



***Why no one signed up after you sent
out the brochure:***

**Insights into marketing practices to
increase EE program participation**

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AESP 18th National Energy Services Conference
January 31, 2008

Overview

- Strategic Marketing Plan Objectives
- Situation Assessment
- Exemplary Marketing Practices
- Overall Marketing Strategies & Themes

Strategic Marketing Plan Objectives

- Provide examples of successful energy efficiency (EE) marketing activities at other relevant energy companies.
- Show examples of the structure of successful endeavors from other entities, including the use of supply channels.
- Suggest an overall marketing strategy, including positioning and brand.
- Suggest a set of skills that successful marketing groups possess, and how they acquired those skill sets
- Provide examples of activities that could boost the marketing success of EE programs.

SMP Approach

- Situation Assessment
 - Internal Benchmarking (Interviews)
 - External Benchmarking (Lit Review, Case Studies)

- Strategic Marketing Plan
 - Industry Assessment (Technologies, Trends, Market Actors)
 - Company Assessment
 - Marketing Strategies

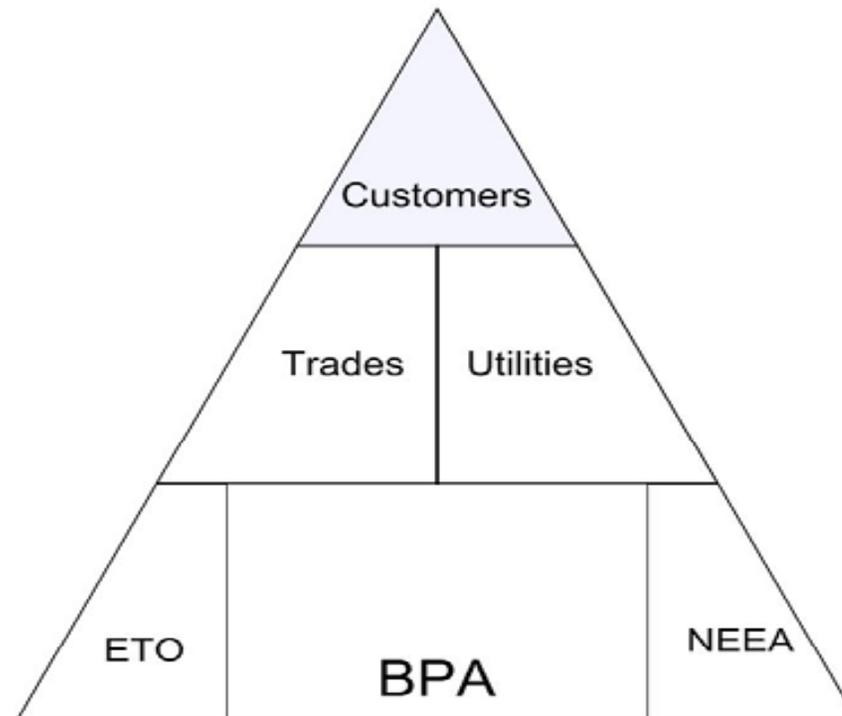
What We Heard

- Larger Utilities
 - > Utilities have strong in-house capabilities for marketing and technical assistance
 - > BPA has some good ideas for programs which can complement the utility's portfolio...but they need to be executed well
 - > BPA can play a strong and important role in the region as a coordinating entity (meetings, workshops, training, etc.)
 - > There is some potential for regional development of EE offerings, and BPA could help

What We Heard

- Small/Medium Sized Utilities
 - > Utilities have good capabilities to sell EE to their members if they have the right products
 - > Some BPA products do not seem to be market driven
 - > BPA has strong technical and engineering capabilities
 - > BPA could market its own programs and approach better to utilities to enhance understanding of goals
 - > Coordination with trade allies needs to be improved
 - > Some utilities would like direct BPA assistance in developing marketing campaigns for their customers

BPA provides support role



Trades and local utilities touch customers directly

Larger Utilities

Top Ideas to Improve marketing

- Create more of a series of **niche market programs** that complement the portfolios of the large utilities
- Possibly facilitate a **Seattle metro area coalition of utilities** focused on coordinating delivery of EE in this population center
- Provide more **outreach and technical expertise** in the form of information, workshops, and training on EE programs and technologies

