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Impact of "Energy Consumer's Behavior Management Process" on "Synergizing Two Levels of Operation and Strategy"

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Abstract: Management is originally defined asthe synergy occurred between efficiency and effectiveness; hence, the consumer's behavior management includes the synergy of strategic level with the operation level of the aded strategies that often, a few percent of them, so-called "effectively formulated" strategies are successfully implemented and applied by the energy-consumer. Strategic thinking of the energy consumer's behavior management is not sufficient by itself but its operation and also implementation plays a major role in this type of consumer's behavior management and it will be implementable through the five principles mentioned in this study. Expressing the energy consumer's behavior management strategies in operational plain language, aligning, making it continuous, training and education and evolution by approaching the missions to its visions are the important steps of the process in energy consumer's behavior management. To this reason, the current research has been done with an applied aim and based on the nonparametric inferential data collection method; a sample of 200 BA students in management field wasrandomly selected from a population of >500 students and related people including the students insenior semesters, their friends, classmates and the students in junior semestersas a 360° evaluation. The research data has been collected through the standard questionnaire about the impact of the "energy consumer's behavior management" (in five step including plain expression, alignment, making continuous, training and education and evolution) on the "synergy of two operation and strategic levels" and the nonparametric test has been used to explore this impact. It isassumed that these five stepsin the management process influence the implementation of the strategies of energy consumer management. According to the theoretical framework and the nonparametric test in inferential statistics, the obtained resultsmet these expectations and involvedan income by implementing the strategies of energy consumer's behavior management.

Key words: Synergy, strategy, operation, implementation of strategy, Energy Consumer's Behavior Management (ECBM), plain expression, alignment, making continuous, continuity, training and education, evolution

INTRODUCTION

Consumer's behavior management" is one of the important and strategic discussions in order to achieve economic development and evolution of the countries and also moderating the marketing management by synergizing the strategic components (Aker, 2005). After passing the agricultural era with the aim of food supply and the industrial era with the aim of supplying the tools and machines; the product-oriented period accompanied by the thought of economic development in the late nineteenth century, the market-oriented period in the first half of 20th century and by entering in the post-industrial era, emergence of intense competition in the threatening dynamic environment led to the tendency toward productivity and consequently useful attempt for benefitting from productivity along with the economic development with the so-called "developing" synergy and directed the consumer's behavior management towards "developed" status in which the certain attention to consumer's behavior management with the concept of development management in the information era and making the strategies applied by using knowledge management have been considered as efficient and effective items (Ali *et al*., 2003).

Consequently, the consumer behavior management will be certainly operated and implemented in the sector of energy by helps of this kind of management. In this

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research, it is tried to introduce "energy consumer's behavior management" with a knowledge and development-oriented approach (Javadein and Esfidani, 2014).

In order to attract the readers' opinion, it is firstly necessary to mention these questions): "what is the energy consumer's behavior management?" "Is it strategic or operational?" and "what are the obstacles of its implementation?" (Omi, 1992). In order to achieve the suitable answers, it should be studied as follows.

Theoretical basics and background: By studying different domestic and foreign references, it is seen and advised to use the term "balance-based strategic management" as a new term which is very different from the previous concept of strategic management in the meaning and in the other words it is more completed (Kaplan and Norton, 2008).

By inspiring the famous book of Peter Lorange entitled "strategic control", three obvious levels of management including strategic, tactic and technic levels with an added relationship among them in the form of synergic balance can be addressed.

It makes imaginable an intangible fourth level as internal and external control loops, corresponding to "Double-Looped/Evolutional Cybernetic Model" (Robbins, 2008). In order to simplify the above text, the four levels are summarized to the two levels as strategic and implementation levels containing the "tactic and technic" levels including control loops.

The strategies of energy consumer's behavior are as hypotheses which have been aded in order to managing this kind of consumer's behavior and sometimes they are turned into "law" in the process of policy-making and this law is introduced as a theory in energy consumer's behavior management which is the same meaningful and validated theory or in the other words "are the approved strategies" in order to implementation which are the audience for (Heady, 2007; Alvani and Sharifzadeh, 2008).

