



Initial Connecticut Marketing Review Report

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Executive Summary

Project Purpose

The purpose of this review is to assist the Connecticut Energy Efficiency Board (“Board”) conduct an initial review of the energy efficiency program marketing activities and objectives. Part of the review is designed to help the Board address the appropriate balance and relative emphasis of marketing among the following:

- Connecticut’s energy efficiency programs to boost customer participation in the programs;
- The Connecticut Energy Efficiency Fund (“Fund”), to increase awareness of and public support for the Fund; and
- Energy efficiency in general, to increase public awareness of energy efficiency and motivate consumers to save.

This review is also designed to help the Board determine the appropriate role of co-branding of the Fund with the utility program administrators’ brands, and to determine when and where utility co-branding should be employed.

The review is also intended to help the Board address the following key questions:

1. What is the appropriate balance among and relative emphasis of each of the marketing objectives above, both near term and longer term, considering the overall policy goals of Connecticut?
2. How best to co-market and co-brand the EE *programs* and the *Fund* in order to achieve the multiple objectives in an effective and cost-efficient manner?
3. What are the key opportunities for leveraging program marketing to increase awareness of and support for the Fund, and vice versa?
4. What is the role of utility company co-marketing and co-branding (where appropriate) in achieving the objectives above?

Research Scope

The review included two research phases:

1. A review of Connecticut energy efficiency program marketing strategies and materials;¹ and
2. A review of energy efficiency program marketing activities and materials in three comparison states – Oregon, Massachusetts, and New York.

Comparison State Selection

The three comparison states of Oregon, Massachusetts, and New York were selected because they met the following criteria:

- *They have a strong current and future commitment to energy efficiency programs and policies.*

All three are listed among the top twenty states in the American Council for an Energy Efficient Economy's 2010 State Energy Efficiency Scorecard under the "Utility and Public Benefits Programs and Policies" scoring category.

- *They have statewide energy efficiency per capita program budgets comparable to Connecticut.*

All three had 2009 state electricity and natural gas efficiency per capita budgets between 50% and 150% of Connecticut's.

- *They have strong state policy support for energy efficiency and strong statewide energy efficiency efforts.*

All three states have energy efficiency activities supported by a systems benefit charge (or equivalent funding mechanism) and all three states market energy efficiency through a statewide effort, organization, or brand.

Findings

The conclusions from each research phase are discussed below, followed by our recommendations for the Board.

¹ The Companies also conduct extensive public relations efforts, including hundreds of public events each year, legislative outreach, customer information sessions, news releases, editorials, television segments, radio segments, vendor outreach, museum partnerships, etc. A full review of these events and outreach was not conducted as part of this marketing study, although it is important to note that these efforts represent a crucial component of Connecticut marketing and they engage many customers.

Findings from Connecticut Research

1. The Companies, as administrators of the energy efficiency programs, are conducting a great deal of marketing and outreach, supported by a mix of activities and communications. This work often takes advantage of key communication channels; accounts for evolving market conditions; is tailored to meet the needs and interests of customers; and seeks to boost program participation through cross-promotion of programs and creative marketing approaches. Altogether, it demonstrates that the Companies are performing well in administering the marketing efforts, and these efforts are effective at marketing the programs.
2. Presentation, messaging, consistency, and accuracy within and across program marketing vary at times. While variation is not inherently bad -- some variation in messaging and imagery is useful to reach different target audiences -- excessive variation can cause confusion and reduce consumer recognition especially when target audiences overlap. As a general rule, certain elements of marketing materials should maintain consistent and *not* vary. These include stylistic elements like logos, color palettes, typography, layouts, and so on, as well as written elements like terminology and factual information. (Some of this variation is outside of the Companies' direct control as some materials are not fully Company-controlled.)
3. The customer experience could be streamlined. Examples include addressing variation in program and sector marketing; establishing a procedure to ensure website information and web-hosted materials are always up-to-date and technically accessible; redesigning the Connecticut Energy Information Center website; and continuing to prioritize marketing to customers at all points of contact.
4. Most marketing has focused primarily on program marketing and has not focused as much on marketing of the Fund. This is not unexpected because the Companies, as the program administrators, have savings and participation goals

to meet and therefore focus on marketing that can deliver upon these objectives. While the Board has expressed an interest in greater marketing of the Fund, neither the Board nor the Companies have fully clarified the relative priority for *program* versus *Fund* marketing. Also no plan for Fund marketing has been developed.

5. Based on current marketing materials, it may be difficult for the public to identify the Fund as much more than a logo and a name. To that end, the Fund is not a “brand” in the typical or complete sense. In addition, in our opinion, the logo delivers an unclear meaning and message, and does not contain an actionable message. As we have seen in other states like Oregon, a strong brand identity and presentation (supported by tools that ensure consistency) can increase public awareness. Following the Oregon example, we believe that opportunities exist to more fully develop the Fund into a brand (more than a logo) that could help to boost awareness. A fresh, stronger brand may be effective at achieving this objective.

Findings from State Research

1. The three states have pursued different marketing approaches to help them achieve ambitious goals (which include increased energy savings and program participation):
 - a. Energy Trust of Oregon refreshed their brand identity to position the organization as a friendly, credible expert helping Oregonians to save energy and money, protect the local environment, and strengthen local economies.
 - b. NYSERDA developed their organizational brand to position itself as trustworthy resource providing objective, reliable information so that New Yorkers can make informed energy decisions. This branding project should be completed by July 2011.
 - c. Massachusetts adopted a strong statewide efficiency brand (“Mass Save”) to deliver a clear, consistent, recognizable, and actionable message about the individual and social value of energy efficiency.

2. All three states consider their brands to be more than a logo and a name. Their brands stand for what they represent and inform all (or most) aspects of their marketing. All three states informed their efforts by engaging internal and external stakeholders.
3. Tools, including brand guidelines, key messages, collateral templates, etc., have been developed and implemented to ensure consistent and unified communications. Logo standards are a small but important component of ensuring this consistency.
4. All three states have recognized the important role of an integrated website to engage consumers.
5. All three states have recognized the importance of tracking their marketing efforts to understand if efforts are effective and how efforts could be improved.
6. The efforts in Oregon and Massachusetts have helped to increase public awareness of Energy Trust and “Mass Save,” respectively (NYSERDA’s efforts are not fully launched).
7. All three states have implemented co-branding/co-marketing with utility brands. The application of co-branding has varied between and within the states, and there have been pros and cons.
 - a. Energy Trust recently increased the extent of co-branding activities. Based on conversations with Energy Trust staff, co-branding is concurrently perceived as highly valuable, potentially confusing for customers, and challenging—even cost-prohibitive—to execute depending on the situation
 - b. NYSERDA implements co-branding and joint program delivery when such practices will strengthen and streamline the customer experience and program offerings. In a place like New York, where many energy efficiency programs are offered and market overlap may occur, such coordination may help ensure that customers receive clear communications on the programs that will benefit them.

- c. The application of co-branding has varied in Massachusetts depending upon the program, channel, or campaign in question, demonstrating that co-branding falls on a spectrum.

Recommendations

1. The Board should clarify its objectives and priorities and identify an overall marketing strategy to guide marketing activities. This overall strategy should determine the appropriate balance and relative emphasis among the following:
 - a. Marketing Connecticut's energy efficiency programs, to encourage participation in the programs;
 - b. Marketing the Connecticut Energy Efficiency Fund, to increase awareness of and public support for the Fund; and
 - c. Marketing energy efficiency general awareness.

This prioritization process should focus clearly on the outcomes that Connecticut is trying to achieve – including energy savings, increased program participation, and increased awareness and support for the Fund. *Based on discussions at the Board and committee meetings, and our observations of the Board discussions, there appears to be support for focusing energy efficiency marketing efforts primarily on the first two objectives above, while leveraging any key opportunities to increase general awareness, including opportunities with the new administration to promote energy efficiency in public events and appearances.*

2. The Board should determine the appropriate role of co-branding of the Fund with the utility program administrators' brands, and to determine when and where utility co-branding is appropriate. Co-branding with the utilities may be especially salient for market segments in which the utilities are perceived as credible, trusted providers of energy efficiency solutions. This determination should consider the assets, abilities, and contributions of the various entities involved and how those entities can mutually benefit from and support one another to increase energy efficiency and the effectiveness of energy efficiency marketing.
3. Building on the priorities and deliberative strategy (and depending on the outcome of the above clarifications), the branding of energy efficiency and the Fund should be refreshed and updated. This effort should be led by the Board and coordinated with DEEP, and the effort should be informed by a broad range of stakeholders (including

customers, program vendors, and the utility program administrators) potentially through discussions, surveys, and focus groups.

4. The new/refreshed brand identity should be supported by guidelines and principles that go well beyond logo standards including a stylebook and a brand toolkit. The latter should contain collateral templates and standards for color, typography, language, photography, etc. so that the new identity and “brand” carry over into all aspects of marketing.
5. This effort should be supported by a user-friendly, engaging, and interactive website, aligned with the new brand identity. This website should serve as the one-stop shop for customers to enroll in programs and get information on energy savings opportunities and benefits. It should also be tailored toward specific, distinct customer segments (e.g., detached single-family homeowners vs. residential condo owners).
6. A statewide media and social media campaign to support this effort should be considered. There may be several aspects, components, or phases of the overall campaign (e.g., launch of the overarching brand or refreshed brand, public appearances of key Malloy administration officials, highlights of lead by example projects in state buildings, highlights of key business projects, other public events, etc.). Special attention should be focused on opportunities for promoting energy efficiency and the energy efficiency programs through public events and public appearances.
7. It is essential that before any of these efforts are developed and implemented (especially the launch of a statewide media campaign), programs have adequate funding in place so that any boost in customer participation and awareness can be accommodated through the programs.
8. A plan and timeline for the above efforts should be developed. The estimated costs for the above activities should be developed and considered before finalizing and implementing the plan.

9. The Board should consider hiring a third-party firm (e.g., a marketing agency) to assist the Board with these efforts.
10. It is essential that any current and future efforts be benchmarked and tracked to demonstrate the effectiveness of marketing on program participation, increased awareness and support of the Fund, and the achievement of other objectives. This includes leveraging program evaluations to understand why and how customers are participating in order to improve future marketing efforts.

Initial Connecticut Marketing Review

Introduction

The initial Connecticut marketing review included a review of the energy efficiency program marketing strategies in the “2011 Electric and Natural Gas Conservation and Load Management Plan” and a sampling of program marketing materials. The reviewed program materials included collateral provided by the Connecticut utilities (“Companies”) and materials available on the Companies’ websites; the Connecticut Energy Information Center website¹; and satellite websites used to promote programs². These pieces were examined individually and collectively for consistency of messaging and presentation, clarity, and accuracy. Notably, the content and layout of some of these pieces are not controlled directly by the Companies. For example, the content and layout of the Connecticut Energy Information Center website is controlled by the Public Utilities Regulatory Authority, and the content and layout of the Shining Solutions Fundraiser and Connecticut Energy Loan Fund websites (both discussed later) are also outside of the Companies’ direct control. While these pieces are not Company-controlled, they nonetheless represent important parts of the marketing, outreach, and communications in that they touch customers and influence customer opinions and action. In addition, customers are unlikely to pay close attention to or be able to determine the author of each marketing piece or effort. For these reasons, elements beyond the direct control of the Companies were considered within the scope of this review.

In addition to the marketing efforts described above, the Companies also conduct extensive public relations efforts, including hundreds of public events each year, legislative outreach, customer information sessions, news releases, editorials, television segments, radio segments, vendor outreach, museum partnerships, etc. A full review of these events and

¹ The Connecticut Energy Information Center website found at www.CTEnergyInfo.com is designed to provide consumers with information on energy resources. The website highlights energy efficiency offerings and services. The Fund logo references the site address, and Company marketing pieces frequently point consumers to the site.

² Examples include the Connecticut Zero Energy Challenge website, the Shining Solutions Fundraiser website, and the Connecticut Energy Loan website.

outreach was not conducted as part of this study, although it is important to note that these efforts are a crucial component of Connecticut marketing and engage many customers.

A list of the findings is presented below, followed by sections summarizing each finding supported by case studies and examples:

1. Overall the marketing activities are effective at marketing the energy efficiency programs, and the Companies are performing well in administering the marketing efforts;
2. Presentation, messages, consistency and accuracy *within* and *across program* marketing vary at times;
3. The Customer experience could be streamlined;
4. Most marketing has focused primarily on program marketing and has not focused as much on marketing of the Connecticut Energy Efficiency Fund (“Fund”); and,
5. Developing the Fund into a brand could increase awareness of the individual programs, the Fund, and the entire suite of programs, resources, and tools available to Connecticut residents and businesses. Currently the Fund is just a logo and a name and not a brand.

Finding One: Overall, the Marketing Activities are Effective at Marketing the Energy Efficiency Programs, and the Companies Are Performing Well in Administering the Marketing Efforts

The Companies, as administrators of the energy efficiency programs, are conducting a great deal of marketing and outreach, supported by a mix of activities and communications. This work often takes advantage of key communication channels; accounts for evolving market conditions; is tailored to meet the needs and interests of customers; and seeks to boost program participation through cross-promotion of programs and creative marketing approaches. Altogether, it demonstrates that the Companies are performing well in administering the marketing efforts, and these efforts are effective at marketing the programs. The following case studies illustrate the program marketing approaches.

Case Study 1: Residential Retail Products Program Marketing

One of the best examples of this good work is the marketing of the Residential Retail Products program, which leverages partnerships with manufacturers and retailers to increase stocking and sales of energy efficient products like lighting.

This program takes advantage of the key communication channels likely to reach customers where and when they consider the purchase of equipment and appliances targeted by the program. Examples include special retail placement and display opportunities in big box stores, utility bill inserts, print advertisements, radio advertisements, and the web. The latter includes the Smart Living Catalog website, through which consumers can purchase energy efficient lighting products online.

The Companies have clearly invested a great deal of time and effort to engage customers through this program. They shared more than fifty marketing pieces including print advertisements, radio spots, and pictures and mock-ups of in-store displays. In addition, they have:

- Negotiated cooperative promotions with retailers;
- Educated retailer staff;
- Participated in community events and fairs;
- Developed two satellite websites - the online Smart Living Catalog website and the Shining Solutions Fundraiser website (discussed below); and,
- Produced webpages and web-hosted materials that explain the benefits of energy efficient products and list locations where consumers can purchase and recycle products.

The marketing strategy for this program accounts for evolving market conditions including the advent of the Energy Independence and Security Act of 2007 (EISA)³ and Connecticut socket saturation trends and goals. For example, the Companies decided to focus the 2011 marketing activities on the promotion of standard and specialty light bulbs in response to the following:

- The joint goal set by utility regulators for Companies to achieve 36% socket saturation by the end of 2011;
- The possibility that political support for EISA could wane;

³ EISA includes provisions that revise standards for appliances and lighting. For instance, it requires ~25% greater efficiency for light bulbs, phased in from 2012 through 2014.

- The fact that EISA does not address all bulb types; and
- The likelihood that inefficient lighting products could remain in the market for years post EISA launch.

Program marketing employs messaging responsive to these considerations (i.e. the decision to promote standard and specialty bulbs). It also uses messaging and visuals responsive to consumer interests and perceptions:

- It leverages consumer recognition of the ENERGY STAR® label, which has been shown to influence consumer product purchasing and is recognized by 60% of the public; and,
- It highlights tangible and intangible features of product that address needs, perceptions, and purchase intentions of Connecticut consumers.

With respect to the latter, recent research on the market conditions for the promotion of compact fluorescent lamps (CFLs) in Connecticut found that a substantial opportunity to increase CFL penetration (including specialty CFLs) exists, and that incandescent purchasers most frequently cite the higher cost and socket incompatibility of CFLs as reasons for not purchasing CFLs. Company marketing accommodated these considerations by:

- Developing print advertisements that employed the slogans “A CFL for Every Socket” and “Not Just Spirals Anymore”;
- Incorporating visuals to illustrate the diversity and versatility of CFLs; and
- Employing messages that called attention to the availability of special pricing and/or instant rebates (see Figure 1).

This research also recommended that the program offer CFL rebates to those consumers willing to hand in incandescent bulbs at participating retailer locations. To that end, the Companies launched an “Exchange for Change” campaign, whereby consumers could exchange five incandescent bulbs for five CFLs at certain community events.

The Companies have developed creative strategies to drive program participation and maximize program impact. The Shining Solutions Fundraiser, a CFL fundraising opportunity available to schools and civic groups, represents one such example. This fundraising opportunity engages children in grades K -12 in the sale of CFLs, while simultaneously teaching

them about the benefits of saving energy and raising general awareness around energy efficiency.⁴

Finally, the Companies have strived to cross-promote this program with other offerings: They advertise the existence of the online Smart Living Catalog through the Home Energy Solutions program (see Case Study 2) and cross-promote the Shining Solutions Fundraiser to teachers and schools participating in eeSmarts, a free learning program that teaches Connecticut students about energy conservation.

Figure 1: An In-Store Display Promoting Energy Efficient Lighting



Messaging on an in-store display promoting energy efficient lighting emphasizes the availability of special pricing for CFLs (“Special Pricing”) and the versatility of CFLs (“A CFL for Every Socket,” “Come in a wide variety of shapes and style,” and “Work well in virtually any application”). This messaging is responsive to findings elevated during the most recent CFL market evaluation study.

Case Study 2: Home Energy Solutions Program Marketing

⁴ Another great example of a creative marketing approach supported by the Companies is Connecticut Zero Energy Challenge, an energy efficient home design and build competition that drives Residential New Construction program participation. This competition has served as a successful public relations forum to showcase high efficiency homes under construction and received frequent media coverage in 2010.

The Companies are working actively to streamline programs, cross-promote energy savings opportunities, and take advantage of new channels to boost customer engagement and participation. The residential energy assessment program called the “Home Energy Solutions” program (or HES) exemplifies these approaches. In 2011, the Companies limited income weatherization programs (UI Helps and WRAP) were folded under the HES umbrella to allow the Companies to market a single program under one banner. Ultimately, this merger will ensure that weatherization practices, vendor training, and customer experiences through the program are more uniform. The Companies have also done a good job at cross-promoting energy savings opportunities through HES by equipping participants with materials that educate on ways to save beyond program participation. For example, HES participants receive:

- A list of 101+ behavioral tips to help them conserve;
- Information on how to find ENERGY STAR lighting promotions in retail stores (including how to look for the Fund sticker and in-store displays);
- Information on how to purchase energy efficient lighting through the online Smart Living catalog; and
- Information on residential financing and federal tax credit opportunities that may help to make possible comprehensive investments in energy efficiency. (Though based on other feedback regarding the HES program it appears that the HES contractors do not always provide the financing information to customers.)

Lastly, this program has taken advantage of new channels including online video⁵ and contractor-generated marketing to reach customers in innovative ways. To ensure that vendor marketing is as effective as possible, the Companies have developed marketing guidelines and implemented a media approval process.⁶ The Companies also augment vendor efforts through marketing of their own including bill inserts, telemarketing, direct mail, etc.

Case Study 3: Commercial and Industrial Program Marketing

⁵ The video, hosted on the Connecticut Energy Information Center website, educates residents on what to expect during the energy assessment process. Unfortunately, this video contains a grammar error toward the end, which undermines the professional nature of the piece.

⁶ These mechanisms help to ensure that vendor messaging is consistent and that vendor-produced media articulates the high quality of HES offerings.

The marketing of the commercial and industrial programs offers another way through which the Companies are cross-promoting energy savings opportunities and encouraging comprehensive investments in energy efficiency. Notably, many of the materials developed for these programs are united by a common look and feel (see Figures 2 and 3), although this common look and feel may vary (compare Figures 2 and 4 with Figure 3). Nonetheless, this consistency helps to reinforce to customers that a variety of opportunities are available to them, each of which can yield energy savings on their own and also in tandem.

Some of these materials incorporate the color palette of the Fund logo, which helps to underscore the relationship between the Fund and the programs (see Figure 3).

The Companies have also developed case studies documenting comprehensive energy savings projects that explicitly cross-promote the various commercial and industrial programs.

Finally, the United Illuminating Company shared materials for commercial and industrial customers that highlight residential savings opportunities (see Figure 4), and the Connecticut Light and Power Company shared some select residential marketing pieces that reflect the look and feel of commercial and industrial marketing (see Figure 3). Both of these developments are significant because customers participating in commercial and industrial programs may be residential customers themselves. In addition, using the look and feel of commercial and industrial marketing for residential pieces drives home the concept that all energy efficiency programs – residential and non-residential – are part of a larger effort to achieve significant energy savings and societal benefits for Connecticut, Connecticut businesses, and Connecticut residents.