Small & Medium Utilities

Top Ideas to Improve marketing

- Expand Utility Sounding Board
- Develop More Program Design Flexibility
- BPA Engineering assistance could be expanded to more field applications
- Create Multiple Program Marketing Platforms
 - > Professional societies (ASHRAE, AIA, etc.)
 - > Web info
 - > More on-site resources in rural areas

Regional Organizations

Top Ideas to Improve marketing

- Explicitly Plan Marketing Campaigns Together: BPA for short term savings and NEEA for longer term market transformation
- BPA and NEEA Provide a “Best Supporting” Role
 - > The utility’s brand is key when marketing to end users
 - > Those end users don’t think the BPA or NEEA brand is very important when buying EE
- Continue to improve the coordination with NEEA and utilities, with sector-based programs, and with ANY key account visit

Trade Allies

Top Ideas to Improve marketing

- Play a Larger Role in Trade Ally Education & Training
- Develop, with Utilities, Specific EE Programs/Marketing that are Implemented by Trade Allies
- Develop trade and consumer online networks
- Invite Trade Ally groups to rotate on the USB, or have times set aside for Trades
- Expand co-marketing with regional, state and national efforts on specific programs to leverage resources

Exemplary Program Practices

Questions to ask

- Goals defined?
- Target audience defined?
- Access to target audience?
- Message content – is it appropriate?
- Message delivery – are they effective?
- Customer & Partner satisfaction?
- Was the program supported internally? Did it have time to deliver and track activities?

Case Study Lessons

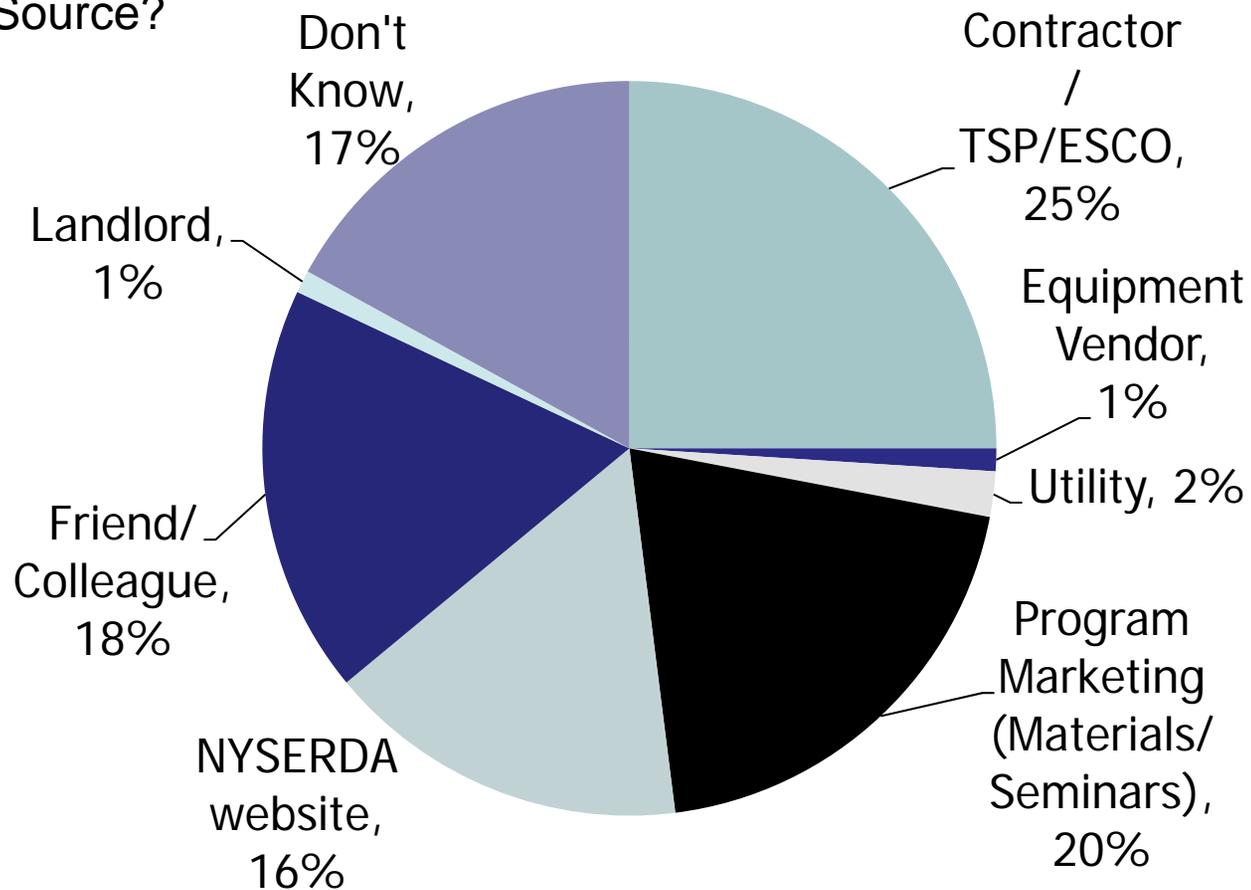
- Innovative ways to use channel partners and strategic allies tactically to deliver energy efficiency programs.
- The value of positioning BPA and its member organizations as information brokers that drive customers to the trade ally partners
- Energy efficiency programs are scalable
- It is important to match the technology to the program approach.
- As the level of effort increases, it becomes more important for BPA to demonstrate a sustainable commitment to the program.

