Management Company	Latvia
Raivis	Jansons	Building, Energy, and Housing state Agency	Latvia
Jānis	Zemene	Jelgavas pašvaldība	Latvia
Lina	Balčiunienė	Housing and Urban Development Agency	Lithuania
Lina	Balkelytė	Center for Environmental Policy	Lithuania
Darius	Biekša	Vilnius Gediminas technical university	Lithuania
Viktorija	Bobinaite	Lithuanian Energy Institute	Lithuania
Agnė	Dulkytė	Housing and Urban Development Agency	Lithuania
Egle	Jaraminiene	Vilnius Gediminas Technical University	Lithuania
Inga	Konstantinavičiūtė	Lithuanian Energy Institute	Lithuania
Vaidotas	Nikžentaitis	Energy agency	Lithuania
Natalija	Siniak	COWI Baltic	Lithuania
Sergej	Suzdalev	Baltic Environmental Forum	Lithuania

Hosts from the CHANGING BEHAVIOUR project

Tiit	Kallaste	Stockholm Environment Institute Tallinn Centre, SEI - Tallinn	Estonia
Maarja	Orasson	Stockholm Environment Institute Tallinn Centre, SEI – Tallinn	Estonia
Eva	Heiskanen	NCRC	Finland
Mikko	Jalas	Helsinki School of Economics	Finland
Mikael	Johnson	NCRC	Finland
Laura	Korhonen	NCRC	Finland
Erja	Pylvänäinen	NCRC	Finland
Mikko	Rask	NCRC	Finland
Petteri	Repo	NCRC	Finland
Samuli	Rinne	Enespa Oy	Finland
Mika	Saastamoinen	NCRC	Finland
Janne	Salminen	Enespa	Finland
Veit	Bürger	Öko-Institut	Germany
Yulia	Barabanova	CEU	Hungary
Edina	Vadovics	GreenDependent Sustainable Solutions Association	Hungary
Agris	Kamenders	Ekodoma Ltd	Latvia
Inga	Valuntienė	COWI Baltic	Lithuania
Sylvia	Breukers	ECN	NL
Ruth	Mourik	ECN	NL
Mike	Hodson	University of Salford	UK
Simon	Marvin	University of Salford	UK
Simon	Robinson	Manchester: Knowledge Capital	UK

Appendix 2 – Attendee Invitations

Energy Efficiency and Energy Services: What is the secret of successful programmes?

Research – practice – policy dialogue workshop for Baltic states and Finland

Tallinn, November 28, 2008

This exciting workshop opens for discussion the first interim results of the European CHANGING BEHAVIOUR project. In collaboration, practitioners, policy makers and researchers explore the relevance of the findings for the Baltic and Finnish context. Take the opportunity to discover what are key success factors and pitfalls in energy saving programmes!

Who will be there?

The workshop is targeted for energy efficiency practitioners, policy makers and intermediary organizations working in the field of energy in Estonia, Finland, Latvia and Lithuania. We expect a total of 40 participants. Benefits for participants:

- new skills for interacting with target groups
- new ideas for innovative programmes
- strengthen co-operation with intermediaries in the region
- increase strategic capabilities

Programme

The workshop programme includes:

- a brief presentation of the first findings of the CHANGING BEHAVIOUR project
- groupwork sessions
- plenary discussions
- a presentation on current issues in the Baltic energy context

The workshop is in English, but groupwork sessions will be organized in local languages. We also offer you the opportunity, if you so wish, to present your organization or projects in a poster/display session.

Venue, accommodation and registration

The workshop is hosted by [SEI-Tallinn](#). The venue of the workshop is the Estonian National Library in Tallinn. This well-known landmark provides a convivial atmosphere for the workshop discussions.

Accommodation is in the Hotel L'Ermitage in the Old Town of Tallinn. A workshop dinner is also provided in one of the charming restaurants in the Old Town.

The workshop is **free of charge**, including dinner, lunch and refreshments. Travel costs for the first 20 participants to register will be covered by the CHANGING BEHAVIOUR project, so please **register** before September 15, 2008. More information on the travel arrangements can be found in the section "Travelling to Tallinn".

Appendix 3 – Workshop Programme

Energy efficiency and energy services – What is the secret of successful energy saving programmes?

Research – practice – policy dialogue workshop for Baltic states and Finland

Tallinn, November 28, 2008

National Library of Estonia

Tõnismägi 2, 15189 Tallinn

The Tallinn workshop will be organized on November 28 at the National Library. The programme is presented below. On the next pages, you also find the groupwork session programmes and the detailed 'assignment' for groupwork 1. On the last page, you will find the list of participants.

We will distribute this material in Tallinn, so this is just for your information.

Programme

9:00-10:00	Registration and coffee
10:00-10:40	Welcome <i>Tiit Kallaste, SEI-Tallinn</i> Introduction to the purpose of the workshop <i>Mike Hodson, SURF Centre</i> Why do energy conservation programmes fail or succeed? - our first results <i>Ruth Mourik, ECN</i> Introduction to the first group work session <i>Eva Heiskanen, NCRC</i>
10:40-12:00	Workshop 1: What makes an energy conservation programme successful – experiences from Baltic countries <i>Four parallel workshops in Estonian, Finnish, Latvian and Lithuanian</i>
12:00-13:00	Lunch
13:00-14:10	Groupwork results Discussion Introduction to the second workshop
14:10-15:15	Workshop 2: Key challenges for different target groups <i>Four parallel sessions: households, SMEs & building users, municipalities, schools</i>
	Coffee
15:30-16:30	Groupwork results Discussion
16:30-17:00	Current developments in the Baltic energy sector – the context for energy efficiency efforts <i>Mr. Madis Laaniste, Estonian Ministry of Economic Affairs, Energy Department</i>
17:00-17:30	Concluding discussion and next steps
17:30-	Drinks and posters/displays

19:00	Dinner at Restaurant Senso
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Appendix 4 – Groupwork Topics

GROUP WORK TOPICS

GROUP WORK 1

What makes an energy conservation programme successful – experiences from Baltic countries

*Four parallel sessions: Estonia, Finland, Latvia, Lithuania
Language: national languages*

In this group work session, we invite you to comment on the first findings of the CHANGING BEHAVIOUR project on key success factors for energy saving programmes. You will find our suggestion of factors (and at the same time, the 'assignment' for our group work participants) on the next page. There will be about 1 hour 20 minutes to discuss and select the most important (and most missing) factors together with your group. There will be time at the start to think about your own answer to this question, before the discussion starts.

In the group work breakout (plenary), all groups will briefly present their conclusions. There will also be time to raise questions and more general discussion.

* * *

GROUPWORK 2: **Key challenges for different target groups**

*Four parallel sessions: households, SMEs & building users, municipalities, schools
Language: English*

In this group work session, we invite you to tell us about your work. The group work will be organized around the following questions:

- brief round of introduction + greatest challenges in your work
- what specific challenges relate to the target group being discussed?

The groups will be asked to pick the most important or common challenges, which will be presented in the plenary groupwork breakout, again with time for broader discussions.

This session will be hosted in English, and organized in four groups focusing on different target groups (households, SMEs/building users, municipalities and schools). When you arrive at the workshop registration desk, we will ask you to indicate your preference (1st and 2nd choice) for a particular group.

We look forward to a lively and interesting discussion!!