Figure 2: Marketing Promoting Different Commercial and Industrial Programs are United by a Common Look and Feel

 <h2>Energy Conscious Blueprint</h2> <p>COMPREHENSIVE ENERGY EFFICIENCY</p> <p>New Construction • Major Renovation • New / Replacement Equipment</p>    <h3>Plan on Saving</h3> <p>Energy-efficiency measures are most effective when factored into the earliest phase of development – before the blueprint. The best time to be energy conscious is before the building goes up, the addition is added, or the equipment is ordered. By designing for efficiency, you can realize energy savings from the moment your facility is operational. In the past, businesses had to make difficult decisions – letting the budget dictate the level of technology or advanced building practices used. The result was a lost opportunity. Now, with support from the Connecticut Energy Efficiency Fund, you have the financial assistance that enables you to determine your energy future and make decisions based on advanced efficiencies in technology, high-performance design and sustainable energy management strategies.</p> <h4>How Does the Program Work?</h4> <ul style="list-style-type: none"> Utility company energy experts will work with you and your design team (architects, engineers and contractors) to brainstorm and identify energy-saving strategies and equipment for your consideration. You maintain complete control over your project. The program uses an incentive strategy. When there is a choice between standard-efficiency equipment and building components, or a high-efficiency option that exceeds minimum building code requirements, the option is evaluated and a financial incentive is proposed to offset the higher costs typically associated with the premium-efficiency design. Call 1-877-WISE-USE or your Account Executive for more details regarding measure requirements. <p>Who's Eligible?</p> <ul style="list-style-type: none"> Commercial, industrial, or municipal customers of any size engaged in new construction, major renovations, tenant fit-outs, new equipment purchases or the replacement of existing equipment near the end of its useful lifetime. CL&P or UI customers on a commercial or industrial rate can participate in electric energy-efficiency measures. Customers of CNG, SCG or Yankee Gas on a firm commercial or industrial rate can participate in natural gas energy-saving measures.  <p>1-877-WISE-USE</p> <p><i>This program is one of several innovative solutions offered by the Connecticut Energy Efficiency Fund and administered by Connecticut's utility companies.</i></p>	 <h2>Energy Opportunities</h2> <p>COMPREHENSIVE ENERGY EFFICIENCY</p> <p>Existing Buildings • Retrofit Projects</p>   <h3>Opportunities for Saving</h3> <p>Make energy-efficiency a determining factor in your decision to upgrade equipment. The decision to replace functioning equipment is based on many factors: productivity benefits, reduced operating costs, ease-of-use, compatibility with other systems – even aesthetics and comfort can be reasons to upgrade. However, in today's competitive environment, energy efficiency may be on the top of your list. In the past, businesses and municipalities had to make difficult decisions – letting the budget dictate the level of technology used. Now, with support from the Connecticut Energy Efficiency Fund, you have the financial assistance that will enable you to determine your energy future. You can make decisions based on efficient technology that will improve your facility's overall performance while helping to develop long-term, sustainable energy management strategies.</p> <h4>How Does the Program Work?</h4> <ul style="list-style-type: none"> Utility company energy experts will work with you to identify energy-saving equipment opportunities for your consideration. You maintain complete control over your project. The program incorporates financial incentives, which may include low interest rate financing, to help you evaluate the choice between maintaining your older, inefficient equipment or a high-efficiency replacement option. With the incentives and the monthly cost-savings derived from the measures, your retrofit project will typically have a short payback period. The Energy Opportunities program administrators will then prepare a contractual commitment to be signed prior to ordering <p>Who's Eligible?</p> <ul style="list-style-type: none"> Commercial, industrial, or municipal customers of any size engaged in a retrofit project. A retrofit is defined as replacement of existing equipment that is operational and has at least 25 percent of its useful life remaining. CL&P or UI customers on a commercial or industrial rate can participate in electric energy-efficiency measures. CNG, SCG or Yankee Gas customers on a firm commercial or industrial rate can participate in natural gas energy-saving measures.  <p>1-877-WISE-USE</p> <p><i>This program is one of several innovative solutions offered by the Connecticut Energy Efficiency Fund and administered by Connecticut's utility companies.</i></p>
<h2>Process Reengineering for Increased Manufacturing Efficiency</h2> <p>PRIME</p>    <h3>A Service for Industrial Manufacturers</h3> <p>Efficient manufacturing doesn't end with the equipment. Manufacturers looking for a competitive edge need to take a systematic approach to evaluating and identifying inefficiencies and waste in their operations. The PRIME program provides businesses with training in "lean manufacturing" techniques in order to streamline product flow, eliminate or reduce waste, improve production efficiency, minimize environmental impact, and reduce electrical energy consumption. Traditionally, manufacturers operate on a "push" basis – accumulating excess inventory and scrambling to find customers and push the product out. Lean manufacturing techniques promote a "pull" approach – producing to the customer's immediate needs. This approach reduces costs and ultimately is better for customers. Access to this type of specialized training is often limited to very large businesses that have the foresight and resources to invest in the training. Now, with support from the Connecticut Energy Efficiency Fund, you have the technical and financial assistance to learn these techniques, apply them to your business, and determine your energy future.</p> <h4>Who's Eligible?</h4> <ul style="list-style-type: none"> Industrial & Manufacturing customers of CL&P and UI. Must be prequalified by a no-cost survey performed by a company authorized by CL&P or UI's PRIME program administrator. <p>How Does the Program Work?</p> <ul style="list-style-type: none"> Your utility company will connect you with an approved contractor who will provide a no-cost examination of your entire manufacturing process for potential opportunities to save energy and optimize your processes. Call your Account Executive or 1-877-WISE-USE for a list of participating contractors. If the no-cost survey reveals opportunities that lead to verifiable energy reduction, then your company will be eligible for funding of "lean manufacturing" training events through the PRIME program. The extent of the funding available to offset the cost of the training is determined by the estimated kilowatt-hour savings. <p>For more information and a complete listing of energy-efficiency programs and services for electric and natural gas customers – Call: 1-877-WISE-USE (1-877-947-3873) Call: Your Utility Representative Visit: www.ctenergyinfo.com Visit: Your utility company's website</p> <p><i>This program is one of several innovative solutions offered by the Energy Efficiency Fund and administered by CL&P and UI.</i></p>    <p>Connecticut's Energy Efficiency Programs are funded by a Charge on Customer energy bills. The Programs are designed to help customers manage their energy usage and cost.</p> <p>AB 0110 (1)</p>	 <h2>Retro Commissioning (RCx)</h2> <p>COMPREHENSIVE ENERGY EFFICIENCY</p> <p>Improving Efficiencies in Building Management System Operation</p>   <h3>Low-Cost Operational Improvements to Your Building Management System Results in Real Energy Savings</h3> <p>The Retro Commissioning program (RCx) identifies energy savings in existing commercial and industrial buildings by improving the operation of a building's management system (BMS). As your building ages and its occupants change, it is important to maintain your building's control strategies and operating procedures. With malfunctioning and outdated control logic (relative to changes in space usage patterns and requirements), a BMS often consumes more energy and operates at less than peak performance. This program will document how your facility could be operated to maximize energy-saving opportunities that improve your facility's overall performance while helping to develop long-term, sustainable energy management strategies. Now, with Connecticut Energy Efficiency Fund support, you have the financial and technical assistance that enables you to determine your energy future by making decisions based on professional analysis and recommendations.</p> <h4>How Does the Program Work?</h4> <ul style="list-style-type: none"> To deliver results, utility company energy engineers will collaborate with you and a pre-qualified RCx engineering firm. Upon execution of an agreement(s) between you and the utility, the RCx firm will use targeted functional tests and BMS trend analysis to survey, investigate and provide recommendations for energy efficiency (gas, electric and oil) improvements at your facility. The program uses a financial incentive strategy. After the investigation is complete, the RCx engineering firm will provide a detailed implementation plan. The utility program administrator will then prepare an up-front, contractual commitment to be signed prior to implementing your RCx plan. The agreement will detail all the energy efficiency measures, the estimated energy savings, and the estimated incentive amount. The agreement must be signed by both parties prior to implementing your RCx project. <p>Who's Eligible?</p> <ul style="list-style-type: none"> Buildings must be: <ul style="list-style-type: none"> Pre-occupied Over 100,000 square feet Have a building energy management system with trending capability Have a current ENERGY STAR® benchmark CL&P or UI customers on a commercial or industrial rate can participate in electric energy-efficiency measures. CNG, SCG or Yankee Gas customers on a firm commercial or industrial rate can participate in natural gas energy-saving measures.  <p>1-877-WISE-USE</p> <p><i>This program is one of several innovative solutions offered by the Connecticut Energy Efficiency Fund and administered by Connecticut's utility companies.</i></p>

Marketing materials created by both Companies promote different commercial and industrial programs and are united by a common look and feel. While there are some slight deviations between the four materials including different headline treatment for the PRIME piece and incorporation of only one image (versus three) for the Retro

Commissioning piece; the layouts, designs, and content covered are largely consistent across the four pieces (i.e. all have a two column design; place the Fund logo in a similar spot; incorporate the “Comprehensive Energy Efficiency” logo; employ similar typography and text treatment; use photography highlighting energy efficiency solutions, etc.). This consistent look and feel helps to reinforce to customers that a variety of opportunities are available to them and that these opportunities can work in tandem to deliver even more savings.

Figure 3: Marketing Promoting Different Commercial and Industrial Programs and HES are United by a Common Look and Feel and Incorporate the Color Palette (or Colors that Complement the Color Palette) of the Fund Logo

CONNECTICUT ENERGY EFFICIENCY FUND
www.CTEnergyInfo.com

ENERGY EFFICIENCY AT WORK

ENERGY OPPORTUNITIES

CASE STUDY | MERIDEN PROPERTY MANAGEMENT, LLC

The Energy Efficiency Fund and CL&P helped Meriden Property Management:

- Save approximately \$15,700 and 43,600 kilowatt-hours of electricity and 5,070 ccf (hundred cubic feet) of natural gas annually.
- Defray its investment with a \$39,000 incentive.
- Achieve a lifetime savings of approximately 426,000 kilowatt-hours and 50,700 ccf.

The natural gas and electricity saved over this project's lifetime is equivalent to:

- 41,229 gallons of oil not burned, or
- 537 tons of carbon dioxide (CO₂) emissions avoided, or
- 153 acres/year of tree carbon sequestration (removing carbon dioxide from the atmosphere), or
- 251 tons of coal not burned, or
- 93 cars taken off the roads.

This program is for business customers looking to retrofit existing operational equipment. Benefits include financial incentives to offset the premium costs associated with energy-efficient technology. This program is one of several innovative solutions offered by the Connecticut Energy Efficiency Fund and administered by Connecticut's utility companies. For a complete listing of energy efficiency programs and services for electric and natural gas customers, visit www.CTEnergyInfo.com or call 1-877-WISE-USE.

CONNECTICUT ENERGY EFFICIENCY FUND
www.CTEnergyInfo.com

ENERGY EFFICIENCY AT WORK

ENERGY CONSCIOUS BLUEPRINT

CASE STUDY | STOP & SHOP

The Energy Efficiency Fund and CL&P helped Stop & Shop's Stamford store:

- Save approximately \$33,000 and 265,000 kilowatt-hours annually
- Defray their investment with a \$53,623 incentive
- Achieve a lifetime savings of over 3,595,000 kilowatt-hours

Efficient use of electricity slows down the need to build more power plants and results in fewer pollutants emitted into our atmosphere.

The electricity saved on this project is the equivalent of approximately:

- 428 homes provided with electricity each year for the lifetime of the measures
- 3 tons of sulfur oxides emissions avoided
- 1,977 tons of carbon dioxide (a global warming gas) emissions avoided
- 1,848,338 pounds of coal not burned

This program is for business customers planning new construction, major renovations, new production or process equipment, or replacement of existing equipment near the end of its useful life. Benefits include financial incentives to offset the premium costs associated with energy-efficient technology. This program is one of several innovative solutions offered by the Energy Efficiency Fund and administered by Connecticut's utility companies.

For a complete listing of energy efficiency programs and services for electric and natural gas customers, visit www.CTEnergyInfo.com or call 1-877-WISE-USE.

CONNECTICUT ENERGY EFFICIENCY FUND
www.CTEnergyInfo.com

CONNECTICUT LIGHT & POWER
A Public Utility Company

ui
The United Illuminating Company

CG&I
Connecticut Gas & Electric

YankeeGas
Yankee Gas & Electric

Connecticut's Energy Efficiency programs are funded by a charge on customer energy bills. The programs are designed to help customers manage their energy usage and cost. Paid for by CL&P, Yankee Gas, CNG and SCS customers.

1

CONNECTICUT ENERGY EFFICIENCY FUND
www.CTEnergyInfo.com

ENERGY EFFICIENCY AT HOME

HOME ENERGY SOLUTIONS

CASE STUDY | ROSENGRANT FAMILY

The Energy Efficiency Fund and CL&P helped the Rosengrant family:

- Save approximately \$384, 548 kilowatt-hours of electricity and 70 gallons of oil annually.
- Defray its investment in an energy-efficient ductless heat pump.
- Achieve a lifetime electricity savings of approximately 7,349 kilowatt hours.

Efficient use of energy results in fewer pollutants emitted into our atmosphere.

The electricity saved over this project's lifetime is equivalent to:

- 7,713 pounds of carbon dioxide (CO₂) emissions avoided, or
- 3,604 pounds of coal not burned, or
- 1 acre/year of trees planted.

The Home Energy Solutions (HES) program is available to all Connecticut residents. Specialists will perform an energy assessment, make on-the-spot improvements to make your home weather-tight, replace incandescent light bulbs with efficient compact fluorescent bulbs, and provide money-saving rebates for additional upgrades. This program is one of several innovative solutions offered by the Energy Efficiency Fund and administered by Connecticut's utility companies.

For a complete listing of energy efficiency programs and services for electric and natural gas customers, visit www.CTEnergyInfo.com or call 1-877-WISE-USE.

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3

CONNECTICUT ENERGY EFFICIENCY FUND
www.CTEnergyInfo.com

Project:
Meriden Property Management, LLC

Fund Incentives:
\$39,000

Projected energy savings
\$15,700 annually

Energy Opportunities Program

Sign Up To Save Today!

4

"My business was able to lower its gas and electric costs while decreasing our environmental impact, all with the help of financial incentives from the Energy Efficiency Fund."
Corey Koslenski - Property Manager

Case Studies shared by Connecticut Light and Power describe benefits realized as a result of consumer participation in HES and two commercial and industrial program – Energy Opportunities and Energy Conscious Blueprint (Materials 1, 2, and 3). These three pieces are united by a common look and feel: They use the same layout, typography, and graphic elements; utilize messaging that describes the benefits of energy efficiency, highlights the partnership between the Fund and the Connecticut Light and Power Company; and positions the Fund and the Connecticut Light and Power company as energy efficiency solutions providers; incorporate real-life photography that conveys emotion and illustrates specific applications of energy efficiency; and integrate the color palette and/or colors that complement the color palette of the Connecticut Energy Efficiency Fund logo. These color combinations, the messaging described above, and the inclusion of the Fund logo twice -- at the bottom and top of these pieces -- further underscore the relationship between the Fund and the existence of energy-saving programs. Material 4 contains three web banner advertisements to promote the Energy Opportunities program. These advertisements mirror the look and feel of the other three materials: They use similar typography, color palettes, imagery, and content. Altogether, the consistent look and feel of all these materials signal to consumers that these programs are elements of a larger effort to achieve significant energy savings and societal benefits for Connecticut, Connecticut businesses, and Connecticut residents.

Figure 4: A Commercial and Industrial Marketing Piece Promoting Residential Offerings

Connecticut Energy Efficiency Fund 2011 Commercial & Industrial Programs



Connecticut's commercial and industrial (C&I) energy consumers have an energy-saving resource right at their fingertips – the Connecticut Energy Efficiency Fund. The Fund's purpose is to provide energy efficiency and load management programs that advance the efficient use of energy, promote economic development, enhance energy security and mitigate the environmental impacts of energy generation. The Fund's programs are administered by the state's electric distribution companies, CL&P, UI and the natural gas utilities, CNG, SCG and Yankee Gas. For additional information on these programs call 1-877 WISE USE (947 3873)

Programs	Eligibility	Incentive
ENERGY CONSCIOUS BLUEPRINT	Electric and fire-retardant gas C&I customers engaged in new construction, planned remodeling, major renovations, and new equipment.	Up to 10% of incremental cost for new construction.
Commercial Cool Choice	Express Services Rebates for C&I customers replacing existing air conditioning systems of 100+ tons capacity.	Rebates from \$50-100 per ton.
PRIME	All industrial manufacturing customers.	For qualifying projects at customer location, 100% of cost paid for the first two years, 50% for the third and fourth years.
ENERGY OPPORTUNITIES	All electric and fire-retardant gas C&I customers, including municipalities, replacing existing inefficient technologies such as lighting and lighting controls (most exceed ASHRAE 90.1 by 10%), motors and controls, process-related equipment and HVAC equipment and controls.	Increases up to 45% on the installed cost for eligible measures. Comprehensive projects (2 or more end uses) and LED/Induction technologies are encouraged.
Express Lighting	Express Lighting offers fast and convenient rebates for lighting upgrades.	Rebates from \$10-50 per fixture (fixtures with technology and options). Rebates exceeding \$1,000 require pre-approval.
SMALL BUSINESS ENLIGHTENMENT	C&I customers, including municipalities with up to 200 kW (CL&P) or 100 kW (SCG) of average peak demand. Increased from \$500 to \$1,000 for fire-retardant gas C&I and 40 months (UI) available to qualified customers. Consult your utility for details.	Increases up to 45% on the installed cost for eligible measures. Comprehensive projects (2 or more end uses) and LED/Induction technologies are encouraged.
OPERATION & MAINTENANCE (O&M) SERVICES	All electric and fire-retardant gas C&I customers. Program provides incentives for the application of O&M services and incentives that save electric and/or natural gas energy.	Increases up to 45% of installed cost for eligible measures.
RETROCOMMISSIONING	Large electric and fire-retardant gas C&I customers. Must have a building energy management system with trending capability.	100-200% cost share for investigative studies. Increases up to 45% of installed cost for eligible non-lighting measures.
THE BUSINESS SUSTAINABILITY CHALLENGE	All electric and fire-retardant gas C&I customers interested in trending, sustainability or energy audit of their business premises. Corporate social responsibility program.	Training/educational opportunities, tools, analysis, studies and resources provided for utility staff and customers.
ISO-NE LOAD RESPONSE PROGRAM SUPPORT	Rebate customers with at least 100 kW of available load that can respond within 30 minutes or 2 hours of notification.	Increases paid for curtailment when requested. Higher payments available for customer capable of responding within 30 minutes.
DEMAND REDUCTION	C&I customers who are capable and willing to control kW demand during peak times through non-time monitoring and control.	Qualifying program incentives will be the sum of \$100/kW curtailed or 40% of installed cost.
SMALL COMMERCIAL & INDUSTRIAL FINANCING	Qualified C&I electric customers with average kW demand between 50 and 200 kW can use the fund for 24 months or business for maximum 3 years required. Call utility for details.	Low interest financing options available for qualified customers.

Energy Conscious Blueprint
Whether you're considering new construction or expansion of your commercial or industrial property, this program includes cash incentives, design grants and technical assistance to help make your facility more energy efficient and your business more competitive.

Connecticut Cool Choice
This program provides cash rebates for purchasing premium-efficiency HVAC equipment. See an area dealer for more information or contact your Utility for rebate forms.

PRIME
Process Re-engineering for Increased Manufacturing Efficiency (PRIME) helps industrial customers in Connecticut become more competitive and energy efficient through manufacturing and process improvements. (See Utility for details)

Energy Opportunities
This program provides C&I customers with cash incentives for maximizing energy efficiency through retrofits. Incentives up to 40% on the installed cost for eligible measures. Comprehensive projects (2 or more end uses) and LED/Induction technologies are encouraged. Retrofit projects are defined as those where the customer voluntarily exchanges or modifies functioning, inefficient, equipment with high-efficiency alternatives.

Express Lighting
Rebates designed to cover up to 100% of the incremental material cost of installing energy efficient lighting for commercial applications. Fast and convenient application process, rebate forms are available from your Utility.

Small Business Enlightenment
Specifically designed to help small businesses save energy and money; it includes a no-obligation energy evaluation of your business, cash incentives and zero percent financing for qualified customers with a maximum loan term up to 36 months (CL&P) or 48 months (UI) to pay for upgrades in areas such as, but not limited to, lighting and refrigeration.

Operation & Maintenance Services
Assists in developing energy-saving maintenance procedures and energy efficiency improvements for a facility's existing systems. Other available features include focused studies and training.

Retrocommissioning
Analyzes a commercial building's Energy Management System to determine the existence and origin of energy inefficiencies in the building's operational processes. Experts conduct a review of the building's operational systems and identify energy inefficiencies and propose the implementation of appropriate energy-efficiency measures.

The Business Sustainability Challenge
The pilot program will assist Connecticut businesses in making sustainability strategic energy and carbon management integral parts of their business practices, corporate culture and business strategy. Utility staff will assist customers to understand baseline energy use and carbon emissions, improve energy management practices, and assist in developing and implementing a sustainability strategy and action plan. Strategies may incorporate other energy efficiency programs, as well as other tools.