With a look at three levels of strategic, tactic and technic managements which are suggested by the researchers of this study and their correspondence with the three levels of research such as hypothesizing, modeling and theorizing (Kiwi and Kampenhout, 2007). It should be seen if "the energy consumer's behavior management" still remains in the hypothesis level or it can become operational after validating and changing into an economic theory?

Developing the hypotheses and conceptual model: At this first, it could be spent on this hypothesis that: "the efficient and effective management in energy consumer's behavior will be obtained by synergizing two levels of strategic and operation". Results of a study in a sample consists of 275 managers performed in the late 20th century by the management consultants indicated that <10% of the adjusted strategies have been successfully implemented so that in the viewpoints of these managers, the ability of implementing the strategy is much more important than the adment and quality of the same strategic level (Kaplan and Norton, 2008).

Hence, whatever is meaningfully mentioned is this hypothesis: "efficient and effective management in energy consumer's behavior should be obtained by synergizing two levels of strategic and operation" in which various models are designed for the possibility of correct observations in the following (Kotler *et al*., 2010).

The theoretical framework based on completed cybernetic model: To investigate the validity of the significant hypothesis of this study and also in order to do observations and collecting necessary information, the data is normally collected by using the theoretical framework and through the model which is a "conductive map for observations" in which the information has sufficient and required validity into the main subject of the research (Kaplan and Norton, 2008). In this reason, "energy consumer's behavior management" is focused on two managerial levels of strategic and implementation and relative suggested model is presented in the developed form of "Double-Loops Cybernetic Model" as following (Robbins, 2008).

It is certainly corresponded to the research levels as following (Kiwi and Kampenhout, 2007). In the other hand it is corresponded to the policy making levels as following (Heady, 2007; Alvani and Sharifzadeh, 2008).

So that, the Fig. 1 includes internal evaluation and correction of possible deviations and the Fig. 2 includes external evaluation and correction of possible deviations. Despite of exploring studies which address the collection

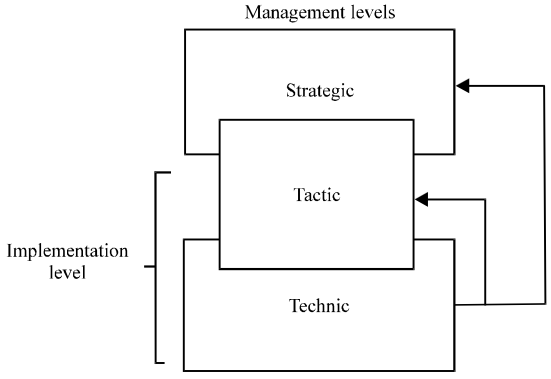

Fig. 1: Management levels (Lorange, 2006; Richard, 2008)

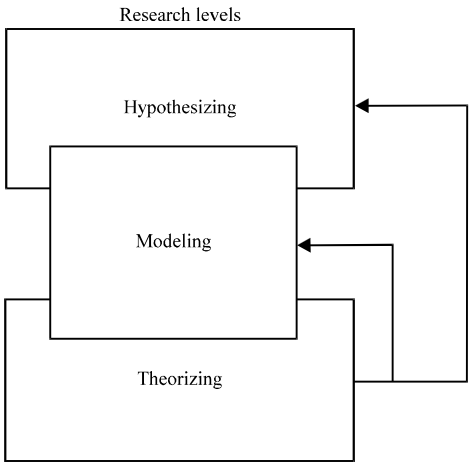

Fig. 2: Researcher levels (Kiwi and Kampenhout, 2007)

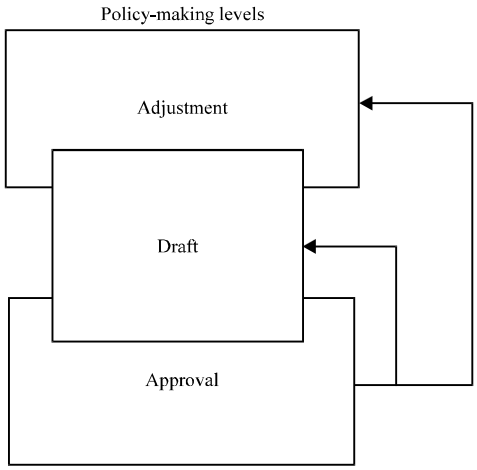

Fig. 3: Policy making levels (Heady, 2007; Alvain *et al*., 2008)

of meaningful concepts, it is obvious that data collection based on the desired model of this study will lead to the valid observations which will have required and sufficient validity for the realization of the studied hypothesis (Kiwi and Kampenhout, 2007) (Fig. 3).