NYSERDA's Technical Assistance Program

- **Program Goal:** Meet the needs of C/I customers that want to identify and implement cost-effective EE improvements
- Two options for implementation:
 - > FlexTech
 - > Technical Assistance (TA) Program
- **Implementation:** Fund studies that identify EE opportunities: 50% of study costs, up to \$50,000 or 10% of energy costs
 - > Energy facility studies
 - > Industrial process energy analysis studies
 - > Retro-commissioning
 - > Project development services
 - > Peak load reduction and load management
 - > Renewable generation feasibility studies

NYSERDA: Channels of Success

Survey: Initial
Information Source?



SCE IDEEA: 80 Plus Program

- **Mission:** To transform the power supply market for desktop computers and low-end servers
- **Structure:** Created a compliance standard and provided hardware incentives to encourage power supply manufacturers to build more energy efficient units
- Three-phase program delivery through Ecos:
 - > Recruitment – to attract manufacturers
 - > Qualification – to encourage manufacturers to submit product for certification
 - > Implementation – to market the rebates and enroll manufacturers
- **Major success:** EPA included 80 Plus standards in new Energy Star specifications



Innovation: Engaged multiple market actors – OEMs, system integrators, utilities, and end users

PG&E: San Francisco Peak Energy Partnership

- **Mission:** To achieve peak demand reduction while providing community economic and social assistance
- **Structure:** Offered a menu of EE options targeted at hard-to-reach segments: small businesses, renters, low-income residential customers, non-English speakers;
- Program design and implementation
 - > Spearheaded by a PG&E-San Francisco Office of Environment partnership
 - > Supplemented by relationships with many community-based organizations
 - > Marketing through mailers, partner network, media coverage, and outreach to professional and cultural associations



Innovation: Leveraged the different strengths of two organizations in order to reach a broad target market



Chinatown Torchiere Exchange

Energy Efficiency 'Brand'

BPA's energy efficiency brand may be characterized, at least in part, by the following attributes.

- Excellence in technical knowledge about end use equipment applications
- Friendly, knowledgeable field staff
- Approachable, yet difficult to influence; 800 pound gorilla
- Not completely in tune with the needs of the utilities and their customers
- Has money, and wields money to influence support
- Portland-centric

Overall Marketing Strategies

- Make sure all strategies come from the **customers' perspective**
- Create a **flexible program approach**
- Create small innovation teams, and build **online tools** for them.
- Become a provider of excellent **niche programs** for larger utilities
- Become a premier provider of **end-use customer intelligence** to the utilities
- Create a **continuous improvement** program to make utilities' lives easier in interactions with BPA
- Create a **culture of communication** internally, and foster a **culture of conservation** in the region – embrace current trends

Revisiting Marketing Themes

Theme 1: Trade & professional networks are critical for success – engage them early and often.

Theme 2: One size does not fit all in developing partnerships – have niche programs & be flexible to local needs

Theme 3: We really are in this together in long run - if we can get away from who gets credit – all will benefit

Theme 4: Facilitate specific efforts across large utilities – they have increased EE goals and specific needs, too.

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