ISO-NE Load Response Program Support
Maximize the ability of existing participants to reduce load during periods of system capacity deficiency.

Demand Reduction
Incentives for cost-effective projects which provide peak load kW reductions in commercial, industrial and large residential complex applications.

Small Commercial & Industrial Financing
Low interest financing options available with loan limits from a minimum of \$2,000 up to a maximum of \$100,000 per qualified customer for energy-efficient equipment replacements only. (Consult your Utility for details)



Connecticut's Energy Efficiency Programs are funded by a Charge on Customer energy bills. The Program is designed to help customers manage their energy usage and cost.

COE01 Rev. 1/11

Connecticut Energy Efficiency Fund 2011 Community & Residential Programs



We realize that the high costs of energy are impacting our customers. The Connecticut Energy Efficiency Fund has programs that can help reduce the amount of energy you use, in turn reducing your energy and operating costs. For additional information on these programs call 1-877 WISE USE (947 3873)

Administered by CL&P, UI, Yankee Gas, CNG & SCG.

Programs	Eligibility	Incentive
ENERGY STAR® Retail Products	All residential customers.	Retail incentives, special rebates and consumer education to encourage the purchase of ENERGY STAR® lighting, appliances and electronics.
Residential New Construction	Building contractors, developers, architects and residential customer's building a new home.	Incentives for high-efficiency HVAC systems, insulation, hot water heaters, ground source heat pumps (geothermal), for increasing home performance.
Residential Heating and Cooling	Residential customers installing or upgrading heating and cooling systems.	Rebates for high-efficiency central air conditioning, heat pump, geothermal heat pump (geothermal), systems, and heating systems.
Home Energy Solutions (HES)	Core HES services are available to all residential customers for a small or no-cost HES. Income Eligible services are available to customers that meet income guidelines and energy upgrade for qualifying income eligible customers.	Comprehensive residential in-home weatherization services including duct sealing, energy efficient light modifications, applicable water heating measures and education. Rebates for insulation and weathering upgrades are also available.
Connecticut Housing Investment Fund Loans	All residential customers who meet income guidelines.	Low interest loans for residential energy conservation work.
Ductless Split Heat Pumps	Residential customers with electric heating in their primary heat source.	You may qualify for a \$100 rebate for a ductless split heat pump (DSHP) installed in a home which currently is heated via a furnace and electric resistance heating. The DSHP unit may be ENERGY STAR® qualified and must have a heating efficiency of 13.0 or greater. You may also qualify for a \$100 rebate on a DSHP that is ENERGY STAR® qualified (HES, HES, CL&P, UI, SCG, UI).
Heat Pump Water Heaters	All residential customers with electric resistance hot water heating.	You may qualify for a \$400 rebate for the installation of a heat pump water heater in a home that is heated by hard-wired, permanent electric resistance heat.
Multi-Family Program	All residential multi-family or mixed-use property owners.	Custom offerings for natural gas and electric savings geared towards multi-family projects, including lighting, HVAC, and insulation upgrades.
Residential High Efficiency Natural Gas Hot Water Heater Rebate Program	All residential customers.	You may qualify for a \$300 incentive for installing an energy-efficient natural gas water heater that has been labeled as a natural gas ENERGY STAR® rated model, an ENERGY STAR® qualified unit or a high-efficiency natural gas hot water heater.
@schools™	All Connecticut school districts and educators for grades K-8.	Free professional development training for educators provided by PRIME at Wesleyan University on the topics of energy efficiency, renewable energy and electricity. Free curriculum materials used completion of training.
SmartLiving™ Center	All residential customers.	Free admission to center, free school tours, free meeting facilities and energy efficiency information.
Museum Partnerships	All residential customers.	Interactive programs for children, age 10 and under, parents, and educators. Parts of the museum are dedicated to educating children about energy conservation.

ENERGY STAR® Retail Products
ENERGY STAR® qualified compact fluorescent bulbs and fixtures provide excellent light throughout your home and use 75% less energy than incandescent bulbs. If you're in the market for a new refrigerator, clothes washer, dishwasher, dehumidifier or room air conditioner or other consumer electronics, look for the ENERGY STAR label on your favorite name brand. For lighting solutions visit www.smartlivingcatalog.com.

Residential New Construction
If you're building a new home, an ENERGY STAR-qualified or high performance home can help you achieve the greatest level of energy efficiency through the use of reliable, advanced building techniques and high-quality materials. Through the Energy Efficiency Fund we can help you build your dream home and earn incentives for installing energy-efficient measures, such as high performance HVAC equipment, geothermal heat pumps, enhanced insulation, tightly sealed ducts, envelope and hot water heating.

Residential Heating and Cooling
You can reduce energy costs by installing energy-efficient central air conditioning or heat pump systems and may qualify for a \$200 rebate for the installation of ENERGY STAR® central air conditioning equipment. Rebates up to \$1,500 for installation of performance-tested ground source heat pump (geothermal) systems are also available.

Home Energy Solutions (HES)
This in-home service available for all residential customers provides energy-saving services including advanced weatherization and duct sealing. Installation of other energy-saving compact fluorescent lamps (CFLs) and appliance replacement and insulation rebates as part of the core services program for a small or no-cost. Income eligible customers at or below 40% of Connecticut state median income receive these services at no cost.

Connecticut Housing Investment Fund Loans
The Energy Conservation Loan Program and the Multi-Family Energy Conservation Loan Program provide financing at below market rates to single family and multi-family residential property owners for the purchase and installation of cost-saving energy conservation improvements. The program is administered by the Connecticut Housing Investment Fund, Inc. (CHIF) with funding from the Connecticut Department of Economic and Community Development. For details, call 800.992.3665 or visit www.chif.org.

Ductless Split Heat Pumps (DSHP)
You can receive rebates for the installation of ductless split heat pumps in a home that is heated by hard-wired, permanent electric resistance heat. For more information, visit www.gobgductless.com.

Heat Pump Water Heaters
You can receive rebates for the installation of heat pump water heaters in a home that is heated by operating hard-wired permanent electric resistance heat.

Multi-Family Program
This is a flexible program designed to help meet the diverse needs of multi-family projects. Offerings are customized and can include both electric and natural gas measures.

Residential High Efficiency Hot Water Heater Rebate Program
Special incentives are offered for replacing or installing new energy-efficient hot water systems.

seamarts™
This program is designed to develop an energy-efficiency ethic among students, encouraging them to incorporate energy efficiency practices into their lives. seamarts offers free Professional Development workshops for Connecticut school teachers and school districts regarding the programs educational curriculum and energy topics. (For grades K-8)

SmartLiving™ Center
It's not a retail store. It's an idea warehouse, filled with ways to save energy, save resources and save money in your home. Browse through interactive displays of energy efficient products, lights, appliances, building materials and more. A helpful staff made to answer your energy efficiency questions. 297 Boston Post Road, Orange, Hours M-F 10AM-6PM and SAT 10AM-4PM.

Museum Partnerships
Interactive museums contain hundreds of exciting and educational exhibits geared towards children ages 3-10. Whole sections of the museums are dedicated towards educating children about energy and energy conservation. Group tours and field trips are available or make it a family visit. For information, go to www.ctliving.com.



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COE01 Rev. 1/11

This piece shared by the United Illuminating Company represents an important example of cross-promoting residential opportunities to commercial and industrial customers. The piece has two sides: Side 1 describes commercial and industrial offerings; and Side 2 describes residential offerings. The piece incorporates elements that mirror the look and feel of the materials shown in Figure 2: It includes the "Comprehensive Energy Efficiency" logo and similar design elements (similar text treatment and typography for the headline; use of solid color blocks; use of photography depicting energy efficiency solutions; use of the Fund logo etc.). This piece also has some errors including missing periods at the end of some sentences. In the introductory paragraph on Side 1, a space is omitted between sentences. While these errors are minor, they make the piece look less polished than it would be otherwise.

Finding Two: Presentation, Messages, Consistency and Accuracy *Within* and *Across* Program Marketing Vary at Times

Presentation, messages, consistency, and accuracy *within* and *across* program marketing vary at times. The following were observed during the review:

- The look and feel of marketing for any one program varies at times: Some program materials are united by a common look and feel and/or incorporate similar elements (visual elements, headlines, messaging, color palettes etc.), while others do not (see Figures 5 and 6). Some of this variation is intentional in order to target specific audiences (see discussion below). Marketing for any one residential program tends to vary more often than marketing for any one commercial and industrial program, as the latter tend to utilize similar layouts and designs, and cover consistent content as noted in Case Study 3. However, the marketing across the commercial and industrial sector varies at times as well (compare Figures 2, 3, with Figure 4 and see Figure 7).
- Some satellite websites and campaigns promoting certain programs may breed consumer confusion because of inconsistencies between those websites/campaigns and the programs they seek to promote. A good example is the Connecticut Energy Loan Fund website which served as the online resource for information on residential financing for comprehensive investments through HES through June of 2011. This website had numerous expired and circular hyperlinks; had incompatibility problems with some browsers (for example the website navigation bar did not display properly with all versions of Firefox); utilized a table layout that made the site challenging to follow and read (especially because some table column content stretched for pages); employed design elements that made parts of the site inaccessible to certain populations, such as individuals with vision impairments; incorporated visuals different from other HES marketing materials; etc. Altogether these aspects made the site appear unprofessional. This fact is significant because this site was designed to encourage residents to pursue financing and the site's unprofessional nature may have deterred some consumers from such pursuit,

although it is important to note that this loan program has been very successful.

Other examples include:

- The Connecticut Zero Energy Challenge website that currently lists outdated information on residential program offerings.
- The Shining Solutions Fundraiser website that has a FAQ on CFLs and Mercury that repeats many of the same questions⁷; incorporates design elements that make parts of the site inaccessible to certain populations, such as individuals with vision impairments; and presents facts on the energy savings of CFLs that may contradict facts on the Smart Living Catalog website.⁸
- Information provided on any one program is not always consistent across channels. This is especially the case for program information on the Company websites versus the Connecticut Energy Information Center website. (However, the Company websites, which are under the control of the Companies, are well coordinated. This is especially the case for the electric Company websites.) For instance, program names are spelled or recorded differently (i.e. “Energy Conscious Blueprint” versus “Energy Conscience Blueprint”; “multifamily” versus “multi-family”; “WRAP Program” versus the “Home Energy Solutions – Low Income Program” versus the “UI Helps Program”; the “Energy Star Retail Products Program”⁹ versus the “ENERGY STAR Retail Products”); program information is sometimes out-of-date (i.e. old application forms, old contact information, and expired hyperlinks were found); and factual information can be contradictory.
- Use of names, website addresses, telephone numbers and terminology varies across materials (i.e. consistent spelling of the word “lightbulb” versus “light bulb”; consistent usage of the term “energy assessment” versus “energy audit”, etc.)

⁷ See: <http://www.shiningsolutionsfundraiser.com/faqs-cfl.html>

⁸ For example, the Shining Solutions Fundraiser website notes that the United States would save \$6.5 billion if every household replaced five high-use light bulbs, while the Smart Living Catalog website claims \$8 billion in savings.

⁹ This is an improper usage of the ENERGY STAR label.

- Spelling, grammar, and other errors exist. For instance, the ENERGY STAR label is not always used properly. In one reviewed case study, the second page mistakenly contained information on another, different business.
- The look and feel of marketing within the residential sector programs is sometimes inconsistent. It is not always apparent that individual programs are parts of a whole. It is important to note that marketing under the HES umbrella is a relatively new effort, and materials are currently being revised and replaced to reflect this new approach.
- The look and feel of marketing within the commercial sector programs is sometimes inconsistent. It is not always apparent that individual programs are parts of a whole. The Companies have indicated that some of this variation is intentional on the part of the Companies in order to promote particular programs.
- The look and feel of the marketing for each sector (e.g. residential and commercial) is sometimes different and does not reflect the fact that they fall within one overarching effort.

Discussion

Variation among marketing material is not inherently bad but it must be applied appropriately. Indeed, some variation in messaging and imagery is useful to reach different target audiences. However excessive variation may cause confusion and reduce customer recognition. For instance, target audiences can overlap and some level of consistency across programs and sectors could therefore reinforce recognition and drive participation. As a general rule, certain elements of marketing materials should maintain consistency and *not* vary. These include stylistic elements like logos, color palettes, typography, layouts, and so on, as well as written elements like terminology and factual information. A good reference for understanding where consistency should be applied is the Energy Trust Brand Guidelines.

Finding Three: The Customer Experience Could be Streamlined

Several opportunities exist to streamline the customer experience:

- Variation in program and sector marketing material should be addressed as described above in order to reduce customer confusion and drive participation. These practices should extend to marketing and materials outside of the Companies' immediate scope (e.g. satellite websites, interactions between program vendors/contractors and customers).
- A procedure should be established to ensure website information and web-hosted materials are always up-to-date and technically accessible. Expired hyperlinks and old rebate forms on Company websites should be strictly avoided. Also some program information such as the location of energy efficient product retailers is only accessible by downloading PDFs; for users with slow Internet connections or browsing on mobile phones, this information may be difficult to access.
- A redesign of the Connecticut Energy Information Center website informed by usability testing should be seriously considered. Some content on the current website is not accessible to certain audiences, such as individuals with visual and motor impairments and individuals who do not speak English. The website also has some design incompatibility issues with certain browsers (like older versions of Firefox). Furthermore, website navigation can be confusing, with relevant information often scattered in multiple places. For example:
 - Finding program information frequently necessitates multiple clicks and directs visitors away from the Connecticut Energy Information Center website. (This challenge has been somewhat alleviated with the June 2011 site redesign which introduced dropdown navigation menus to the main navigation bar.)
 - Residential customers must click on both the "Energy Efficiency" programs page and the "Rebates and Incentives" page to learn about all of the energy efficiency opportunities available to them.
 - Residential and business consumers must know the name of their utility service provider to find applicable offerings. (This may be helpful to steer

a customer to a specific utility if the offering is not statewide, but could be a hurdle for some customers and programs.)

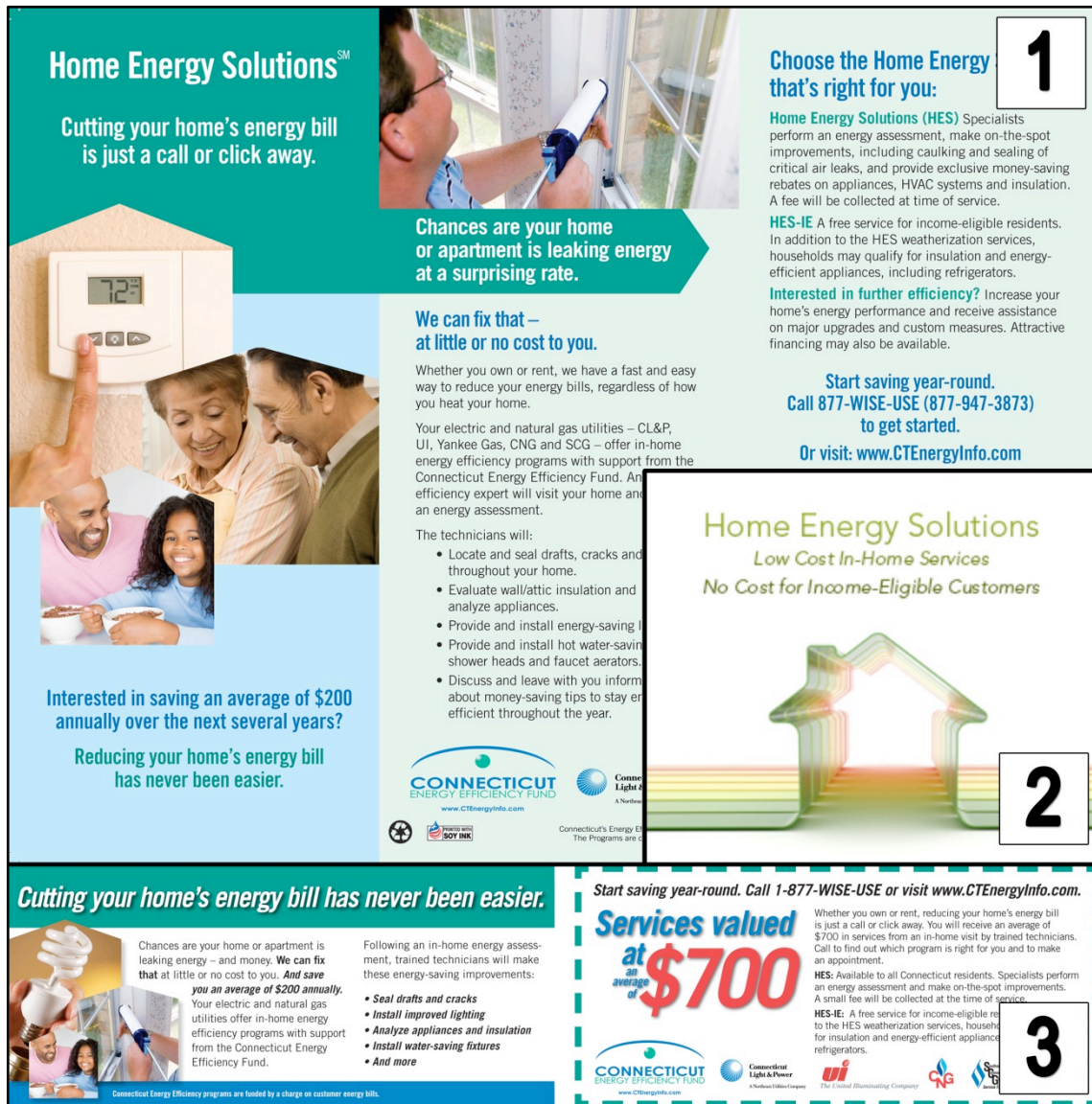
- Some pages do not describe all energy efficiency solutions that are available: The “Energy Star Retail Products” page does not include a link to the online Smart Living Catalog website and the “Energy Efficient Lighting” page does not include a link to the “ENERGY STAR Retail Products” page.
- Individual program webpages do not have links to other programs. They also do not have links to landing pages describing all energy efficiency programs available for residential and business consumers.

Steps should be taken to treat this website as an extension of existing program and sector marketing efforts and vice-versa (especially considering that Company marketing points consumers to this site). Also, online forms¹⁰, interactive features, and new media should be incorporated to help audiences identify and share energy efficiency solutions that meet their unique needs.

- The Companies should continue to prioritize marketing to customers at all points of contact, especially points of sale such as interactions with sales representatives, energy auditors, and other program vendors, contractors, and deliverers.

¹⁰ For example, forms could be made available as downloadable PDFs. There may be challenges to providing online forms that tie into the Companies internal tracking and lead systems.

Figure 5: Three Different HES Marketing Pieces



This image presents snapshots of three HES marketing materials: Number 1 is an image of three panels from an HES brochure; Number 2 is a hyperlinked image currently featured on the Connecticut Energy Information Center homepage that redirects visitors to a webpage with HES information; and Number 3 is a coupon describing the value of the HES program and encouraging consumers to participate. The first and third materials are united by a common look and feel: They use similar color palettes, photography, messaging, and graphic elements. The photography features families and applications of energy efficiency that have been cropped to look like small homes. This imagery and design help to reinforce the concept that the services offered through HES benefit home occupants. In addition, it helps to make both pieces more relatable to the reader. The second piece looks nothing like the other two: Its design, color palette, typography, and visual are all completely unique (with the exception that all pieces include the “Home Energy Solutions” program name). Notably, both the first and third materials could drive traffic to the Connecticut Energy Information Center website as they include the Center’s website address. To that end, it is possible that customer confusion could arise for those consumers visiting the Connecticut Energy Information Center website as a result of encountering material 1 or 2.

Figure 6: Five Different Materials Promoting Energy Efficient Lighting Through the Residential Retail Products Program

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This image includes visuals from five different marketing pieces used to promote energy efficient lighting through the Residential Retail Products Program. The materials include: 1) An image used on some materials promoting the “Exchange for Change” campaign and also used through spring 2011 on the Connecticut Energy Information Center website that when clicked, directed visitors to a webpage with information on the Residential Retail Products webpage (the whole piece is not shown) 2) An in-store display used at Lowes. This piece is not under the Companies’ direct control. 3) More in-store signage 4) The front and back panels of a brochure available for download through the Companies’ websites (the

whole piece is not shown); and 5) An image from one of the panels from an in-store end cap display (the whole piece is not shown). There are important similarities that tie together some of these pieces: some incorporate visuals depicting CFLs and/or the diversity of CFLs; some make use of the same taglines and/or headlines (“Special Pricing” and “A CFL for Every Socket”); some call attention to the availability of special pricing and/or instant rebates (“Special Pricing” and “\$1.00 - \$8.00 OFF ENERGY STAR CFLS”); some incorporate a blue and white color palette; some include reference to ENERGY STAR; and all include the Fund logo. There are also some important variations. The style of the various pieces is not consistent; the color palette and application of color is not consistent; the compact fluorescent lamps pictured are not consistent; and the punctuation and text treatment are not consistent, etc. For example, the slogan emphasizing CFL socket compatibility is written in two different ways: “A CFL for Every Socket” and “A CFL for every socket.” This marketing variation could dilute the strength of these communications and reduce customer recognition. Some variation may be the result of material staying in the field from different years.