In the era of knowledge-based economy, the value-creating activities do not rely on the adjustment of strategies and today, the knowledge and enforceability of consumers, relationships between the energy customers and producers, quality of energy and services, information technology and culture of energy consumption and implementation of adjusted strategies are much more valuable than the adjustment of strategies. Robert Kaplan, the professor of Harvard Business School (HBS) in collaboration with David Norton, the director of a research firm associated with a consulting institute (KPMG) in the late 20th century started a research plan on the methods of evaluating function. Their study has led to the Balanced Score-Card (BSC) method in order to synergizing the two levels of "strategic" and "implementation" and during 4 years after the publication of this method, fast successful results have been observed in the United States of America and Europe (Kaplan and Norton, 2008).

It is obvious that the incomplete implementation of the strategies, especially in the field of energy consumer's behavior management, includes some obstacles which should be identified. Regardless of the differences of each of the ten schools dealing with the strategic thinking and how to implement it. Of course, these different doctrines have been also explained in detail in the book of "effective strategy" written by Dr. Gholamreza Kiani and Dr. Vafa Ghaffarian, Nashr Afra press, first edition (Kiani and Ghaffarian, 2001).

Regarding to the comment of Michael Porter as one of the most famous professors and most thoughtful strategist: "strategy has never been important", it should be accepted that the key of the survival and success of today's world is the consciousness of the energy consumer's behavior management in adopting more suitable strategies for their energy consumptions and consequently, implementing those strategies effectively and efficiently. The subject of strategy implementation in the strategic management process is so important that in 1999, Fortune magazine in one of its articles, claimed that 70% of the reason of management failure in the United States America is not due to the failure in ading the strategies but also is because of the lack in success of implementing those strategies (Kaplan and Norton, 2008).

The following obstacles and restrictions can be referred to investigate and analyze the problems and the causes of the lack of implementation of strategies:

- Lack of expression and appropriate transfer of concepts and meanings in the implementation of energy consumption strategies (Daft, 1999)
- Lack of alignment and commitment in the implementation of energy consumption strategies (Robins, 1997)
- Lack of continuity in the implementation of energy consumption strategies (David, 2000)
- Lack of training and education in the implementation of energy consumption strategies (Walton, 2005)
- Lack of evolution in the implementation of energy consumption strategies

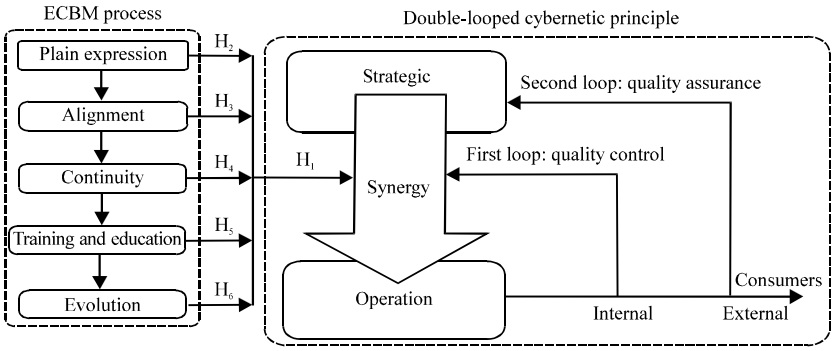

Fig. 4: Conceptual model of research (Kaplan and Norton, 2008)

After explaining the theoretical framework of the research, now, the hypotheses of this study are as follows:

Main hypothesis:

H_1: As the "Energy Consumer's Behavior Management (ECBM) process" significantly influences on synergizing two levels of consumption strategy and relative implementation.

Sub-hypotheses:

H_2: The step of "plain expression" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

H_3: The step of "alignment" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

H_4: The step of "making continuous the implementation" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

H_5: The step of "training and education" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

H_6: The step of "evolution" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

Conceptual model of the research: The conceptual model of this research is also designed and drawn with the help of double-loops cybernetic principle which presented by Swinth (Richard, 2008). This model is a combination of two parts spired by Scott, Kaplan and Norton.