Figure 7: Various Marketing Pieces for the Commercial and Industrial Sector

CASE STUDIES Commercial/Office Space

Newmark Knight Frank Making Energy-Efficiency Their Standard



1 Long Wharf Drive in New Haven owned by Newmark Knight Frank (NKF), a world-wide property management corporation, knows the value of providing their tenants with office solutions that provide operational savings as well as a comfortable work environment. NKF began its lighting upgrade project with the Energy Opportunities, a program from the Connecticut Energy Efficiency Fund and administered by The United Illuminating Company, by evaluating the facilities lighting and HVAC systems. By the time the project was completed NKF had retrofitted 1125 T12 fixtures with reduced watt T8 lamp and ballast systems and high-performance T8 lamp and ballast systems to improve area lighting. 139 T12 fixtures with "standard" 2 foot lamp and ballast systems, 57 incandescent and CFL exit signs with new LED exit sign kits and replaced numerous incandescent lamps with CFLs. NKF received a \$42,380 incentive from the Connecticut Energy Efficiency Fund for these measures and expects an estimated annual energy savings of 436,510 kWh. NKF maintains a policy of implementing energy efficiency and LEED certified measures into their properties as a standard operating procedure. Next on the list for this facility is updating the HVAC system and evaluating the 270 heat pump systems and networking them with an EMS control system.

Orange Health Care Center Gets an Energy-Efficiency Check-up



Orange Health Care Center, a 60-bed facility, was the site of a house call of a different sort—when Small Business Energy Advantage (SBEA) came to visit. A SBEA vendor stopped by to give the check-up, an energy check-up. After reviewing the site it was determined that in order to enhance the financial health of the business a holistic approach could be taken to reduce the level of energy used and improve the working environment. Almost every section of the building was addressed through the retrofitting of old fluorescent light units with new high-performance T8 light and ballast systems, replacement of all incandescent lamps with CFLs, retrofitting all incandescent exit signs with new LED exit signs and installation of occupancy sensors to reduce the use of light when areas are unused. When the project was completed the facility was given a clean bill of health. Orange Health Care Center received a \$12,825 incentive from the Connecticut Energy Efficiency Fund for installing these measures and can expect an annual energy savings of 71.43 kWh.

1

Connecticut Businesses Contributed More Than \$500 Million Statewide

Since 2000, Connecticut businesses have contributed more than \$500 million to the Energy Efficiency Fund. This fund has helped companies, including your competitors, save over \$2.0 billion dollars in energy costs by implementing energy-efficient technologies.



Through Energy Efficiency Fund programs and UI, your business can receive financial assistance and energy expertise to help you determine the best solutions for your business's future. If you are upgrading your equipment or processes, choosing energy-efficient technologies and solutions can create a competitive advantage and help improve your bottom line.

Energy-efficient equipment can meet your current process improvement or equipment replacement needs while reducing your energy consumption so you pay smaller energy bills. Energy Opportunities is a retrofit program that offers cash incentives and financing for approved projects and customers.

Your colleagues and your competition have utilized these funds to reduce their energy consumption, improve their bottom line and increase their sustainability.

Have you maximized your fair share???

For more information call 1-877-WISE-USE or email cf@ui.net, use code CMP21T in the subject line for faster service.



Connecticut's Energy Efficiency Programs are funding a change in customer energy bills. Programs are designed to help customers manage their energy usage and

2

T12 Lighting Phase Out > July 1, 2010



The U.S. Department of Energy's fluorescent lighting mandate is official. As of July 1, 2010, magnetic ballasts used in most commercial and industrial applications. Also, many T12 lamps will be phased out of production starting July 2012.

Use financial incentives to help offset the cost of purchasing and installing T8 and T5 fluorescent systems.

- The Energy Efficiency Fund pays up to 50 percent of the installed cost for qualifying T-12 replacement projects.
- Special T-12 project financing of 2.99 percent is available for qualified businesses!

What should I be preparing for?

- Manufacturers will be phasing out their production of T12 lamps and ballasts
- Progressively less availability of T12 lamps and ballasts
- Increased cost of T12 lamps and ballasts due to demand vs. limited supply
- To keep up with federal regulations of energy efficiency, manufacturers' technology and production will be focused on T8 and T5 systems.
- Limited time opportunity (2010) to access enhanced Connecticut Energy Efficiency Fund incentives for T12 upgrades

What support can I get for upgrading to an energy-efficient lighting system?

- The Energy Efficiency Fund partners with The Connecticut Light and Power Company and The United Illuminating Company to provide their commercial, industrial, and municipal customers a variety of energy saving programs. These programs




3

No-Cost or Low-Cost Energy-Saving Options

Looking for quick ways to save energy around your facility? Small procedural changes can result in real savings.



General Lighting

- Use compact fluorescent lamps (CFLs). Use CFLs wherever lighting fixtures are on for more than one to two hours per day.
- Use occupancy sensors. In rooms or areas that are infrequently used (such as storage areas and conference rooms), easy-to-install motion-detecting devices will turn lights on and off automatically.
- Install timers or photoelectric controls – and make sure these automatic controls are working properly. Some lighting may be controlled by a time clock that switches the lights off and on automatically at predetermined times or by light-sensing photocells. These devices are especially useful in outdoor applications and eliminate the possibility of human error – but only if they are working correctly. Make sure the timer is set accurately and the photocell is unobstructed by foliage or equipment. Just an hour or two a day of unnecessary lighting, say, in a parking area, can add substantial energy costs that can be avoided.
- Develop a standard lighting protocol. Implement a company-wide procedure for shutting off lights during closed hours and during certain operating schedules that require less man-made light. Standardizing company behavior results in better compliance.
- Use natural light whenever feasible. Make the most of natural light by moving desks, seating chairs and workbenches closer to windows. Keep in mind that lighter colors for walls, ceilings and floors reflect more sunlight.
- Remove unneeded lamps (bulbs) in areas where lighting exceeds the needs of the occupants. By removing lamps while paying careful attention to the activity and light distribution of an area, you can reduce lighting costs without reducing productivity or comfort of the people using the space.
- Use partial lighting before and after "public" hours. There may be times when employees must work in an area but the public isn't there. Examples include before and after store opening times. Allow enough light for employees to safely work, but reduce lighting in display and retail areas.

Review your outside lighting needs. A business may have lighted parking areas, signs, entrances, walls, and landscaping. You may be able to turn off some of this lighting if not needed, use for fewer hours, or use lower wattage lamps. Make sure you are in code compliance for any safety and security lighting.

Reduce General Lighting. Install desk lamps and other types of low wattage task lights for "close work" at desks, drafting tables and product assembly areas. These provide light only when and where it is needed, can improve productivity, and may permit ceiling lighting to be decreased.

Heating and Air Conditioning

- Replace filters in HVAC systems. If your heating system has a filter, inspect or replace it every six months.
- Check for energy-wasting leaks. Check your forced hot air heating system's supply and return ducts for easy-to-fix leaks.
- Adjust your thermostats. For every one degree you set your thermostat back, you could save one to three percent on annual heating and cooling costs.
- Use automatic controls. Replacing manual-dial thermostats with responsive programmable thermostats could save another 5 to 15 percent on heating costs. Have a licensed contractor provide a cost estimate. (Continues on reverse side)



www.CTenergyeff.com

1-877-WISE-USE

4

These marketing pieces promote commercial and industrial energy savings opportunities. Number 1 documents two businesses that saved energy and money by upgrading their lighting. The backside of this piece (not shown) highlights the Small Business Energy Advantage program, the Energy Opportunities program, and the Energy Conscious Blueprint program. Number 2 describes how Connecticut businesses have improved their bottom line and become more sustainable by participating in programs such as Energy Opportunities and Energy Conscious Blueprint. It also urges Connecticut businesses to take advantage of the Fund offerings because their competition and colleagues have. Number 3 informs businesses about the imminent phase-out of inefficient lighting and emphasizes the availability of commercial and industrial programs to assist with lighting upgrades. Number 4 outlines operation and maintenance tips that can help businesses save more energy at no or low cost. These pieces generally do

not employ a similar look and feel, however, there are some similarities: All four materials incorporate the Fund logo; many use messaging that highlights how energy efficiency investments can make businesses more profitable; many position the Fund as a resource for businesses; all have headlines that span across the entire top of each piece; three use a two column layout; two use similar typography, photography, and treatments, etc. Also, Number 4 mirrors the look and feel of the materials depicted in Figure 2 and 4.

Finding Four: Most Marketing has Focused Primarily on *Program* Marketing and has not Focused as Much on Marketing of the *Fund*

Most marketing has focused on programs and not the Fund in and of itself. This is not unexpected because the Companies, as the program administrators, have savings and participation goals to meet and therefore focus on marketing that can deliver upon these objectives. While the Energy Conservation Management Board has expressed an interest in greater marketing of the Fund, neither the Board nor the Companies have fully clarified the relative priority for *program* versus *Fund* marketing. Also no plan for Fund marketing has been developed. As discussed further in the next section, the Fund is really just a logo and a name and not a brand in the traditional sense.

The programs are marketed through public relations, outreach, education, public events, association marketing, legislative relationships, and Company Account Executives. Through many of these activities the Fund is marketed as well, though primarily by including the Fund logo in marketing materials. Examples include news releases, editorials, television and radio segments, personal appearances, museum partnerships, and hundreds of public events per year.

Finding Five: Developing the Fund into a Brand Could Increase Awareness of the Individual Programs, the Fund, and the Entire Suite of Programs, Resources, and Tools Available to Connecticut Residents and Businesses. Currently the Fund is Just a Logo and a Name and Not a Brand.

Research conducted by Opinion Dynamics Corporation in 2010¹¹ found that:

¹¹ The Companies have expressed concerns about the research methodology underlying this study. In the Companies' view, the research was flawed for several reasons: When survey participants were asked to identify the Fund logo, the text was intentionally blurred; the "Home Energy Solutions" program was called the "Home Energy Services program"; and no benchmarking with other states was conducted. With respect to the logo, the Board's consultants understand that ODC purposely altered the logo because not doing so would have left the "Connecticut Energy Efficiency Fund" tagline intact. Leaving the tagline intact

- Most residential program participants believe that programs they participated in were sponsored by a public utility (40%), followed by state governments (7%) and federal governments (7%);
- 13% of residential customers recognize the Fund logo;
- 2% of residential customers can name the organization specifically behind the Fund logo; and
- 21% have ever heard of the Fund, with utility ads being the leading source of awareness.

We speculate that some of this low awareness could stem from the following:

- The Fund logo is not a clear or strong logo. In our opinion, the logo design itself does not symbolize “energy efficiency”; and its symbolism is not widely recognizable by a general audience (as a strong logo should be);
- Positioning of the Fund and use of the Fund logo is inconsistent (discussed below); and
- As discussed in the prior section, most marketing has focused on *program* marketing and has not focused on marketing of the *Fund*.

Positioning of the Fund and Use of the Fund Logo is Inconsistent

The “Connecticut Energy Efficiency Fund Logo and Marketing Standards Manual” outlines proper usage of the Fund logo in marketing materials. This Manual, last updated in November 2008, provides:

- Horizontal and vertical logo configurations for co-branding of the Fund with the electric and gas Companies;
- Directions on logo application for certain materials (bill inserts, sponsorships, tradeshow, etc.);
- Directions on the minimum area of isolation that must surround the logo;
- Directions on acceptable logo height;
- Directions on acceptable logo colors; and

would have rendered the question of whether or not customers could identify the logo moot because the respondent simply could have read the name in the logo.

- Directions on the inclusion of the proper legal descriptor.

The manual guidelines have been largely followed in the materials we reviewed,¹² although we observed some instances where the punctuation of the legal descriptor was changed or the area of isolation was compromised.

While helpful, these guidelines fall short in many ways: They do not outline logo usage for all media types (like the web) and do not provide stylistic directions on the positioning of the Fund to accompany logo incorporation. For example, they do not explain:

- How to write the “Connecticut Energy Efficiency Fund” name. Thus, names for the Fund differ across materials: “Connecticut Energy Efficiency Fund”; “Fund”; “Energy Efficiency Fund”; “CEEF”; “CT Energy Efficiency Fund”; etc.,¹³
- How to write the address for the Connecticut Energy Information Center website. Consequently, the web address also varies: www.ctenergyinfo.com; www.CTEnergyInfo.com, and CTEnergyInfo.com;
- How materials might incorporate language to reinforce the Fund’s purpose and role (e.g. acceptable key messages for describing the Fund); and
- How materials might be designed to reinforce the Fund’s purpose and role (e.g. acceptable color combinations; graphic elements; photography, etc.)

As a result of these shortfalls in the guidelines, the positioning of the Fund in marketing materials sometimes varies. Given that marketing materials range significantly in size (from a few inches to a few feet), some of this variation is expected. The following were observed:

- Some materials neither mention the Fund, nor include the logo (observed on some Company program webpages)
- Some materials note the Fund as a program solution provider but do not include the logo (observed on many Company webpages)

¹² We understand that some marketing materials in the recent past have not always followed the logo guidelines.

¹³ The Companies report that an addition to the guidelines has been created by the Companies to address this issue.

- Some materials include the Fund logo (with and without the logos of the Fund’s partnering utilities), but do not include any other mention of the Fund;
- Some materials include only the Fund logo and no logos of the partnering utilities.
- Some materials use descriptors just above the Fund logo to position the Fund as a program sponsor (“Courtesy of”; “Brought to you by”; “Offer brought to you by”; “Sponsored by”; etc.)
- Some materials provide information that may confuse consumers about the role of the Companies versus the role of the Fund (see Figure 8)
- Some materials provide extensive messaging around and information about the Fund and its role as a solution provider and Company partner.
- Some materials incorporate design that heightens awareness of the Fund (see Figure 3 and Figure 6.5). More often materials do not do this.

Discussion

We conclude, that based on current marketing materials, it is difficult for the public to perceive the Fund as much more than a logo and a name. It is not a “brand” in the typical sense. A brand is the overarching idea of what an organization represents -- who an organization is, what an organization does, and how an organization does it. It encompasses all aspects of messaging, images, and interactions; all of which should be unified to clearly express an organization’s purpose, personality, and values. Moreover, in our opinion, the logo delivers an unclear meaning and message.

As we have seen in other states like Oregon, a strong brand identity and presentation (supported by tools that ensure consistency) can increase public awareness. Following the Oregon example, we believe that opportunities exist to more fully develop the Fund into a brand (more than a logo) that could help alleviate problems of low awareness. A fresh, stronger brand may be effective at achieving this objective.

Figure 8: Two Marketing Materials that May Confuse Consumers about the Roles of the Companies versus the Fund

440075
Conserv-Energy
13W Mini Twist CFL
4pack
WAREHOUSE PRICE **\$4.99**
CL&P Instant Rebate **-\$4.10**
YOUR COST **\$0.89**



Limit 20 packs. No resale purchases. CT state law: CFLs are tax exempt


The Northeast Utilities System


www.CTEnergyInfo.com


The United Illuminating Company

Connecticut's Energy Efficiency Programs are funded by a Charge on Customer energy bills. The Programs are designed to help customers manage their energy usage and cost.

1

ENERGY STAR® Qualified Fixtures \$10 Mail-In Rebate*

*Limit 20 rebates per customer account. Call 1-877-WISE-USE for more information.

\$10

MAIL-IN REBATE

on a purchase of \$20 or more

Courtesy of:


www.CTEnergyInfo.com

Brought to you by: (Please circle your utility)

Date

Electric Utility Account Number

Customer Name

Installation Address (No PO Box) Apt.

City

State

Zip

Mailing Address (if different)

City

State

Zip

Manufacturer

Model #

Quantity

Be sure to attach a copy of your receipt and mail it with your completed rebate form. Please use your billing address. See reverse side for program guidelines. One rebate form per model number.

2

These materials include messaging that could confuse consumers around the roles of the Fund and its partner utilities. Piece 1, created by a retailer, includes the Fund logo (and partner Companies' logos) but describes the instant rebate available as a "CL&P Instant Rebate." Piece 2 describes that the ENERGY STAR lighting offer is "Courtesy of" the Fund" but also includes form languages that indicates that the offer is "brought to you by" the Connecticut Light & Power Company and The United Illuminating Company.

Oregon: Energy Trust of Oregon

Introduction

Energy Trust of Oregon (“Energy Trust”) is an independent nonprofit organization dedicated to helping Oregonians invest in and benefit from energy efficiency and clean, renewable energy. Energy Trust is the third party administrator of the energy efficiency and renewable energy programs in Oregon.

In 1999, the Oregon Legislature approved Senate Bill 1149, the electric industry restructuring bill, which took effect on March 1, 2002. The legislation established a Public Purpose Charge (PPC), a 3% fixed charge on the utility bills of Portland General Electric (PGE) and Pacific Power customers to be collected over a ten-year period. The charge was created to support energy conservation in K-12 schools, low-income housing and energy assistance programs, and energy efficiency and renewable energy programs for residential and business customers. In 2001, the Oregon Public Utility Commission (OPUC) authorized Energy Trust to receive approximately 74% of these ratepayer funds to deliver and administer energy efficiency and renewable energy programs.¹

In 2003 and 2006, NW Natural and Cascade Natural Gas, respectively, received OPUC approval to establish a utility bill charge and transition their energy conservation programs to Energy Trust. Then, in 2007, the Oregon Legislature approved Senate Bill 838, which extended the PPC to 2026 and enabled PGE and Pacific Power to include in their rates the cost of additional cost-effective energy efficiency, above what can be acquired through the PPC. Most of these additional funds are provided to Energy Trust, however the electric utilities are allowed to reserve a small portion for specific marketing and outreach efforts to target hard-to-reach customer groups.

¹ The remaining balance (26%) went to Oregon’s Education Service Districts and Oregon Housing and Community Services to deliver energy conservation in K-12 schools and low-income housing and energy assistance programs, respectively.

Communications and Marketing History

Before 2008, Energy Trust’s marketing efforts primarily relied on utility bill inserts to promote energy efficiency programs, although limited advertising through other channels was also used.

In 2008, Energy Trust hired Sockeye Creative (“Sockeye”) to explore opportunities to enhance its brand, voice, website, and marketing strategies to boost customer participation and engagement. As part of this effort, Sockeye conducted a series of tasks including:

- Extensive interviews with multiple actors including management, communications, and program staff, and program implementation contractors;
- A review of available research on customer and public awareness of Energy Trust;
- A website analysis and usability study, including lab testing;
- An update of Energy Trust’s brand identity to position the organization as a friendly, credible expert helping Oregonians to save energy and money, protect the local environment, and strengthen local economies. This brand repositioning was supported by:
 - Messaging development;
 - Template designs for brochures, datasheets, and bill inserts emphasizing clear, concise, jargon-free language and natural lifestyle photography to resonate with Northwest audiences; and
 - Extensive brand guidelines describing brand look, feel, and language, including typographic treatment, imagery and other graphic devices;

A new Energy Trust website with a design informed by the usability research and aligned with the brand look and feel was also launched.

The Sockeye creative briefs and web development plans provided a foundation for Energy Trust’s customer and public communications in late 2008, 2009 and 2010. This work also continues to guide 2011 efforts, although Energy Trust recently selected a new company to review and update its creative briefs and messaging for 2011 and

beyond. This 2011 work is intended to ensure that Energy Trust’s messaging, look, and feel continue to resonate with its audiences now that awareness of energy efficiency has become more widespread and new actors have entered the energy efficiency arena, including local governments, trade allies, and utilities. The 2011 work will also explore the Energy Trust-utility partnership and the nature and degree of co-branding with utilities. This partnership was not a major consideration when the 2008 foundational work was undertaken, and prior to 2008 Energy Trust did not have many activities co-branded with utilities (outside of utility channel communications).

Energy Trust 2008 Rebrand: Language and Key Messages

The 2008 rebranding effort positioned Energy Trust as a friendly, credible expert helping Oregonians to save energy and money, protect the local environment, and strengthen local economies. Energy Trust communications and marketing reflect this positioning as well as specific “values” and “tone and personality” traits identified with the help of Sockeye. “Values” include trust, collaboration, leadership, results, and credibility. “Tone and personality” were described through adjectives such as compelling, dynamic, smart, passionate, pragmatic, and intuitive. For example in the interest of emphasizing Energy Trust’s friendly, approachable, and collaborative nature program materials frequently include the words “Working together.” In addition the impression that Energy Trust is a utility, a company, a government agency, or a for-profit corporation is intentionally avoided. Energy Trust also tries to respect and understand its audiences by actively acknowledging challenges customers may face, while offering information and opportunities as if speaking to a peer. To that end, clarity is attained through simpler, shorter words and sentences whenever possible; web documents are limited in length; and each marketing piece has at most two calls to action: one URL and one phone number.

Key messages about Energy Trust that were developed for customers include:

- Energy Trust services and cash incentives help Oregonians use less energy and manage costs in their homes and businesses.

- Oregonians look to Energy Trust to help save energy and money, and generate clean, renewable power in their homes, businesses, and communities.
- Energy Trust is your energy expert. We can help you reach your goal, whether its bill savings, comfort, or sustainability.
- Energy Trust of Oregon offers innovative solutions and cash incentives that can help you offset rising energy costs.

It is important to note that Energy Trust stresses that communications are never about Energy Trust in and of itself, but about working with and for Oregonians. Consequently, all marketing and messages are tied to programs or calls to action and are never just used to elevate the Energy Trust brand.

Ensuring Consistent, Effective Communication

Energy Trust is very focused on consistent, effective communication and maintains that the totality of its communications benefits from a strong, consistent and unified presentation. To that end Energy Trust has implemented various mechanisms and tools to ensure that its brand, messages, tone, and personality are not compromised. It also recently reassigned some of its communications staff members to its Business and Homes program groups in order to support a better, more integrated marketing approach.

Organizational Structure

Energy Trust's Communications and Customer Service Group (CCS) performs a variety of communications roles. These include: marketing and outreach activities in support of organization and program goals, customer service for Energy Trust programs, and administration of the Energy Trust Trade Ally Network to engage customers and ensure access to energy solutions in all areas of the state. The CCS staff works closely with program staff, marketing contractors, creative professionals, outreach specialists, and others to ensure general, customer, and trade ally communications and program marketing align with Energy Trust brand identity, messaging, and strategic direction. In addition, CCS provides brand guidelines, a brand toolkit, and an online stylebook that

must be utilized by program implementers in the execution of any program marketing activities (see “Stylebook” section below for more information). Of particular importance to Energy Trust is that marketing maintain fuel neutrality at all times.

From 2009 to 2010 existing residential and commercial marketing manager positions were moved into the Homes and Business program groups to:

- Integrate better strategic marketing into program management
- Facilitate communication around program marketing and program management functions; and
- Decrease the communication and time devoted to vetting new initiatives and reviewing marketing collateral.

These marketing managers review and approve program marketing collateral and coordinate directly with CCS. CCS continues to review any significant new program marketing initiatives and collateral to ensure alignment with Energy Trust communication standards and objectives.

Stylebook

Energy Trust maintains an online stylebook housed on the AP Stylebook online website in order to ensure consistency of customer communications. The Associated Press Stylebook is the primary reference for Energy Trust style, though some select entries have been customized better to suit Energy Trust’s voice. The stylebook defines proper usages for terminology (e.g. use of “compact fluorescent bulbs” and CFL or CFLs on subsequent uses; use of “cash incentive” instead of “rebate,” etc.), nomenclature for certain actors (such as “Energy Trust,”) addresses, telephone numbers, website addresses, and punctuation.

Brand Guidelines and Online Brand Toolkit

Energy Trust’s brand guidelines were designed to ensure that Energy Trust’s brand is communicated consistently and effectively. The guidelines provide direction on:

- Brand values;
- Brand tone and personality;
- Brand dos and don’ts;

- Brand language, including acceptable key messages and one-liners, an acceptable statement for communicating Energy Trust-utility relationships, an acceptable boilerplate statement, an acceptable incentive disclaimer statement, and an acceptable paper stock statement;
- Media protocols (such as editing, routing, and distribution of press releases);
- Energy Trust logo usage, including minimum clear space, size, contrast recommendations, and unacceptable usages;
- Color usage, including acceptable color combinations and color applications;
- Typography, including acceptable typography substitutes, acceptable typographic styles, and acceptable color applications;
- Graphic elements;
- Collateral design, including templates for letterhead, case studies, full page ads, gatefold brochures, bill inserts, folders, PowerPoint presentations, online banners, signage, radio, and video;
- Website copy; and
- Acceptable photography.

In addition to brand guidelines, Energy Trust maintains an online brand toolkit where collateral templates can be downloaded.

Website Guidelines

Energy Trust maintains website guidelines to ensure the presentation of its website is consistent with other marketing. These guidelines provide direction on color palette, typography, typographic style, graphic elements, and webpage layouts.

Energy Trust's Key Audiences

In addition to the language, key messages, and the tools highlighted above, Energy Trust has developed profiles for its primary audiences – some with the help of an annual residential awareness and perceptions study – to inform messaging and materials for its customer groups.

Residential Customer Profile and Messaging

Since 2008, Energy Trust has conducted an annual residential awareness and perception study to inform general communications and residential marketing activities. These surveys examine demographic, geographic, and attitudinal differences between reported participants and nonparticipants in Energy Trust programs, including attitudes, perceptions, and beliefs about curtailing energy use, home features and energy use behaviors, awareness of Energy Trust and ENERGY STAR[®], and beliefs on global climate change. The survey is also used to learn where participants first hear of Energy Trust; determine which messages are most effective at convincing customers to move forward with energy efficiency or renewable energy projects; and identify communications opportunities. For example, the 2009 survey found that renters are very interested in learning what they can do to reduce energy use and recommended that Energy Trust actively engage this audience by promoting CFLs and low- or no-cost measures through creative communication channels such as YouTube, Twitter, and other web 2.0 and 3.0 tools.

In general, the residential customer audience is characterized by the following attributes:

- Primarily homeowners, but also renters;
- Concerned about energy costs as a growing household expense in the tightening economy;
- May have partial knowledge of ways to conserve energy;
- Don't generally connect energy use to energy source and ultimately to global climate change;
- Do not all accept that global climate change is real;
- Some are confused by "green" messaging or are skeptical;
- May be more likely to act after discussing energy efficiency and conservation opportunities with an expert, peer, or neighbor;
- May be more likely to act if a peer or neighbor has acted;

- Upfront costs may be a barrier to energy efficiency and renewable energy investment;
- Some don't grasp the ongoing costs associated with energy inefficient decisions
- Some are aware that they pay for Energy Trust programs and services via the PPC and expect value in return; and
- Some see Energy Trust as a third party, credible source of information.

According to the 2010 study, "You can save energy and money" is the most convincing message of those presented for this customer group: 77% of surveyed respondents rank this message with a four or five on a scale of one-to-five with five being "very likely" and one being "very unlikely" as a message that would convince them to move forward with an energy-saving or renewable energy project. The next most effective campaign messages include: "Minimize energy use, maximize savings" (76%); "Enjoy a comfortable and more energy efficient home" (69%, tied); and "Avoid wasting valuable resources (69%, tied). While these messages are not used verbatim in Energy Trust marketing, the results from the survey provide direction on the most effective key message to use in communications with residential audiences.

Business, Industrial, and Agricultural Customer Profiles and Messaging

Unlike the residential sector, less information is available on business, industrial and agricultural, and public sector customer groups. Indeed, most available information comes from program staff anecdotes and brief customer surveys included in process evaluations. For this reason, in 2011, Energy Trust plans to refine its messaging and marketing implementation for these groups by mining existing in-house experts and seeking research that elucidates how business decision-makers approach energy and environmental topics. Despite these knowledge gaps, Energy Trust has been able to develop profiles for these customer groups to inform its marketing. For example, business customers, which include multifamily property owners, small businesses, large business, and commercial developers, are characterized by the following:

- May be concerned about energy costs as a growing business expense in the tight economy;

- Respond to the strategic business case for investment in energy efficiency and renewable energy;
- Want to work with someone who understands their needs;
- May not understand how to mitigate energy cost fluctuations and find this volatility challenging;
- Usually don't know where to start thinking about their energy use;
- Lack technical knowledge to make choices without help;
- Seek counsel from qualified experts;
- See some value in marketing green and sustainable practices;
- Some are aware they pay for Energy Trust programs and services via the PPC and expect value in return.

See Figures 1, 2, and 3 for examples of Energy Trust collateral that incorporate many of the aspects discussed above.

Figure 1: A Healthcare Industry Factsheet

BUSINESS Healthcare



CURE YOUR ENERGY WASTE

CUT ENERGY COSTS AND IMPROVE YOUR FINANCIAL HEALTH

Medical facilities face an increasing squeeze: how to stay financially healthy in the midst of declining reimbursements, outdated facilities and rapidly rising costs. Increasingly, administrators at hospitals, medical offices and skilled nursing centers are finding that energy efficiency offers a partial solution. In fact, energy is one of the few cost centers over which they have significant control. Healthcare facilities that have implemented extensive energy-efficiency programs have cut energy use by 20 percent. For a 150,000-square-foot hospital, this can mean annual savings of more than \$111,000.

Investing in energy efficiency and renewable resources not only preserves crucial funds, but the reduction in the energy load can dramatically extend power reliability during disasters and emergencies. A high-performance healthcare facility also enhances your standing as a sustainable community partner, with the opportunity to improve market share, employee retention and philanthropic success.

Energy Trust of Oregon offers innovative solutions and cash incentives that can help you offset rising energy costs.

“ Now that we have captured the low-hanging fruit, we are going deeper and taking advantage of new technology to create state-of-the-art facilities. Energy Trust is a great partner in helping us reach our energy objectives. ”

Richard Beam, director, Energy Management Services
Providence Health System

ENERGY TRUST SOLUTIONS CAN:

- Reduce operating costs
- Create healthier, more comfortable healing and work environments
- Improve light and air quality
- Reduce energy loads, extending power reliability during emergencies
- Generate clean, renewable energy
- Help cool global warming and contribute to a more sustainable future
- Help make your facility more attractive to medical professionals and philanthropic donors

THE COST OF BUSINESS AS USUAL

A modest 20 percent reduction in hospital energy use can make a big difference financially.

Source: Energy Information Administration



Year	Business as Usual	20% Reduction
1999	2.75	2.75
2005	4.25	4.25
2013	5.75	4.60
2021	5.25	4.20
2029	6.25	5.00



An Energy Trust fact sheet targeting the healthcare industry utilizes Energy Trust’s fact sheet template and conforms with Energy Trust’s stylebook and brand guidelines including guidelines for typography, photography, usage of Energy Trust’s logo, usage of graphic elements, and usage of color. For example, the photograph selected looks relatable, authentic, and not overly posed. The fact sheet language actively acknowledges challenges the industry may face (declining reimbursement, outdated facilities, and rapidly rising costs); positions Energy Trust as a solution provider and partner; uses one of Energy Trust’s key messages (“Energy Trust of Oregon offers innovative solutions and cash incentives that can help you

offset rising energy costs“); and outlines the strategic business case for investment in energy efficiency. Messaging also makes connections between the healthcare industry and energy efficiency through clever word play (“cure your energy waste” and “improve your financial health”).

Figure 2: A Full Page Print Advertisement

wall and floor insulation can SAVE UP TO 10%

cut usage by 75%

10-30% SAVED with ENERGY STAR® appliances

ENERGY SAVINGS ARE RIGHT AT YOUR FINGERTIPS

OPPORTUNITY IS ALL AROUND

Let Energy Trust of Oregon help you seize the opportunity today. We can show you how making energy-efficient improvements to your home can reduce your energy costs.

APPLIANCES
You can save up to 30 percent on the cost of running your appliances when you choose highly efficient ENERGY STAR models.

LIGHTING
Cut your lighting energy use by as much as 75 percent—every time you turn the lights on—by installing compact fluorescent light bulbs.

INSULATION
Upgrades to attic, wall and floor insulation, as well as sealing air and duct leaks, can save up to 20 percent on total energy costs.

+
Energy Trust can show you how to start saving on energy costs today. Call us at **1.866.368.7878** or visit www.energytrust.org.

Serving customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

Energy Trust of Oregon

A full page print advertisement targeting residential customers utilizes Energy Trust’s full page print advertisement template and conforms to Energy Trust’s stylebook and brand guidelines. Tools such as the brand guidelines and stylebook ensure that presentation across Energy Trust’s marketing and communications is strong and consistent. For example, the fact sheet in Figure 1 and this advertisement use similar color combinations; typography (including headline, lead, and body typography); graphic

elements (including the line pattern and burst tag, which is also mirrored in Energy Trust’s logo); photo treatment (both photos are bordered by a 5pt white stroke and have at least one visible rounded corner); and messaging. The latter emphasizes energy savings opportunities and Energy Trust as a solution provider and partner (“Energy Trust can show you how to save on energy costs”). The advertisement copy and imagery are well integrated: The headline stresses that energy savings are at one’s fingertips, and the visual depicts two individuals, surrounded by potential energy efficiency investments, and grabbing for things with their fingers. The imagery and messaging used in this advertisement are also found on Energy Trust’s website: The website features an interactive element using the advertisement visual, and the icons in the advertisement appear on numerous Energy Trust webpages. All of these aspects help to ensure that the various channels work together under a united presentation that ultimately simplifies the user experience by minimizing variation.

Figure 3: An Energy Trust Door Hanger



A door hanger alerts residential customers that energy efficiency upgrades will be performed in their home and conforms with Energy Trust’s brand guidelines and stylebook. For example, the term “compact

fluorescent bulbs” (and associated acronym) is followed in accordance with the Stylebook, and only two calls to action are included in the piece: a phone number and website. The hyperlink refers readers to a program-specific redirect so that customers can find information more easily. The look and feel of the door hanger are consistent with previous collateral (similar graphic elements, typography, color combinations; etc.). Clever messaging connects the collateral medium (door hanger) with the fact that energy savings opportunities will soon be delivered by energy advisors during an home visit. The messaging also suggests that these experts will exude “good energy” (“Open your door to good energy”).

Energy Trust Website

The Energy Trust website serves as a seamless, user-friendly platform through which customers can find information on the benefits of energy efficiency and renewable energy and identify services and opportunities to meet their unique needs. The site is aligned with the look and feel of Energy Trust’s brand; follows Energy Trust’s brand and website guidelines; and uses imagery and logos that are reflected in program marketing materials -- all of which ensures that presentation across channels is consistent. The site features interactive content including energy calculators; videos; applications forms (available as online forms and downloadable PDF forms); a solutions finder that directs users to applicable programs and incentives depending upon their inputs; a searchable contractor database; and the “AddThis” content sharing platform which enables visitors to share website content with their social networks. Events, news, and general Energy Trust information are also available. The latter includes annual reports, policies, strategic plans, and board of director documents.

The website’s navigational structure reflects Energy Trust’s four major audiences: residential; business; industrial and agricultural; and public and nonprofit customers. The landing pages for each customer segment include tailored information on the incentives and programs available. In addition, each group is further segmented to highlight opportunities available to meet very specialized customer needs. For example, the industrial and agricultural section of the website, has special webpages with content customized for the following customer types: large industrial; manufacturing and small industrial; agriculture; food processing; high tech; wood products; cold storage; landfills; wineries; and other industry. Likewise, the residential section has special webpages designed for renters; condo owners; small multi-family property owners; mobile homeowners; and those planning to build a new home. The

user experience is further simplified through quick links that direct visitors to program information; widgets that direct visitors to the solution finder, searchable contractor database, and events calendar; and a site map.

Effectiveness of Energy Trust Marketing Efforts

The results of Energy Trust’s annual residential awareness and perceptions studies suggest that marketing efforts since 2008 have been effective and continue to become more effective in elevating awareness of “Energy Trust” in the eyes of residential customers. In 2010, 48% of Oregon households within Energy Trust service territory recognized the name “Energy Trust,” compared with 41% in 2009 and 32% in 2008.² Of the respondents aware of Energy Trust in 2010, 33% became aware through mass media advertisements (billboard, newspaper/magazine, TV, and radio) and 20% became aware through their utility (utility bill inserts, direct mail, website, and direct contacts with utility representatives). Despite these gains in awareness, the 2010 survey indicates that there continue to be opportunities to boost awareness around Energy Trust programs themselves. There are also regional discrepancies in awareness and participation among utility customers.

Per conversations with Energy Trust, an immediate surge in customer engagement, particularly through its call center occurred toward the end of 2008 (after the rebranding efforts were launched) – which may also suggest that efforts to strengthen the Energy Trust brand were successful fairly immediately. However it is important to note that other concurrent events may have contributed to this increase in engagement including significant increases in rates and a fall 2008 campaign co-branded with the utilities. This campaign, guided by Sockeye and referred to as the “Solutions” campaign, focused on actions consumers could take to lower energy costs in light of the aforementioned rate increases.

² The 2010 survey completed 956 interviews with Oregon households in Energy Trust’s service area – a change from previous years when households in the entire state of Oregon were surveyed. The 2010 survey also included purchased cell phone numbers.

Co-Branding

Prior to 2009 with the exception of the “unprecedented” Solutions campaign and utility bill inserts – which contained utility logos but utilized the Energy Trust brand template – Energy Trust did not have many co-branded activities with utilities.

Around this time, a couple of utilities shared information from JD Powers survey results which indicated a gap in customer recognition of their utility as a source of assistance for saving energy. Three of its partner utilities began communicating with Energy Trust around their interest in running bill inserts in their respective brand templates as a means to increase customer recognition of the utility. The utilities also felt that Energy Trust could further leverage utility credibility to boost program participation.

Ultimately, Energy Trust determined that redesigning bill inserts using utility brand elements would represent a beneficial step toward accomplishing mutually-beneficial goals and reinforcing solid working relationships with utilities. Energy Trust goals are tied into utility integrated resource plans; funding for Energy Trust programs is collected through utility bills; and utility national rankings are affected by customer perceptions of utilities as energy efficiency and renewable energy providers, and these perceptions have the potential to shape a customers’ engagement in bill content. To that end, Energy Trust collaborated with three of its interested utilities to identify what co-branding and template arrangements would work best for each utility’s bill insert.

Concurrent with the brand refresh, the advent of Senate Bill 838 and subsequent related regulatory decisions paved the way for electric utilities to fund specific marketing and outreach efforts targeting certain customer groups (referred to as “838-funded marketing”) on their own. The utilities are required to coordinate with Energy Trust on 838-funded marketing. As such, both Pacific Power and PGE developed 838-

funded marketing within their brand templates and co-branded with Energy Trust as necessary per the requirement to coordinate as described above.³

Discussions between Energy Trust and the utilities on how best to coordinate marketing and brands continue to evolve to this day. At present time, co-branding is only implemented for specific campaigns, utility 838-funded marketing, and bill inserts. With respect to the latter, Energy Trust has negotiated with each utility on how utility bill inserts should be designed so that those inserts are reflective of utility look and feel but contain content that Energy Trust produces (see Figures 4a and 4b). Energy Trust also covers the cost of these bill inserts. On year-round program advertising, only the Energy Trust brand is used. All program advertising includes the following statement underneath the call to action: “Energy Trust serves customers of PGE, Pacific Power, NW Natural, and Cascade Natural Gas”. Energy Trusts’ sector marketing teams also meet with each utility three-to-four times per year to coordinate marketing. For instance, for 838-funded marketing, Energy Trust and the utilities coordinate media schedules to ensure resources are not duplicated.

Based on conversations with Energy Trust staff, co-branding is concurrently perceived as highly valuable, potentially confusing for customers, and challenging—even cost-prohibitive—to execute depending on the situation. Staff believe that co-branded bill communications with each utility and some co-branded advertising with all four utilities seems to have been very effective in helping Energy Trust engage customers in program offers over the years. Depending on how the co-branding is executed, there are concerns that it may cause customer confusion about which entity to approach for services. In co-branded communications, staff negotiate with each utility over language to main as much clarity as possible regarding Energy Trust as the provider of services and incentives, and to make it as simple as possible to get started. Understandably, utility partners want to provide customers with a hand-off via utility contact points.

³ Pacific Power’s 838-funded effort included business outreach efforts and a consumer-focused media buy in southern Oregon to shore up awareness and increase customer engagement in Southern Oregon. PGE’s efforts have focused more on direct customer outreach and relationship building and not on advertising. Per conversations with Energy Trust, 838-funded marketing first appeared in late 2008 or early 2009.

However, multiple phone numbers and web sites add complexity that may deter customers. Co-branding may also complicate Energy Trust's identity as a neutral, independent resource that serves customers with both gas and electric energy-saving projects. In addition, some customers do not intuitively understand why a utility, which sells energy, would want to help customers conserve. For customers seeking simplicity or an independent, fuel-neutral source of assistance or information, co-branding may be less effective. Finally, co-branding is time and resource intensive for Energy Trust because it requires negotiation with all parties to land on messaging with which everyone is comfortable, an important consideration given that some utilities are in direct competition with one another.

More recently, some utilities have expressed a strong preference that Energy Trust co-branded advertising be territory specific rather than show all utility logos across all territories. Energy Trust, however, does not have the technological capability or staff resources to traffic multiple versions of co-branded advertisements. Producing different versions of advertising and collateral could also eliminate some of the cost efficiencies gained under the Energy Trust third-party model.