They are integrated together by hypotheses to provide an opportunity for synergizing two levels of operation and strategy as the strategic components come in to the implementation which caused to use the ideas by disconnecting from the mind while connecting to the act (Burrell and Morgan, 2008).

As the consumer's behavior management is a process with some stages, therefore variables which are discussed in this research arranged like a steps of a process to examine all components properly and step by step (Javadein and Esfidani, 2014). It will be better to see the whole model as an orientation for impacting on the organizational performance specially in export performance recovery (Fig. 4).

MATERIALS AND METHODS

However, the hypothesis of this research could be surveyed by the concept mapping method and using the opinions of experts in the form of sampling from the population of the university's professors and higher education institutions and interviewing with two educational professors who have experiences in the university and industry field which finally confirmed but it was investigated by using the statistical sample of 200 persons including the MA students in management field and a population of >500 students and relative people including the students of senior semesters, their friends, classmates and the students of junior semesters in whichthe sample was selected by a 360° evaluation method. The data was collected by formal questionnaire. The significance relationship between the research variables was investigated by inferential statistics method and forming frequency table and non-parametric test (X^2) and finally in order to quantify the results, the weighing importance of each of the components of synergy was determined by using the Shannon Entropy algorithm and then, the steps of "consumer's behavior management

process" were prioritized by using SAW Method which is one of the MADM Methods (Adel and Ali, 2010).

RESULTS AND DISCUSSION

The observations indicate the obstacles and problems in implementing the energy consumer's behavior management strategies so that, energy consumer's behavior management has abstractly remained in the form of a word or term in the minds of managers and consumers and it even does not lead to the abstractive level to sense and understand this kind of management (Kotler *et al*., 2010).

So, how can be directedthis situation to be applied and pre-operated in a knowledge-based way? And how can it change its situation in favor of the implementation of operational plans in a real scene? Is not the time not only to ad strategies but also to form a system of tactical plans to implement and apply those strategies? This study tries to provide the possibility of implementing energy consumer's behavior management in an operational way and by introducing the five-principles of strategy-based management which is inspired by Kaplan and Norton.

Expression and appropriate transfer of energy consumption strategies: It is obviously expected thatonly the high educated consumers understand the term of"strategy" however, many universities graduated people are not still familiar with this word and on the other hand as much as the number of thinkers, pundits and professors in strategic field, there are many different definitions which have been presented for strategy (David, 2000).

So, how could the consumers be expected to be able to understand phrase of strategy completely to transfer it appropriately on encountering with? In this reason, in a simple definition according to the researchers of this study: "strategy can be considered as a mature-think and idea" or regarding to the research topic, it can be considered as "the hypothesis of energy consumption" that sometimes in the policy making process, this kind of hypothesis turns into a law after confirming and the necessity of its implementation is more paid attention. In order to understand better the energy consumption strategies, the way of making them operational and implementing them should be translated and interpreted to eliminate the transfer obstacles. Therefore, the correct interpretation and translation of strategies and transferring them from appropriate communicative channel like media and correct receipt of consumers in a knowledge-based form will be useful attempts to eliminate the transfer obstacles (Kaplan and Norton, 2008).

Alignment the energy consumers: It is clear if the energy consumption strategies threaten the consumers' interests, not only the consumers will give up their implementation and making them operational but also show their opposition and resistance (Javadein and Esfidani, 2014).

In this way, the energy consumption strategies must be aded in which the consumers interests would be guaranteed so that, it is recommended to use necessary facilities and incentives to create motivation for implementing the energy consumer's behavior management and it is better that firstly and before anything in this part, the policies of the implementation of energy consumption strategies are institutionalized by the use of culture not by law in which the media plays a key role (Kaplan and Norton, 2008).

Making continuous the implementation of energy consumption strategies: Cross-sectional implementation of adjusted strategies and discontinuity caused by it lead to the inefficiency of achieving the results and goals of energy consumer's behavior management; there's very likely that in case of discontinuity in making it operational, the whole subject will be ignored and all of the cultural and loyal attempts will be wasted (Omi, 1992).