Finally, Energy Trust would like to feature more broadly the benefits of energy efficiency in its communications, but some are already running their own corporate campaigns and may not want co-branded advertising with Energy Trust to dilute or interfere with their campaign objectives.

Given all of the above, Energy Trust has tried to take into account how co-branding may or not may help them to engage certain customer segments and work with utilities to co-brand only where it makes sense. It also strives to negotiate mutually acceptable co-branding opportunities with each utility partner, while maintaining the primary Energy Trust brand on most advertising and marketing efforts for practical reasons and cost-efficiency.

In 2011, Energy Trust has identified as part of its work plan the need to clarify its relationship with the utilities on marketing and co-branding. As part of this 2011 work, Energy Trust plans to:

- Work with program managers to develop joint messaging and co-branding guidelines with each utility;
- Propose a jointly branded advertising campaign to raise awareness about the collaboration between the utilities and Energy Trust and how customers can access those services;
- Research co-branding scenarios and their impact, including how utility co-branding and message delivery affects customer awareness of opportunities and perceptions of credibility and what treatments of co-branding and messaging move customers toward action;
- Develop stronger relationships with utility call centers to ensure coordination and to facilitate warm transfer of customers seeking energy efficiency and renewable energy solutions; and,
- Continue collaboration effort with utilities to make the most of utility outreach channels (such as utility outreach events).

Figures 4a and 4b: Two Bill Inserts with Different Presentations



**IMAGINE YOUR HOME
AS A DRAFT-FREE ZONE**

Transform cold into cozy when you seal air leaks and improve your home's insulation. You can enjoy savings and peace of mind, brought to you by Cascade Natural Gas and Energy Trust of Oregon.




A portion of your monthly bill funds Energy Trust of Oregon programs that help PGE customers save energy in their homes, businesses and industry. These programs help keep the cost of energy as low as possible for all customers.

For information about energy-saving home improvements and tips, visit us at PortlandGeneral.com/EnergySavings or call 503-228-6322 in Portland, 503-399-7717 in Salem or 1-800-542-8818 elsewhere.

Visit Energy Trust at energytrust.org or call 1-866-368-7878.

**Give your budget
a break this year.**



Start saving with energy-saving resources and cash incentives from Energy Trust of Oregon.




121 SW Salmon Street • Portland, Oregon 97204
PortlandGeneral.com

Printed on recycled paper. Please recycle. 2/11 635K 

Portland General Electric

The top bill insert follows the look and feel of Energy Trust's brand and conforms with Energy Trust's bill insert template. It includes Energy Trust's signature graphic elements (line pattern and solid color block); typography; photo treatment; color combinations; etc and incorporated natural lifestyle photography.

The bill insert is co-branded and describes Energy Trust and Cascade Natural Gas as joint providers of energy efficiency solutions. The bottom bill insert is reflective of PGE's look and feel but contains content produced by Energy Trust. For example, "Start saving with energy-saving resources and cash incentives from Energy Trust of Oregon" is similar to key Energy Trust messages discussed earlier. The bill insert directs customers to both Energy Trust' and PGE's websites and call centers.

Conclusions

The Energy Trust experience demonstrates that a brand is much more than just a logo and a name: A brand stands for everything that an organization represents -- who an organization is, what an organization does, and how an organization does it. The brand communicates all of these aspects through its messaging, images, and interactions; all of which should be unified to clearly express an organization's purpose, personality, and values. In the case of Energy Trust, this commitment to brand was established as a result of foundational work conducted in 2008 that was also supported through the development of and adherence to guidelines, messaging, templates, principles, and tools (including a user-friendly website). Altogether, these branding efforts have helped to contribute to the boost in customer awareness of Energy Trust from 28% in 2008 to 48% in 2010.

While there is no doubt that Energy Trust's foundational work in 2008 contributed to stronger customer recognition of the organization, recent developments beg the question of what would have happened differently had co-branding with utilities been considered an integral element of the 2008 work from the beginning? For example, would Energy Trust have experienced a greater or lesser increase in customer awareness? And could some of the challenges it faces now as a result of co-branding, including potential customer confusion, possible undermining of its identity, time and resource costs, and new and different demands on the application of co-branding, been circumvented had co-branding been addressed upfront?

While it may not be possible to answer these questions, these questions themselves suggest that it is critically important to clarify the related strategic issue of the nature and degree of co-branding with utilities. This consideration should take into account the outcomes that the state is trying to achieve -- including energy savings, increased program participation, and increased awareness and support for energy

efficiency – and the assets, abilities, and contributions of the various entities involved in achieving those outcomes and how those entities can mutually benefit one another in the delivery of those outcomes.

Massachusetts: “Mass Save” Statewide Umbrella Marketing Effort

Introduction

The “Mass Save” statewide umbrella marketing effort, launched in 2010, is an initiative sponsored by the Massachusetts gas and electric utilities and Cape Light Compact (together the “Program Administrators” or “PAs”)¹ in cooperation with the Massachusetts Department of Energy Resources (DOER). The effort encompasses:

1. An integrated web platform, www.MassSave.com, that serves as an entry point for homeowners, businesses, and industry professionals to find information on energy efficiency programs, services, and benefits; and
2. A three-tiered statewide marketing campaign that took place from April to December 2010 and aimed to educate all audiences about the need for and benefits of energy efficiency, establish “Mass Save” as the driving force in mobilizing Massachusetts to greater energy efficiency, and drive Massachusetts residents to take action.

The campaign leveraged partnerships with the Boston Red Sox; the WEEI Sports Radio Network, the home of the Red Sox Radio Network; and Comcast Cable/HGTV's Green Home Giveaways. The overall effort is advised by DOER and guided by a team of program marketing representatives from the PAs. The 2010 statewide campaign itself was developed and implemented by a group of contractors headed by The Cadmus Group and selected as a result of a competitive bidding process.

Preliminary evaluation results suggest that the 2010 campaign was successful with respect to its first objective of increasing residential consumer awareness of the “Mass Save” brand from 36% to 49%, although the final study is not yet complete. The effort was also honored by the Association of Energy Service Professionals in January 2011 for “Outstanding Achievement in Marketing Communications.” The marketing

¹ Sponsors include Berkshire Gas, Blackstone Gas Co., Cape Light Compact, Columbia Gas of Massachusetts, National Grid, New England Gas Company, NSTAR Electric Gas, Unitil, and Western Massachusetts Electric Company

effort continues to evolve today² and will continue to do so in 2012, as part of the 2010-2012 three-year energy efficiency program plans.

Events Leading to the Statewide Effort

The Massachusetts Energy Efficiency Advisory Council (EEAC) established by the Green Communities Act of 2008, guides and monitors the development and implementation of energy efficiency plans by the state's PAs. In early 2009, DOER, the EEAC, and the PAs began to explore additional opportunities for leveraging energy efficiency marketing, outreach, and education as mechanisms to drive consumer program participation and investment in comprehensive energy efficiency. This boost in participation and investment was seen as critical to the achievement of substantial energy, environmental and economic savings and benefits on the path to capturing all cost-effective energy efficiency. Notably, up to this point, PA marketing efforts had focused primarily on the marketing of programs, and marketing was developed and implemented separately by each PA or jointly by program teams.

In response to these discussions, DOER and the PAs began working collaboratively to address public education and participation-oriented efforts, with a special focus on statewide efforts. This culminated in a formal commitment by the PAs in their 2010-2012 Joint Energy Efficiency Implementation Plans (Plans) to support a comprehensive statewide campaign.

The 2010-2012 Plans articulated a vision for this campaign and described it as fundamental for the transformation of markets and achievement of savings goals.

Campaign goals included:

- Reaching the maximum level of residential and business customers;
- Providing messages that clearly describe the benefits of energy efficiency and that were not overly technical;

² The 2011 campaign is also being managed by The Cadmus Group. It has an increased focus on increasing awareness around financing opportunities and reaching commercial and industrial consumers. Thus far, the campaign has been supported by collateral and creative support for trade allies and lenders, public relations events for residential and business customers, financing specific paid advertising, and the development of masssave.com/financing as a main repository for financing-related information.

- Exploring targeted marketing to unique or specific communities throughout the state (including communities for which English is not the primary language);
- Utilizing diverse media, including internet, bill inserts, television, radio, billboards, and public transit to disseminate consistent and clear messages; and,
- Ensuring that these various strategies worked together to achieve deeper and broader savings.

To accomplish these goals, the need to develop a “statewide energy efficiency brand” was emphasized. This brand would “create a clear, consistent, and recognizable message about the individual and social value of energy efficiency.” Further, it would “serve as the foundation for all residential and business consumer information on energy efficiency products and incentive programs, and encourage customers to strive for deeper savings.” This brand would be supported by:

- A large scale, frequent, mass media advertising plan that would increase broad consumer awareness for available programs and encourage deeper consumer savings;
- An integrated, user-friendly website prominently featuring the statewide brand and serving as a single point of entry for all audiences;
- Strategies to deliver messages to targeted customer groups, including the business sector and non-English speaking groups;
- Broad messages to help consumers understand the many benefits of energy efficiency (i.e. individual, environmental, and societal) and the importance of “going deeper” (i.e. implementing additional energy efficiency measures); and,
- Program and sector level messages to engage varied consumers and important market actors including contractors, equipment suppliers, and opinion leaders.³

In response to the EEAC discussions and the direction outlined in the Plans, initial groundwork to launch a new website commenced toward the end of 2009. In parallel, a

³ These messages were in part to be informed by an effort initiated by the PAs to better understand the demographics in each service territory through the use of the Warren Group Report, which identifies the population of single homes, multi-family properties, and low-income residences that exist in each of the service areas.

request for proposal for the development and implementation of a statewide marketing campaign was issued.

Selection of the “Mass Save” Brand

In advance of the RFP issuance, “Mass Save” was selected as the statewide energy efficiency brand. It was one of several names considered⁴ and was ultimately chosen because test audiences considered it the “most memorable,” and more than three-quarters of respondents thought it conveyed “saving energy and managing costs” averagely or very well. To that end, “Mass Save” was considered to achieve the vision articulated in the Plans of creating a clear, consistent, and recognizable message about the individual and social value of energy efficiency. In addition, Mass Save had previously been the name of one of the residential programs, and thus, there was already some recognition of the brand and its association with energy efficiency.⁵

Statewide Media Campaign

In mid-March 2010, a marketing team consisting of four companies – The Cadmus Group, Marketing Drive, The Shelton Group, and causemedia, Inc. – was selected to lead the statewide campaign as a result of a competitive bidding process. The Cadmus Group served as program manager and the communications conduit among the various actors; Marketing Drive was charged with marketing strategy, media partnership strategies and placements, and marketing materials and collateral development; The Shelton Group conducted baseline research through regional and market specific studies and focus groups to assist in marketing modifications; and causemedia, Inc. led community outreach, grassroots marketing, and targeted population communications.

⁴ Other names considered included “Mass EnergyPath”, “Mass PowerPath”, “Mass EnergyHorizon”, and “Mass PowerToSave.”

⁵ It is also possible that using the “Mass Save” name may have had downsides for those consumers who had had bad experiences through the program.

With the help of this consultant group, a statewide campaign with three overarching objectives was developed and implemented. The three objectives included:

1. Educating all audiences about the need for and benefits of energy efficiency;
2. Establishing “Mass Save” as the driving force in mobilizing Massachusetts to greater energy efficiency; and
3. Driving Massachusetts’ residents to take action.

The campaign itself did not identify energy or demand savings as an objective. Instead, the overall effort was considered a mechanism to boost program awareness and participation and ultimately drive savings and catalyze behavior change. Thus any consequent savings as a result of the effort would be realized through the energy efficiency programs themselves.

The media campaign employed three promotional strategies:

1. The “Mobilize Massachusetts” campaign, a motivational promotional campaign with general audience appeal;
2. The “Drill Down Power Up” market segmentation campaign, designed to activate and educate two distinct customer segments – the “True Believers” and the “Cautious Conservatives”; and
3. The “Drive Individual Action” Campaign, an online marketing campaign to direct audiences, specifically Spanish speakers, to MassSave.com.

The “Mobilize Massachusetts” campaign aimed to drive broad-based awareness and engagement around energy efficiency with a promotional partnership leveraging the “universal appeal” of the Boston Red Sox.

The campaign targeted all customers – residential, commercial, and industrial, and gas and electric, and highlights included:

- A chance for consumers to win tickets to “Mass Savers” Red Sox game days, earn a \$500 retailer gift card, or a chance to be on WEEI radio with Joe Castiglione, the radio announcer for the Red Sox, in exchange for submitting stories about energy efficiency online.

- Community events featuring “Wally the Green Monster,” the Red Sox mascot; educational activities, including hands-on demonstrations and an energy-efficiency themed trivia wheel with prizes; and Mass Save representatives. And,
- A Mass Savers Business Award Event at Fenway Park honoring Business and Industry partners who completed or were in the process of completing energy efficiency improvements.⁶

The campaign was supported by Red Sox Network advertising, print advertising, media outreach, social media, a promotional micro-site (www.masssave.com/playball), paid search advertisement, e-newsletters, and program fliers for residential consumers, commercial consumers, and trade allies (see Figures 1 and 2).

The “Drill Down Power Up Market” segmentation campaign employed separate, focused strategies to engage two customer groups – the “True Believers” and the “Cautious Conservatives.” Profiles were developed for each of these groups to inform messaging and media channels.

The “True Believers” psychographic group was found to make up 36% of the New England market and have the following attributes:

- More often female;
- Less likely to be married;
- More likely to be 55 or older, although 19% are between the ages of 25-34;
- Well educated;
- Middle to upper-middle income earner;
- Urban to suburban dwellers;
- Liberal democrats;
- Highest energy bills recipients; and
- Predominantly believers that global warming is a real, man-made phenomenon (94%).

⁶ The Mass Savers Award Event was designed to engage commercial customers, which were found to be predominantly small businesses (87%); motivated by saving money; and challenged by first costs and access to capital (and thus more likely to invest in lighting, HVAC controls, and behavior change). In consideration of these attributes, nominations were judged on energy efficiency criteria that included businesses that upgraded their heating and cooling systems, lighting systems, and lighting controls.

The Cautious Conservatives were found to make up 30% of the New England market and have the following attributes:

- Predominantly male;
- Upper income earners;
- Thirty-five or younger (41%), and 55 or older (29%);
- Married (81%);
- Have kids at home (48%); and
- Overlap heavily with small business customers.

In consideration of these attributes, “True Believers” were targeted through media on HGTV and other channels including Lifetime, E, TLC, & FoodNetwork. In addition Mass Save brochures were developed as part of a Mass Save feature in the HGTV Green Home Tour and messages recognized “True Believers” for their leadership status as early adopters. “Cautious Conservatives” were targeted through Red Sox promotions on WEEI Radio.

The online marketing campaign used Google ad word buys to reach customers searching for terms and subjects directly or closely related to “Mass Save” including “energy efficiency,” “home improvement,” “renovation,” and “sustainable living.” Additional focus was placed on Hispanic consumers because of the high percentage of Hispanic online purchasers in Massachusetts. Interestingly, the Mass Save website, described below, is only available in English, which may have limited the effectiveness of targeting Spanish speakers through Google ad word buys.

Figure 1: The PlayBall Promotional Micro-Site

Mass Savers

HOME | **FEATURED STORIES** | WAYS TO SAVE

BROUGHT TO YOU BY YOUR ELECTRIC AND GAS UTILITIES AND ENERGY EFFICIENCY SERVICE PROVIDERS **mass save** POWERED BY THE PEOPLE

FEATURED STORY

Mass Save and WEEI have partnered to bring you the MassSavers contest where you can win \$500 gift cards to help you save on energy efficiency upgrades plus Red Sox tickets to one of two games this season. In all, we're giving away \$20,000 in prizes and 48 pairs of Red Sox tickets.

Tell us how you save energy and money with MassSave in your home or business in 250 words or less. It's your space...use it wisely! Weekly winners will be chosen at random. The best entries will also have the chance to record a commercial with Joe Castiglione that will air during a Red Sox game! Now that's sharing your energy story!

» [Enter Now](#)

FEATURED STORIES

09.28.10

WE SAVED AN ESTIMATED 20% ON OUR ELECTRICITY COST THROUGH ENERGY EFFICIENCY UPGRADES ACROSS THE BANK'S BUILDINGS....

[Print](#) | [Share/Email](#)

At Southbridge Savings Bank, we changed our lights to energy efficient compact fluorescent light bulbs (CFLs) in our two main office buildings, and we're updating lighting in several of our other facilities still as well. New more efficient heating and cooling systems were installed in these main building too. We had Mass Save conduct an energy assessment on the main office building, and were pleasantly surprised to hear that no additional lighting upgrades were recommended! We've also replaced over 15 room air conditioner units in the main office, upgrading from inefficient 1978 models. We're very excited to see how much we can keep saving, we've estimated its 20% on our electricity costs this year.



Lora B from Fiskdale

Through our Going Green initiative, we've engaged our employees in a committee to help with projects from recycling to eliminating the use of Styrofoam cups, and much more. We started a suggestion box to gather ideas, and are even more conscious about shutting off lights when


The PlayBall Promotional Micro-Site featured the Mass Save partnership with the Red Sox and WEEI Radio and the Mass Savers contest, whereby Massachusetts residents could win Red Sox tickets to one of two games and \$500 retailer gift cards to help them save on energy efficiency upgrades. To enter, contestants shared in 250 words or less how they saved energy and money with the help of Mass Save. Energy efficiency stories were featured on the website, and in all \$20,000 in prizes and forty-eight pairs of Red Sox tickets were given away. Visually the website leveraged the “universal appeal” of the Red Sox by integrating the Red Sox logo and colors, utilizing baseball style script font, and baseball field grass for the website background. While the individual PAs (or their logos) were not explicitly identified on the site, a sentence on the top of each website page mentioned Massachusetts’s electric and gas utilities and energy efficiency service providers as campaign sponsors.

Figure 2: A Story Alerts Community Members to an Upcoming Appearance by Wally

iBerkshires.com

Third Thursday Features Wally the Green Monster

03:19PM / Tuesday, September 14, 2010



PITTSFIELD, Mass. — Mass Save, Berkshire Gas and Western Massachusetts Electric Co. are sponsoring a Mass Save booth for Third Thursday, Sept. 16, on North Street that will feature an appearance by Wally the Green Monster, the Red Sox mascot, from 6 to 7:30 p.m.

The booth will offer a wide range of easy-to-use, energy efficiency services and representatives who can discuss residential and commercial energy efficiency programs and ways to cut electric and natural gas costs. The informational booth is part of a statewide effort to help residents and business owners save energy and money.

The booth will be located at the corner of West and North streets in the Berkshire Living section.

Third Thursday is a free after-hours street festival featuring live music, art, food, shopping and a variety of informational exhibitors. There will be hands-on demonstrations for children, adults, homeowners, renters and businesses, including an energy efficiency-themed trivia wheel, with prizes including a reusable shopping-bag holder that fits on the grocery cart, and more.

An article announces that Wally the Red Sox mascot will make an appearance at Mass Save's informational booth at the Third Thursday Street Festival in Pittsfield. Wally dons a "Mass Save" button and is pictured next to an energy-efficiency themed trivia wheel. The article describes that the "Mass Save" booth is sponsored by Mass Save, Berkshire Gas, and Western Massachusetts Electric Co.

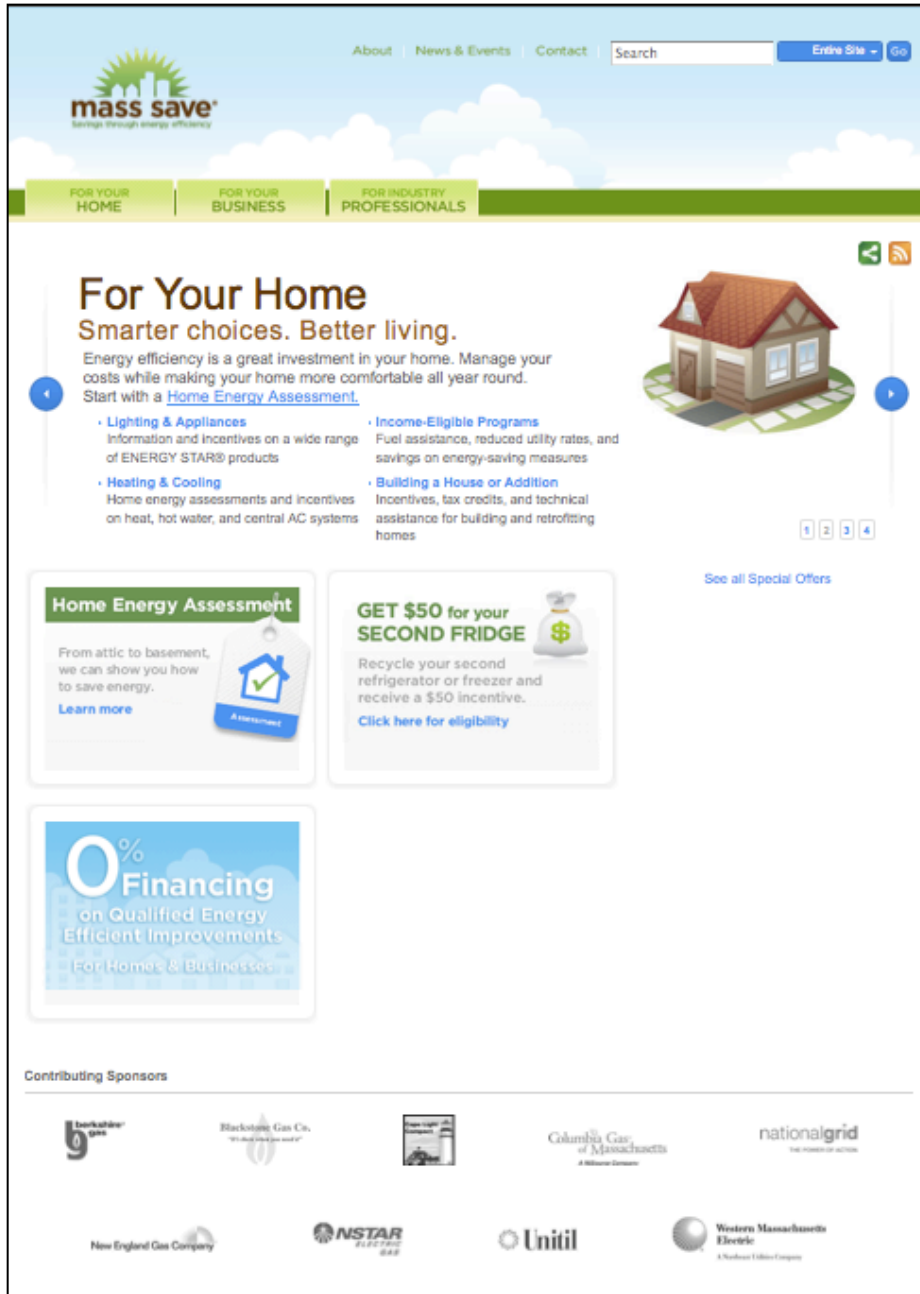
Mass Save Website

The Mass Save website was developed by PixelMedia and initially launched in February 2010 with a second phase of development shortly thereafter. The site prominently features the Mass Save brand and serves as a centralized platform through which homeowners, business owners, and industry professionals can access information on energy efficiency, programs, incentives, trainings, financing, case studies, news, and events (see Figure 3). The site also contains interactive content such as videos, presentations, and virtual home walkthroughs; and integrates content on energy efficiency benefits with available services and programs (see Figure 4).

Depending upon the program and sector, visitors to the Mass Save website can access downloadable PDF forms (according to their utility); are directed to a call center⁷ to receive more information from a live representative; are directed to online forms (for example visitors wanting to participate in the refrigerator recycling program are directed to an online form to schedule an appointment, though that form exists on a website separate from MassSave.com); or are directed to the appropriate contacts (i.e. contact information for the Community Action Programs by geographic location). A site search engine also enables users to perform targeted searches according to various, sometimes optional, attributes including location and fuel source to learn about services and incentives that are available to meet their specific needs and situation (See Figure 5).

⁷ The call centers are designated based on the customer's zip code and PA. Calls may go to CSG, CLC, NSTAR, etc. Because call centers are defuse, this may detract from the goal of an integrated, statewide brand.

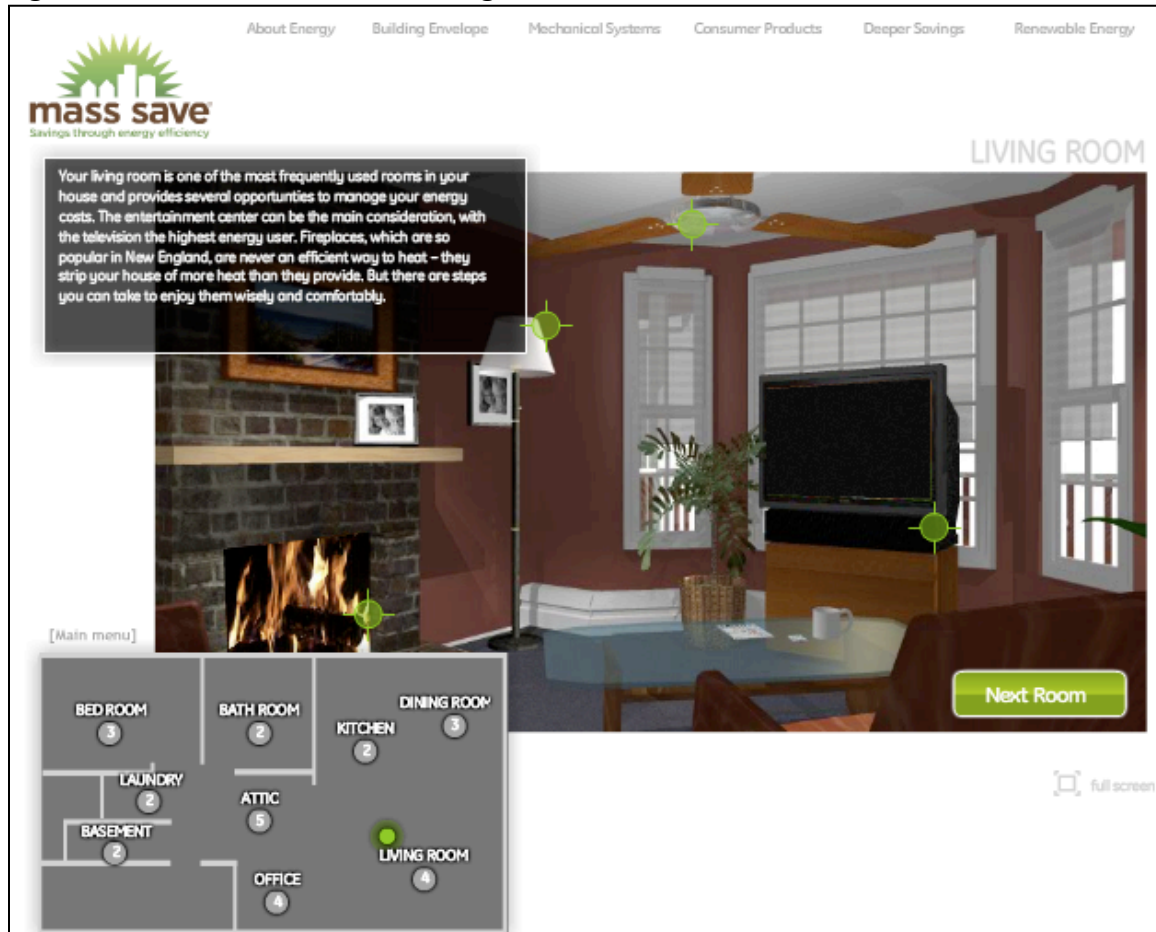
Figure 3: The Mass Save Homepage



The Mass Save website prominently features the Mass Save brand. Website segmentation is used to direct residential, business, and industry professionals to applicable energy efficiency information, services, and program information. Each PA logo can be found at the bottom of the Mass Save homepage.

It is important to note that the website does not offer a completely seamless visitor experience although there is an interest to move the website more in that direction. For instance, online PDF forms are not necessarily always branded as "Mass Save" and action items for business programs are sometimes missing (i.e. downloadable forms are not necessarily available).

Figure 4: A Virtual Home Walkthrough on the Mass Save website



The Mass Save website offers three different virtual home walkthroughs to teach visitors about the whole-house systems approach to energy efficiency and services and opportunities for energy efficiency investment. Visitors to this living room can learn about opportunities to save through energy efficient lighting, televisions, and ceiling fans and how a fireplace can exaggerate a building's stack effect. This interactive element is branded as Mass Save. Information about sponsoring PAs is available by clicking on the "Contact" link.

Figure 5: Residential Consumers Can Use the Website Search Engine to Identify Rebates Specific to Their Needs

The screenshot shows the Mass Save website interface. At the top, there is a navigation bar with links for 'About', 'News & Events', 'Contact', a search box, and 'Home' and 'Go' buttons. The Mass Save logo is on the left, and a row of three houses is on the right. Below this is a green navigation bar with three tabs: 'FOR YOUR HOME', 'FOR YOUR BUSINESS', and 'FOR INDUSTRY PROFESSIONALS'. The main content area is titled 'Lighting & Appliances: Find Incentives' with the subtitle 'Save on energy-efficient lighting and appliances.' Below this is a paragraph explaining that Massachusetts customers can take advantage of programs for single- and multi-family homes. The form is divided into 'Required' and 'Optional preferences' sections. The 'Required' section includes fields for 'City/Town' (with 'Boston' entered), 'Zip code', and 'Heating Fuel Source' (with a dropdown menu). The 'Optional preferences' section is titled 'What are you planning to buy?' and includes a grid of checkboxes for: Compact Fluorescent Light Bulbs (CFLs), Home Electronics, Light Fixtures, Pool Pumps, Refrigerator or Freezer, Room Air Cleaner, and Room Air Conditioner. A blue 'Find Incentives' button is at the bottom. On the right side, there is a sidebar with a 'Need Help? GIVE US A CALL' button and a list of categories: Overview, Lighting & Appliances (with 'Find Incentives' selected), Explore Services, Get The Facts, Income-Eligible Programs, Heating & Cooling, Building a House or Addition, and Multi-family with 5 or more dwelling units.

The Mass Save website has a search engine that enables users to perform targeted searches according to various, sometimes optional, attributes including location and fuel source to learn about services and incentives that are available to meet their specific needs and situation. For instance, residential consumers can fill out a form so that they can find rebates for the lighting and appliances they seek to upgrade.

Preliminary Campaign Success

Preliminary evaluation results of the 2010 effort suggest that the campaign was successful with respect to its first objective of increasing residential consumer awareness of the “Mass Save” brand, although the final study is not yet complete: According to an April 2010 baseline study of residential customers, only 36% of those surveyed had some familiarity with “Mass Save.” In December 2010, 49% of non-

participants had seen or heard the term “Mass Save” – an increase of 13 percentage points. This increase in awareness suggested by the preliminary results does not necessarily imply real consumer understanding of “Mass Save.” For example, in December, only 30% knew that the term “Mass Save” related to “saving energy.”⁸ The campaign was recently honored by the Association of Energy Service Professionals (AESP) with the “2011 Energy Award for Outstanding Achievement in Marketing Communications” at AESP's National Conference in Orlando, Florida, on January 18, 2011.⁹

Co-Branding

The application of co-branding has varied in Massachusetts depending upon the program, channel, or campaign in question, demonstrating that co-branding falls on a spectrum. As discussed above, the Mass Save website prominently features the Mass Save brand including the Mass Save look and feel. This direction is consistent with the language in the Plans that called for the development of an “integrated, user-friendly website prominently featuring the statewide brand.” The website describes the PAs as contributing sponsors. For example, the PAs are explicitly identified on the “About” page; the bottom of the Mass Save homepage; and the “Sponsors” page. A button on each sector landing page also produces a popup sponsor list.

Similarly marketing for the three-tiered 2010 statewide campaign prominently featured the Mass Save brand, look, and feel. For the most part, communications identified each of the PAs as sponsors without their logos (see Figure 6). On some materials the PAs were not mentioned. This occurred when space limitations precluded the inclusion of all nine PAs or when inclusion would have had a dilutive effect. Examples include website banner advertisements, Facebook wall posts, portable items (such as pens, notepads, and baseball cards created to feature the Mass Savers Business Award winners), and banners. On the promotional micro-site the individual PAs were

⁸ “EEAC EM&V Briefing, March 8th, 2011,” Ralph Prael, EEAC Consultant Team Lead for EM&V.

⁹ “Mass Save Honored for Outstanding Achievement in Marketing Communications,” February 14, 2011, *Reuters*.

not explicitly identified. Instead their sponsorship was captured by a phrase atop each webpage saying, “Brought to you by your electric and gas utilities and energy efficiency service providers” (see Figure 1).

The application of co-branding as it relates to program collateral varies significantly. For instance, Figure 7 shows an application available through the Mass Save website for the 2011 COOL SMART Residential Central Air Conditioning Rebate Program. This application prominently features the COOL SMART logo on the front page of the application, and includes the PA and Mass Save logos at the bottom of the second page. The PA and Mass Save logos are equal in size; and the look and feel of the application matches neither the Mass Save brand nor the brands of the PAs. Figure 8 shows a Commercial Kitchen Equipment Rebate Application that includes the Mass Save logo as well as each of the PA logos on the front page of the application. While the layout of the application is designed to highlight the Mass Save logo (and the logo is used in more than one location in the application) the overall look and feel – including coloring – does not match with other Mass Save collateral. Finally, Figure 9 shows an application available through the Mass Save website for the residential Major Renovations program. This application only features one PA -- NSTAR Electric -- and contains no mention of Mass Save. In fact, all Mass Save website visitors to the residential Major Renovations program page are directed to applications for their respective utility, and none of those applications include the Mass Save logo.

Figure 6: A Two-Sided Print-Advertisement Developed for the Statewide Campaign

**DOES YOUR BUSINESS HAVE
WHAT IT TAKES TO BE A
Mass Saver?**

Tell us how you've made energy-efficient improvements to your business or facility with the help of Mass Save®. You could be recognized at an exclusive awards event at Fenway Park.

When you take action to save energy, you can improve your business' operations and bottom line by taking part in programs like having an energy assessment, conducting a lighting retrofit, or many other upgrades or improvements.

Talk to your local utility or energy efficiency service provider to see if you're eligible for recognition at the MassSaver Awards Event this November. Ask them to nominate your business or property by telling them about energy efficiency measures you've taken or are planning on undertaking this year. You could be one of only twenty (20) businesses across Massachusetts selected for this prestigious award. Make sure to have your organization nominated before October 1, 2010.

To get started, talk to your local utility or energy efficiency service provider and for more program opportunities, visit MassSave.com.

About Mass Save
Mass Save is an initiative sponsored by Massachusetts' gas and electric utility companies and energy efficiency service providers, including Bay State Gas Company, The Gas Company, Cape Light Compact, National Grid, New England Gas Company, National Grid, Unitil, and Western Massachusetts Electric Company. The Sponsors of Mass Save work closely with the Massachusetts Department of Energy Resources to provide a wide range of services, incentives, trainings, and information promoting energy efficiency that help residents and businesses manage energy use and related costs.

Take charge of your energy! For more information on saving at your business and at home, visit MassSave.com.

mass save
POWERED BY THE PEOPLE

This image shows two sides of a print advertisement developed as part of the statewide campaign. The advertisement alerted commercial and industrial customers to the Mass Savers Business Awards event at Fenway Park (side one) and energy efficiency programs available for commercial and industrial customers (side two). The advertisement features the Mass Save brand; a motivational message to inspire energy efficiency action that also ties back to and personalizes the Mass Save brand (“Does Your Business Have What it Take to be a Mass Saver?”), and the Mass Save partnership with WEEI Radio and the Red Sox (the

WEEI logo appears on the front side of the advertisement; WEEI sportscasters Joe Castiglione and Dave O'Brien, voices of the Red Sox Radio Network, are pictured on the front side of the advertisement; baseball style script font is utilized for part of the motivational message; and the location of the awards event at Fenway Park is highlighted). The sponsorship of each of the PAs is noted on the backside of the advertisement in a blue callout box adjacent to the Mass Save logo. Individual PAs logos are not used. The ad content encourages readers to approach their local utility of energy efficiency service provider for program information as well as to visit the Mass Save website.

Figure 7: A 2011 Rebate Application for the COOL SMART, Residential Central Air Conditioning Rebate Program

2011 Rebate Application (MA)

DATE OF APPLICATION SUBMITTAL _____

CUSTOMER INFORMATION (Where equipment is located)

Customer Name _____ Electric Account # _____

Electric Utility: NSTAR Electric National Grid Western Massachusetts Electric Co Cape Light Compact Unil

Street _____ Apt/Unit # _____ City _____ State _____ Zip _____

Home Phone _____ Business Phone _____ Email Address _____

Name (Where rebate is to be mailed if different from above) _____ Tax I.D.# (If owner is incorporated and rebate is over \$500) _____

Street _____ Apt/Unit # _____ City _____ State _____ Zip _____

Owner Phone _____ Business Phone _____ Email Address _____

CONTRACTOR INFORMATION

Company Name _____ Contact Name/Title _____

Street _____ City _____ State _____ Zip _____

Telephone Number _____ Fax Number _____ Email Address _____

Tech. NATE-Certified? YES NO (not required for rebate eligibility)

CHECK ONE: New construction: ENERGY STAR Homes New construction Replacement system Adding cooling to existing ductwork Not an additional ductwork system

NEW EQUIPMENT INFORMATION

A	B	C	D	E	F
Install Date	AHRI Reference #	Manufacturer	Customer Model #	Coil Model #	SEER of CRU (Required)
(Example) 02/15/11	54324-65	XYZ Co.	XYZ Co. Outdoor Unit Model: 447X303DA1	XYZ Co. Indoor Unit Model: 4103201A1	13

REBATE FOR ENERGY STAR QUALIFIED SYSTEMS

The following rebates are available for residential central air conditioning equipment. This applies to split systems, mini-splits, and air source heat pumps that meet COOL SMART program criteria.

Rebate Type	SEER ¹	EER ²	HSPF ³	Rebate
Central AC ¹	14.5	≥ 12	8.2	\$150
Air Source Heat Pump	15	≥ 12.5	8.5	\$300
Central AC	16	≥ 13	N/A	\$500
Ductless Mini-split	14.5	≥ 12	8.2	\$500

REBATES & APPLICATION CHECKLISTS

An application cannot be processed unless all requested information and documentation is provided. An incomplete application will be returned to the sender. (NOTE: See rebate terms.)

ELIGIBILITY REQUIREMENTS

- Attach copy of customer invoice with equipment make, model, and size in tons and both coil and condenser model numbers and date and location of installation.
- EXV or EXV valve installed (applicable to split air models).
- Provide AHRI #, SEER, EER, and HSPF for replacement air conditioning systems installed for 1 year or less in MA.
- For all air source heat pumps installed for 1 year or less in MA.

Energy project, and agree not to file for such payments or credits either directly or

THE POWER OF ACTION

Unil **mass save** **NATE**

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A 2011 application for the COOL SMART Residential Central Air Conditioning Rebate Program available through the Mass Save website features the COOL SMART logo on the front page and includes the Mass Save logo and PA logos equally on the bottom of the second page. The overall look and feel of the application does not fit with either the Mass Save or PA brands.

Figure 8: An Application for Commercial Kitchen Equipment Rebates



Commercial Kitchen Equipment Rebates for Commercial, Industrial & Multifamily Customers



Save energy with high-efficiency equipment. Rebates are provided to reduce the cost difference between standard efficiency and high-efficiency equipment.







- ▶ Fryers
- ▶ Steamers
- ▶ Convection Ovens
- ▶ Combination Ovens
- ▶ Conveyer Ovens
- ▶ Rack Ovens
- ▶ Griddles

Electric Program Administrators



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Gas Program Administrators



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efficiency@unitil.com

The front page of this application includes each PA's logo and the Mass Save logo. Placement of the Mass Save logo at the top of the front page of the application as well as its inclusion on another page in the application highlights Mass Save's role overall. However, the look and feel of the application, including colors, do not match with the presentation of other Mass Save collateral.

Figure 9: NSTAR Application for the residential Major Renovations Program



This application is available on the Mass Save residential Major Renovations program webpage. This application only features NSTAR Electric and contains no mention of Mass Save. The application utilizes the look and feel of the NSTAR brand.

Benefits and Challenges of the 2010 Effort

The 2010 effort has presented benefits and challenges. On one hand, it has enabled the pooling of resources including money and time; facilitated cost sharing for highly visible marketing channels; provided consumers with a simplified online experience through the consolidation of information in one location (which has also provided a more uniform, equal experience for customers); enabled the presence of “Mass Save” at big events; spread general messages on energy efficiency benefits; and in some instances, supplemented individual PA marketing. On the other hand, significant opportunities to further integrate the statewide and PA efforts remain and the exact impact of the statewide effort on program performance and participation is unknown.¹⁰ With respect to statewide integration, some PAs have adopted the messaging, look, and feel of the statewide marketing effort into their individual campaigns. For example, some have updated their materials so that they conform with Mass Save collateral templates; use the Mass Save logo, website, content, and messages; and time their efforts to coincide or complement the statewide campaign. The smaller PAs seem to be further along than the larger PAs with respect to integration, perhaps in part because they don’t have the same kinds of budgets or personnel to invest in their own brands. Other PAs have not adopted the statewide marketing effort to the same degree. Indeed, use of the “Mass Save” brand has been perceived by some actors as reducing the opportunity for PA branding which could damage PA rankings and customer perceptions of PAs as energy efficiency providers. Finally, some PAs have questioned whether the statewide brand is appropriate for all programs, including those that are product-centric, seasonally variable, and/or reliant on direct outreach.