With reference to the evolution of energy consumer's behavior management, it is strongly recommended to cross a continuous path in implementing the energy consumption strategies to be able to achieve the idealistic objectives of the vision of this kind of management through required missions and they will be discussed in following (David, 2000).

Training and education of energy consumers: Robert Kaplan and David Norton in their book "strategy-based organization" consider the implementation of strategies as the daily and also everyone's duty and interestingly, John Walton in his famous book "strategic training the human resources" has discussed this issue in detail and considered training and education as one of the very important pillars of achieving evolution and the strategy-based situation and of course intended purpose of the researchers of this study is also synergizing education of energy consumers as a teaching unaccompanied to the target including training them as a teaching accompanied to the target (Kaplan and Norton, 2008).

So that, this kind of evolution in teaching during consumption can take the consumers into the level of teaching which entitled "learning" and it is very more desirable kind, i.e., "self-learning" and in this case, we will have knowledge-based consumers that is the purpose of the knowledge-based information era, the era which moves toward virtualization, virtual compatibility and

adaptation of strategic levelon the operation level without any need of tactic level presence in which the consumers wouldbe simultaneously the complier and implementer of the consumption strategies, especially in the field of energy (Walton, 2005).

Evolution of energy consumer's behavior management: Evolution in energy consumer's behavior management will be possible through closing and eliminating the gap between missions and the visions of this kind of management (Aker, 2005) (Fig. 5).

So that, by synergizing the values such as growth and productivity and achieving the development path and directing this situation towards the idealistic objectives in the visions of energy consumer's behavior management and serious attempt for reduction and even eliminating the gap between the mission and vision, an appropriate synergy in the form of positive synergy and negative entropy is created which is called "evolution" (Kaplan and Norton, 2008; Ali *et al*., 2003).

This means the same purpose which is realized possibly through "energy consumption development management" or in other words, through "energy consumption knowledge management"; the possibility can be integrated with the energy consumer's behavior management according to the recent definition of strategic management in last two decades and can be completely achieved by synergizing two levels of strategic and operation as technic.

In analyzing the inferential collected data, since we did not deal with the evaluated score, we used the non-parametric test like X^2 (Adel and Mansour, 2006). The variable of energy consumer's behavior management process is divided (categorized) into five indicators as steps including: "plain expression, alignment, making continuous, training and education and evolution" (Kaplan and Norton, 2008). On the other hand, the variable of synergy is divided into indicators as two levels including: "strategic and operation" (Aker, 2005). By forming the frequency table, the test of significance relationship determination has been done as follows.

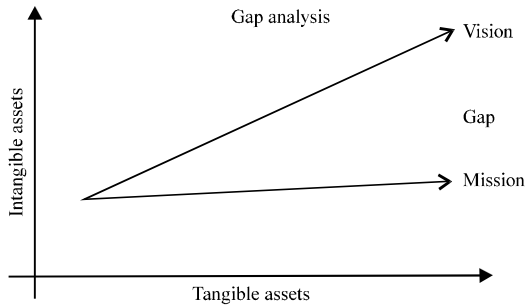

Fig. 5: Gap analysis (Kaplan and Notron, 2008; Ali *et al*., 2003)

Since, the observed X^2_o value (29.810) with the freedom degree of 4 and the error level of 0.05 is larger than the expected X^2_e of the statistical table (9.348), therefore not only there is no significant difference between the observed frequencies and the expected ones but also, the process of the energy consumer behavior management has a significant impact on synergizing of two levels of strategic and operation and there is a significant and positive relationship between them (rejection of the null hypothesis and acceptance of H_1).

We used Shannon Entropy algorithm in order to analyze the weighing importance of the synergies including two levels of strategic and operation. Shannon Entropy is required for measuring this weighing importance and is expressed by a probability distribution as:

$$E = S\{P_1, P_2, \ldots, P_n\} = -K (P_i.LnP_i)$$

where, K = 0.622 is a positive constant (K = 1/Lnm) and in order to supply $0 \geq E \geq 1$. The frequency table has been normalizedby using the formula of $P_{ij} = F_{ij}/\Sigma F_{ij}$.