Conclusions

In some ways the Massachusetts story is more analogous to Connecticut’s situation versus the other states considered in this review. Like Connecticut,

¹⁰ Evaluation efforts are being refined to better answer these questions.

Massachusetts does not have a third-party program administrator as Oregon and New York do in the form of Energy Trust and NYSERDA, respectively. Additionally, the third-party administrators in Oregon and New York oversee portfolios that extend beyond energy efficiency to include renewable energy and in some cases other resources and initiatives. In contrast, Massachusetts and Connecticut purviews include energy efficiency only. One could argue that the broader scopes necessitated strong organizational brands in both Oregon and New York. In other words, a lack of public awareness and support for “Energy Trust” and “NYSERDA” would jeopardize the success of each organization and the wide variety of initiatives and programs they deliver.

“Mass Save” was the answer to Massachusetts’ need to develop a statewide marketing, outreach, and education effort as a mechanism to drive the achievement of substantial energy, environmental and economic savings and benefits. Interestingly, the “Mass Save” approach offers an alternative model for marketing energy efficiency: adopting a statewide efficiency brand that also delivers an actionable message.¹¹ This contrasts with the strong organizational brand approach adopted in Oregon and New York (which may not have been applicable in Massachusetts’ case, since Massachusetts does not have a statewide program administrator and the efforts were focused solely on energy efficiency). This also contrasts with the Connecticut approach, wherein the Connecticut Energy Efficiency Fund – the fund where the monies collected through Connecticut’s system benefits charge reside – is identified and elevated, with a specific logo for the Fund. Notably, Massachusetts could have selected their equivalent of the “Connecticut Energy Efficiency Fund” as the brand for their umbrella marketing effort, but chose not to. Instead, Massachusetts selected the “Mass Save” brand because of the reasons described above – i.e. it would achieve the “clear, consistent, and recognizable message about the individual and social value of energy efficiency” that was sought.

The Massachusetts experience also points to the important need to have evaluation tools in place to determine how the impact of any statewide marketing effort directly

¹¹ Some might argue the Oregon brand also conveys important messages around “trust.”

benefits program performance and participation. This is essential so that the various actors involved understand if and how the effort is being effective and to ensure that ratepayer money is being appropriately directed and well spent. The former is especially important to get buy-in from the various entities involved.

The issue of co-branding and integrated marketing in Massachusetts continues to be a topic of discussion among the various actors. The relationship between the program teams and program marketing teams and the statewide marketing effort continues to be undefined, with several residential programs retaining their own identities (Cool Smart, Massachusetts New Homes with Energy Star, GasNetworks), and with a number of PAs giving little reference to Mass Save on their websites.

The application of co-branding and degree of integration has varied depending on the program, channel, campaign, or PA in question. Unfortunately, this variation has the potential to confuse the residents and businesses that the EEAC, DOER, and PAs seek to reach through the statewide effort. Variation and/or inconsistency can reduce customer recognition, jeopardize opportunities to get messages across full and well, dilute the strength of the communications, and bring into question the credibility of the product, program, and/or the entity being represented. Clear, consistent, and accurate communications are essential. For any state that wants to pursue development and implementation of a statewide effort, the related strategic issue of the nature and degree of co-branding and the integration of marketing with utilities must be addressed. This will help to ensure that efforts are not duplicative, the statewide efforts are as successful as possible, and ultimately, that marketing money is not wasted.

New York: NYSERDA & LIPA

The New York discussion focuses on NYSERDA marketing efforts followed by information on LIPA's marketing work.

Introduction

The New York State Public Service Commission (PSC) called for the establishment of a Systems Benefit Charge (SBC) in 1996 to fund public policy initiatives not expected to be addressed adequately by the advent of electric industry restructuring. In 1998, funding for the first three-year period of the SBC, or "SBC I," was established. The New York State Energy Research and Development Authority (NYSERDA) was also designated as the third-party administrator of the SBC programs, collectively called the "New York Energy \$mart" programs at the time. Historically the Energy \$mart portfolio has offered services to promote energy efficiency and other public benefits energy programs including renewable energy infrastructure development; services for low-income New Yorkers; and research, development, and demonstration. SBC funding was renewed for another five years in 2001 and again in 2005. These reauthorizations are correspondingly referred to as SBC II and SBC III, and extended offerings from July 2001 to June 2006, and July 2006 to June 2011, respectively. Annual program funding increased under each of these SBC renewals.¹

Since the approval of the SBC III, several notable changes have taken place. In 2008, the PSC called for a ramp up of collections and program efforts to meet the State's "15 by '15" Energy Efficiency Portfolio Standard (EEPS)² to reduce electricity use by 15% from forecast levels by 2015. In compliance with this order, NYSERDA updated its operating plan to incorporate an additional \$85 million per year and offer new, "fast-

¹ Funding for SBC I was approximately \$78 million per year; funding for SBC II was approximately \$150 million per year; and funding for SBC III was approximately \$175 million per year.

² The EEPS order also initiated a charge on the bills of natural gas customers. In addition, under the portfolio standard, New York's investor-owned utilities also administer energy efficiency programs.

tracked” EEPS Programs. These programs commenced in 2009, and their funding and impacts are reported separately from New York Energy \$mart.³

In December 2010, the PSC approved a six-month extension of SBC III through December 31, 2011. In addition to this extension, the PSC approved the consolidation and transfer of eight New York Energy \$mart programs (and their associated budgets) into the EEPS portfolio, so that NYSERDA’s energy efficiency resource acquisition programs would operate under a similar set of rules and administrative requirements. Currently, the PSC is considering NYSERDA’s proposal for the next phase of SBC funding from 2012 through 2016. Under SBC IV, NYSERDA broadly proposes to continue its energy efficiency resource acquisition programs and technology and market development programs at roughly the same funding level as under SBC III.

Given these recent, and in some cases real-time developments, including the transition away from “Energy \$mart,” the discussion below will focus on Energy \$mart marketing and outreach through early 2009, when NYSERDA worked with Research Into Action Inc. (“Research Into Action”) to conduct a process evaluation of its Energy \$mart marketing and outreach activities to raise key issues about marketing effectiveness. Recent developments at NYSERDA will also be highlighted.

Pre-2009 Marketing Activities

In 2009 NYSERDA engaged Research Into Action to conduct a process evaluation of its Energy \$mart marketing and outreach activities to:

- Understand how marketing and outreach are defined, structured, guided, implemented and coordinated at NYSERDA; and
- Identify key marketing and outreach concerns and opportunities.

The evaluation included a review of website content and marketing materials, budgets, research, and contractor statements of work; and in-depth interviews with more than forty individuals, including NYSERDA directors, program and project managers, and

³ Some EEPS programs represent expansions of programs under New York Energy \$mart within SBC III. For example, EEPS funds were used to expand programs like Home Performance that were under the New York Energy \$mart umbrella.

contractors. A summary of Research into Action’s key findings and recommendations are described below.

According to the Research Into Action report, before 2009 the main entities designing and implementing marketing and outreach activities on behalf of Energy \$mart included NYSERDA’s internal Marketing and Economic Development Unit, and Communications Unit – both part of NYSERDA’s External Affairs Department; outside contractors; and program staff. The party or parties involved in marketing and outreach activities varied significantly depending upon the Energy \$mart program area. For example, the Clean Research and Market Development (R&D) program area had no dedicated marketing and outreach program staff and worked closely with NYSERDA’s internal staff to develop program brochures, fact sheets, reports, and press events. Similarly, the Energy Efficiency Services program area (EES), which housed the commercial and industrial programs, worked closely with the internal staff, but also had one staff person. Both R&D and EES also sought occasional contracted help for specialized expertise. On the other hand, the Residential Efficiency Affordability Program (REAP), home of the residential and low-income programs, had a marketing staff of its own. Consequently, REAP conducted most of its own marketing (including the maintenance of its own web identity, www.GetEnergySmart.org, a website separate from but connected to NYSERDA’s main website). REAP also contracted for many of its marketing services including strategy development, partner support, public relations, creative direction, media outreach, special events, and market research.

Meanwhile, views on the roles and responsibilities of Marketing and Economic Development differed across departments, and there was no consensus around the policies and procedures guiding marketing and outreach among the various actors. There were guidelines for style and terminology; an online work order system; and an internal review process for promotional materials. However, formal, written policies and procedures for outreach and marketing did not exist. As such, a majority of respondents interviewed by Research Into Action felt that NYSERDA “lack[ed] a cohesive, organization-wide communications strategy linked to program marketing” and that this

ultimately created “confusion and inconsistency.” This lack of an overarching, cohesive strategy and defined marketing structure and roles contributed to the following issues:

- REAP staff were not all clear on how to present NYSERDA’s overall role and mission to general audiences and sometimes felt like the Marketing Unit went beyond their role to significantly edit REAP’s work;
- Contractors were challenged to articulate NYSERDA’s programs and services beyond those that they represented and sometimes implemented marketing approaches that did not “fit” with the Authority’s organizational culture;
- Not everyone was clear on how NYSERDA’s various growing programs fit together or how best to take advantage of cross-program marketing;
- The NYSERDA website grew to 15,000 pages in part due to a lack of centralized oversight;
- Program marketing and outreach costs and outcomes were tracked differently according to program and or initiative, and there was some disagreement over how much tracking and reporting was actually needed; and
- Some felt that certain residential and commercial target markets might not be as well served as they could be.

Based on these observations, Research Into Action concluded that NYSERDA, “while conducting a great deal of marketing and outreach, and caring deeply about serving its customers well, [had] not embraced a strong organization-wide marketing philosophy and culture.” The evaluator suggested that this lack of positioning and branding was detrimental to NYSERDA in the long-term: “In an increasingly complex New York environment – where utilities may again be providing energy services, where local governments are getting more active, where more actors are being targeted, and where there are many ‘green’ messages and companies – [a lack of positioning and branding] makes NYSERDA vulnerable to questions about its role and value.” To that end, Research Into Action recommended that:

- 1) Senior management continue to establish a marketing philosophy and culture at NYSERDA, by supporting the positioning and branding roadmap in development (discussed below); bringing NYSERDA staff and contractors into the same marketing fold; benchmarking and tracking customer insights and indicators; and encouraging more marketing training;
- 2) The roles and responsibilities of the various actors be clarified and that over time, the central marketing group be established as having the responsibility for strategic direction, oversight, and guidance for marketing and outreach; and,
- 3) The Energy Analysis group, which concentrated on evaluation tasks, be utilized to help define marketing goals and indicators; oversee baseline and other marketing research; help gather information about new and underserved markets; and incorporate studies to measure marketing and outreach success.

Post-2009 Marketing Activities

Since the 2009 process evaluation, NYSERDA has made significant strides toward establishing a more integrated marketing approach and marketing philosophy and culture. These efforts have also coincided with a shift away from the focus on the “Energy \$mart” portfolio – described earlier – which had many program brands and logos and consequently caused customer confusion around who provided energy services and where to go to receive information.⁴

In 2010, NYSERDA completed a comprehensive organization-wide effort to evaluate NYSERDA’s brand communications and messaging, noting that “a well, articulated, valued brand [would] reinforce NYSERDA’s leadership position in meeting aggressive energy goals across the State and contribute to the credibility of NYSERDA’s communications, actions, and research.”⁵ This process, led by the Marketing and Economic Development Team, was informed by internal and external stakeholder

⁴ The NYSERDA staff with whom we spoke opined that the Energy \$mart brand gained little traction in the market place given the plethora of other energy type names, such as ENERGY STAR[®]. As a result, Energy \$mart was slowly phased out of marketing communications.

⁵ Toward a Clean Energy Future: A Three-Year Strategic Outlook 2010-2013

interviews; focus groups with commercial and industrial customers, R&D professionals, and residents; evaluation of market and economic trends; and brainstorming with NYSERDA staff. The goal of this process was to craft a recommendation that would represent NYSERDA as a whole; serve as a base for evaluating marketing strategies; align NYSERDA business activities; ensure brand consistency; improve external NYSERDA awareness; and increase the value NYSERDA delivers to New York State. Tools developed as a result of this process included NYSERDA's brand pyramid, brand promise, visual identity, and a brand toolkit (still in development). The marketing team was also reorganized to support this more integrated approach.⁶

The branding effort positioned NYSERDA as trustworthy, dedicated, accessible and customer-focused resource that provides objective, reliable information to New Yorkers so that all energy users can make confident and informed energy decisions. This positioning serves as a consistent foundation that informs program and sector-specific messaging (currently under development or in some cases recently launched). It is also supported by the brand toolkit.

The brand toolkit provides rules and principles around the use of colors; fonts and typography; tone; voice; photography; and the NYSERDA logo. The toolkit also contains communications templates for print ads, brochures, internal and external website banner ads, event signage, PowerPoint presentations; letterhead; business cards; technical reports; and newsletters. These templates in tandem with the principles laid out in the toolkit help to ensure that any promotional and informational materials developed are straightforward, easy to understand, and consistent with respect to style, manner, and tone.

For the most part, new marketing materials informed by the branding effort are not yet public, but will be soon. For example, new marketing materials targeting distinct

⁶ Per conversations with NYSERDA, the branding project began in mid-2009 and should be completed by July 2011, with the launch of the first tool kit edition. The branding project, commercial and industrial benchmark research project (discussed below), and website project (discussed below) were each implemented through competitively selected contractors with project area expertise. The contractor that helped to develop the grand style guide/tool kit, helped to develop all elements within the kit, including graphic and logo standards and new external and internal communications materials.

residential audiences and a new NYSERDA website, considered a “core element” of the new integrated marketing approach, are planned for launch later this year. The website will:

- Be aligned with brand guidelines;
- Be designed to improve customer experience;
- Be designed to improve information delivery; and
- Feature consistent site navigation and content integrated across program areas.⁷

Some new marketing for commercial audiences is already being used. This work is guided by the branding effort as well as a quantitative study that elucidated customer values and unique needs.⁸

Finally, the new NYSERDA approach strongly emphasizes the tracking of marketing success so that the value of marketing as it relates to program participation is well understood. This tracking will help to refine future marketing efforts. For example the quantitative study mentioned above will serve as the first benchmarking study around the commercial and industrial sector. In addition, website metrics, including hits to landing pages, will be used to improve the user online experience.

Utility Co-Marketing

When appropriate NYSERDA builds partnerships with utilities and other program administrators to co-market and jointly deliver energy efficiency programs, particularly when those programs are complimentary. On the residential front, NYSERDA works with utilities on a regular basis. One example is the EmPower low-income program, for which the utilities provide referrals and NYSERDA conducts follow-up. NYSERDA is also piloting

⁷ Per conversations with NYSERDA, the website project began in mid-2009 and is slated to launch in October 2011. The redesign includes a shift to a Content Management Solution platform. NYSERDA is also working toward a solution for www.getenergysmart.org, which provides resources on NYSERDA residential programs, as it has been mandated to begin using www.nyserda.ny.gov and phase out vanity URLs by the end of 2011.

⁸ Per conversations with NYSERDA, the Commercial and Industrial benchmark study was planned and fielded over a four month period in advance of the development of the new integrated commercial and industrial marketing. This study, in combination with findings from other NYSERDA commercial studies, informed the development of marketing strategies.

co-branded efforts with utilities on the commercial and industrial front.⁹ “Energy Efficiency for Health” represents a recent partnership between NYSERDA and National Grid that targets New York State hospital customers to reduce energy usage, operating costs, and greenhouse gas emissions.¹⁰ The program is offered in National Grid’s territory, and the two entities work together to provide hospitals with individualized and targeted technical assistance. Notably, both entities had direct competing funding to achieve big savings goals with hospitals, and the partnership was developed in consideration of this fact. Additionally, the partnership was perceived as a means through which efficiencies could be gained; program offerings could be strengthened; customer experience could be streamlined and simplified; and ultimately, participation could be boosted. NYSERDA and National Grid worked together from the ground up to shape the program so that it would offer as seamless an experience to customers as possible. Also, marketing materials were developed to ensure that the program was not represented as just a NYSERDA or just a National Grid program. In fact materials equally feature both brands and use messages and language that describe the partnership and emphasize how that partnership is an asset to customers (i.e. “A Powerful Partnership for Health”). A landing page separate from the NYSERDA and National Grid websites was also developed (www.energyefficiencyforhealth.com).

The Long Island Power Authority (LIPA), a non-profit municipal electric provider to over 1.1 million customers in Nassau and Suffolk counties, and the Rockaway Peninsula in Queens, also described a co-marketed effort between themselves and NYSERDA. This effort, which promoted energy efficient air conditioners, targeted downstate audiences. Per LIPA, program marketing equally featured both entities’ logos and utilized a central phone number that customers could call for information. This information line also directed customers to their proper service entity.

⁹ Prior to 2010, limited commercial and industrial co-branding efforts were conducted.

¹⁰ Another example of a commercial co-branded effort is the NYSERDA-Con Edison partnership for data centers. This effort and the Energy Efficiency for Health efforts are being deployed as pilot programs for evaluation and consideration for broader efforts.

LIPA noted that the existence of more than one hundred energy efficiency programs across New York State implemented by various entities may present an information challenge for customers. This may be the case especially for consumers who travel between service territories and are exposed to marketing for energy efficiency offerings not available to them. For example, LIPA said that there has been some customer confusion when NYSEDA and LIPA have not provided the same programs or offers, since both NYSEDA and LIPA customers can be exposed to the same media markets and related spill or may travel across service areas. LIPA and NYSEDA have sought ways to alleviate customer confusion. For example, NYSEDA matched LIPA's refrigerator rebate offering.¹¹

Additional Findings on LIPA's Marketing

LIPA described that their marketing efforts follow a three-tiered approach, whereby customers are reminded that LIPA is their provider of reliable electrical service; the availability of utility products and services for the delivery of reliable electricity is highlighted; and energy efficiency and renewable energy offerings are emphasized as a subset of those products and services. These latter communications also stress that efficiency helps customers to manage usage and costs and achieve long-term societal benefits. Over time, the goal of these efforts is for customers to naturally consider energy efficiency as part of their decision-making processes.

As much as possible, LIPA aims to blend its communications to deliver messages related to these three tiers concurrently. For example, a 2010 effort encouraging customers to sign-up for online billing included an interactive element that called attention to energy efficiency opportunities in the home. LIPA communications feature calls to action and have never been used just to enhance the LIPA brand. LIPA also strives to be uniform in its marketing approach by using consistent graphics, layouts, and typefaces.

¹¹ Per conversations with NYSEDA and LIPA, the Department of Public Service plans to launch an overarching awareness and behavior-change campaign soon. All of the EEPS program administrators and programs will be part of this effort.

LIPA does not feel that advertisements and targeted marketing are sufficient to reach all customer groups. As such, it seeks to understand where and when customers receive information and then inundate these channels to spread messages on energy efficiency offerings at the appropriate time. For example, LIPA understands that its customers trust trade allies and leverages the trade ally network to touch customers. This is accomplished through training trade allies around energy efficiency offerings and sales techniques. LIPA also uses an annual calendar to schedule its products messaging according to when products are sought. In addition, LIPA has found that customers consider utilities to be credible, trusted entities and will seek utility help around energy management. An example of this is when customers reach out to LIPA upon receipt of high energy bills. During such instances, LIPA will discuss with customers the availability of energy efficiency services and products as a means to drive down energy costs.

Over the last two-and-a-half years, LIPA has engaged a third-party evaluator to conduct market research including residential and commercial baseline studies around program awareness. A recent evaluation indicated that challenges exist with respect to energy efficiency awareness among commercial audiences. In response, LIPA is launching an energy efficiency campaign that utilizes radio spots to discuss how energy efficiency can be good for business.

Conclusions

The NYSERDA experience demonstrates how disparate and varied program marketing efforts, even if well intentioned, may:

- Cause confusion among the actors developing and implementing programs;
- Lead to missed opportunities to build awareness of products and services; and
- Lead to missed opportunities to engage hard-to-reach customers.

The lack of a strong, integrated marketing approach can undermine the achievement of increasingly ambitious goals for energy savings and program participation. Developing an integrated approach is essential to achieving these goals. This approach would include tracking procedures to measure success and tools to limit inconsistencies.

The NYSERDA experience also offers an approach to co-branding and joint program delivery that can strengthen and streamline the customer experience and program offerings. In a place like New York, where many energy efficiency programs are offered and market overlap may exist, such coordination may help ensure that customers receive clear communications on the programs that will benefit them.

The LIPA experience illustrates that many opportunities exist to promote energy efficiency products and services. It is important to consider all points of customer contact as opportunities to engage consumers around energy efficiency. These points of contact could include interactions with salespersons, energy assessors, and architects, deliver and thus represent energy efficiency products and services. The LIPA experience also underscores that utilities play an important role informing customers about energy efficiency. For example, the first instinct of some customer segments may be to contact their service provider for guidance on energy management. These considerations should be taken into account when developing co-branding strategies.