In order to quantifying the results, it is better to investigate the way of prioritizing the steps of the energy consumer's behavior management process by the quantitative method of SAW which is one of the quantifying methods of MADM, to determine the order of implementing the steps. In the other words, we wanted to know that in the study and relative conditions, what kind of arrangement is expected in the steps of management process by the very important synergy level (Adel and Ali, 2010) (Table 1-4).

Table 1: Observed and expected non-parametric frequencies of the research

Research variables	Strategic level	Operation level	Total
Plain expression	6 (8)	49 (35)	57
Alignment	6 (7)	45 (35)	52
Making continuous	5 (7)	34 (33)	40
Training and education	5 (6)	23 (33)	30
Evolution	5 (5)	16 (33)	21
Total	33	167	200

Table 2: Observed X^2 of the research

Fo	Fe	(Fo-Fe)	$(F0-Fe)^2$	$(F0-Fe)^2/Fe$
8	6	2	4	0.50
49	35	14	196	4.00
7	6	1	1	0.14
45	35	10	100	2.22
7	5	1	1	0.14
34	33	1	1	0.03
6	5	1	1	0.17
23	33	-10	100	4.35
5	6	-1	1	0.20
16	33	-17	289	18.06

Observed $X^2_o = 09.81$

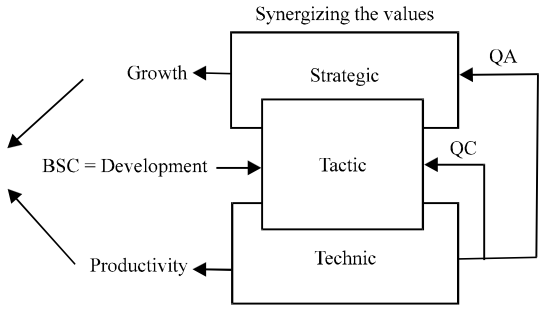

Fig. 6: Synergizing the values(Kaplan and Norton, 2008; Aker, 2005)

Table 3: Normalized observed frequencies of the research

Research variables	Strategic level	Total	Operation level	Total
Plain expression	0.242 (-1.419)	8	0.293 (-1.228)	49
Alignment	0.212 (-1.551)	7	0.269 (-1.313)	45
Making continuous	0.212 (-1.551)	7	0.204 (-1.590)	34
Training and education	0.182 (-1.704)	6	0.138 (-1.980)	23
Evolution	0.152 (-1.884)	5	0.096 (-2.343)	16
Total		33		167

Table 4: Shannon-entropy and the weighing importance of synergy levels

Research variables	Description	Strategy	Operation
Plain expression	-	-0.343	-0.360
Alignment	-	-0.329	-0.353
Making continuous	-	-0.329	-0.324
Training and education	-	-0.310	-0.273
Evolution	-	-0.286	-0.225
-K	-	-0.622	-0.622
Ej	Entropy	0.990	0.9600
dj = 1-Ej	Negative-entropy	0.010	0.0400
Σdi	-	0.050	0.0500
Wj	Weighing importance of synergy levels	0.200	0.8000

Table 5: Prioritizing five steps of the energy consumer's behavior management process

Research variables	Strategic level	Operation level	Priority (A)
Plain expression	0.242	0.293	1 (0.2828)
Alignment	0.212	0.269	2 (0.2576)
Making continuous	0.212	0.204	3 (0.2056)
Training and education	0.182	0.138	4 (0.1468)
Evolution	0.152	0.096	5 (0.1072)

Wj = 0.2; W* = 0.8 = 1

The following formula has been used in order to determine the prioritization of the five step of energy consumer's behaviour management process (Table 5):

$$A^* = \{Ai|Max \sum WjPij\}$$

Prioritizing arrangement of the energy consumer's behavior management process is determined by the numbers 0.2828, 0.2576, 0.2056, 0.1468 and 0.01072 in which the weight of the operation level is larger than the strategic one which is better to use the existing arrangement of steps in the energy consumer's behavior management process to implement "operation level" and achieve the right consumption strategy and relative purposes (Fig. 6 and 7).

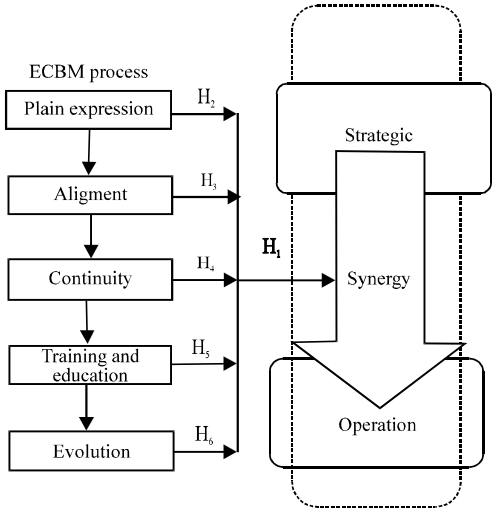

Fig. 7: Final conceptual model of research

CONCLUSION

Synergizing two managerial levels of strategic and operation based on the Balanced Score Card (BSC) is a very useful attempt to reduce the gap between the evolution". Hence, in this research, it is recommended to define "energy consumer's behavior management" and eliminate any obstacles and restrictions in the path of its implementation, it is better to express the synergy caused by strategic and operation levels in the energy consumption management based on BSC expressing the term "strategic management of energy consumer" and this synergy is not algebraic assumption which is obtained from the mutual coordination between the adment of strategies and their implementation and through the five-steps in "energy consumer development management" or "energy consumer knowledge management".

So, as it was seen, the strategic thought of energy consumer's behavior management is not sufficient by itself but relative operation or implementation plays a very major role in this kind of management and it is implementable through the five principles mentioned in this research. For the same reason, since the observed X^2_o value (29.810) with the freedom degree of 4 and the error level of 0.05 is larger than the expected X^2_e of the statistical table (9.348), therefore not only there is no significant difference between the observed frequencies and the expected ones but also the process of the energy consumer's behavior management has a significant and positive impact on synergizing two levels of strategic and operation (assumption 1 is confirmed for all hypotheses). Then accordingly:

H_1: The "Energy Consumer's Behavior Management (ECBM) process" positively and significantly influences on synergizing two levels of consumption strategy and relative implementati.

H_2: The step of "plain expression" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

H_3: The step of "alignment" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

H_4: The step of "making continuous the implementation" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

H_5: The step of "training and education" in ECBM process positively and significantly influences on synergizing two level of strategic and relative implementation.

H_6: The step of "evolution" in ECBM process positively and significantly influences on synergizing two levels of strategic and relative implementation.

SUGGESTIONS

Regarding to the fact that the energy consumers are considered as the main factor in energy consumption and the identity of this kind of consumption management increases the behaviors compatible with the management purposes of energy consumers, it is suggested that the managers of energy distribution increase the implementation of the strategies of this kind of management and provide relative realization by attempting to recognize, develop and empower the energy consumer'sbehavior management (Javadein and Esfidani, 2014).

It is suggested to the trustee managers of energy production and distribution to ad appropriate strategies for optimized consumption and usingthe available tools through different steps of energy consumer's behavior management process to create a sense in the consumers that their cooperation in this field is targeted and significant which involves the context of growth and development for them and for country (Omi, 1992).

By creating meaning, alignment, making continuous, training and education and evolution in the energy consumption method, it could be createda sense in them to consider themselves as a member of energy production and distribution network so that they would support the management in this issue and get closed with their strategies and missionswho show positive consumption behaviors (Kaplan and Norton, 2008).

Managers are always emphasized to have the morale of training aligning with competent education in the frame of keeping consumption strategies and avoiding the ordering and magisterial behaviors as more as possible while dealing with the energy consumers in order to make them to feel that a friendly atmosphere rules this kind of management and the manager of energy consumer respects them so that, doing these affairs causes satisfaction of consumers and motivates their commitment to observe the energy consumer's behavior management strategies (Burrell and Morgan, 2008).

Also, regarding to the research findings, it is suggested to discuss about the implementation of strategies based on the five steps of energy consumer's behavior management and empowering it by forming teams consisting of experienced and motivated and creative managers in group meetings and even to encourage and appreciate good work to be empowered and preached and to do necessary attempts in order to create emotional attachmentamong managers and consumers and involving them with the operation level in implementation of consumption strategies.

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