



BPA

Strategic Marketing Plan

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Objectives of the Strategic Marketing Plan

- Discover examples of successful energy efficiency (EE) marketing activities around North America
- Review the structure of successful endeavors, including the use of channel partners
- Suggest elements of an overall marketing strategy, positioning & brand
- Indicate the key skills that successful marketing groups possess
- Outline activities that could boost the marketing success of BPA's EE programs

SMP Approach

- **Situation Assessment**
 - Internal Benchmarking (Staff & Stakeholders Interviews)
 - External Benchmarking (Lit Review, Best Practice Case Studies)
- **Strategic Marketing Plan**
 - Industry Assessment (Technologies, Trends, Market Actors)
 - Company Assessment
 - Marketing Strategies

What We Heard

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

What We Heard

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



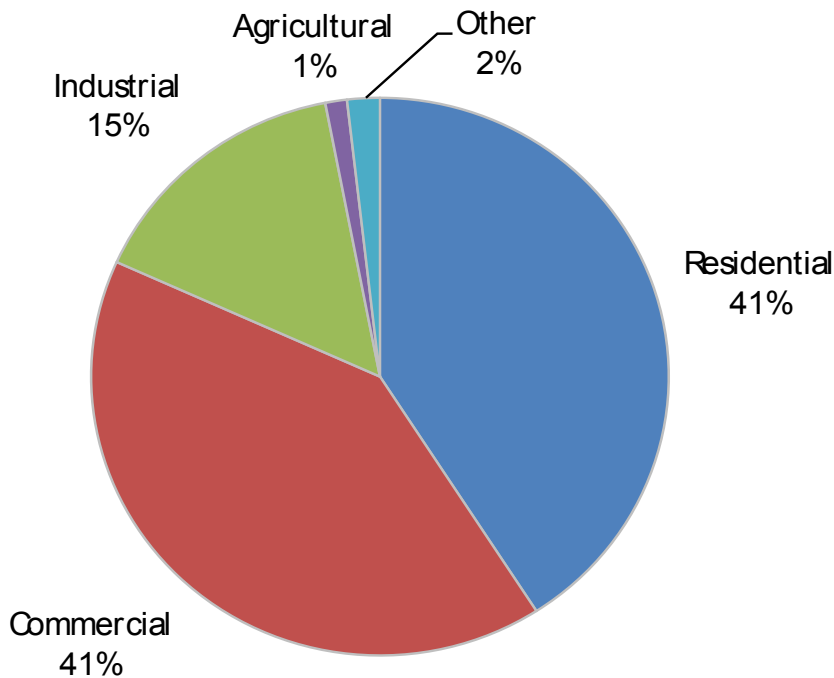
How Important is Communication?

What's a Kilowatt-Hour? Ummm...

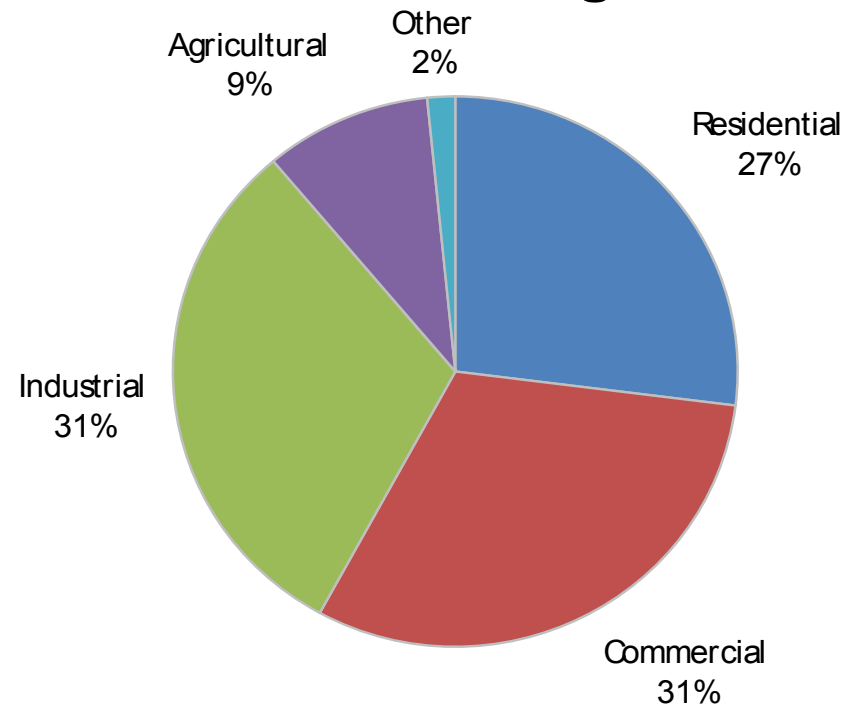
E Source PowerWalking Video

Planned Changes in Conservation Mix

2002-2006 Achieved Savings

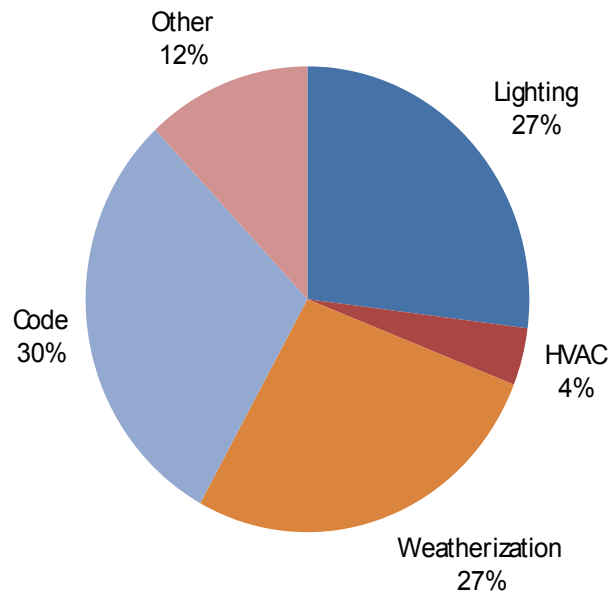


2007-2009 Targets

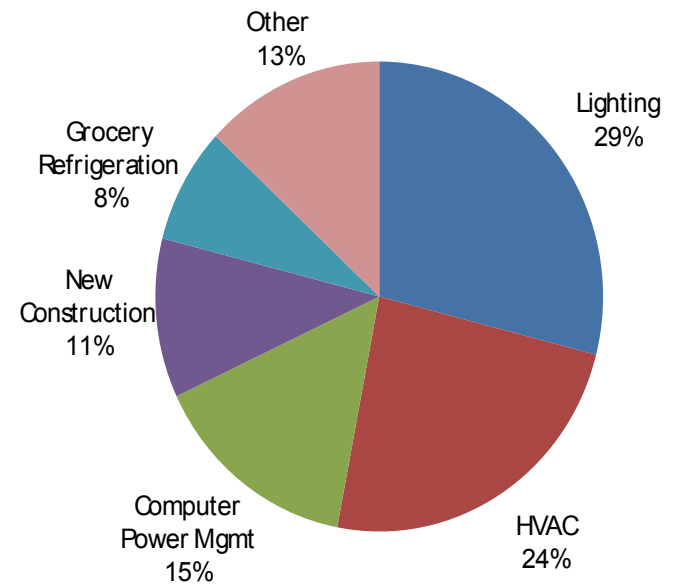


Commercial Sector Technology Mix

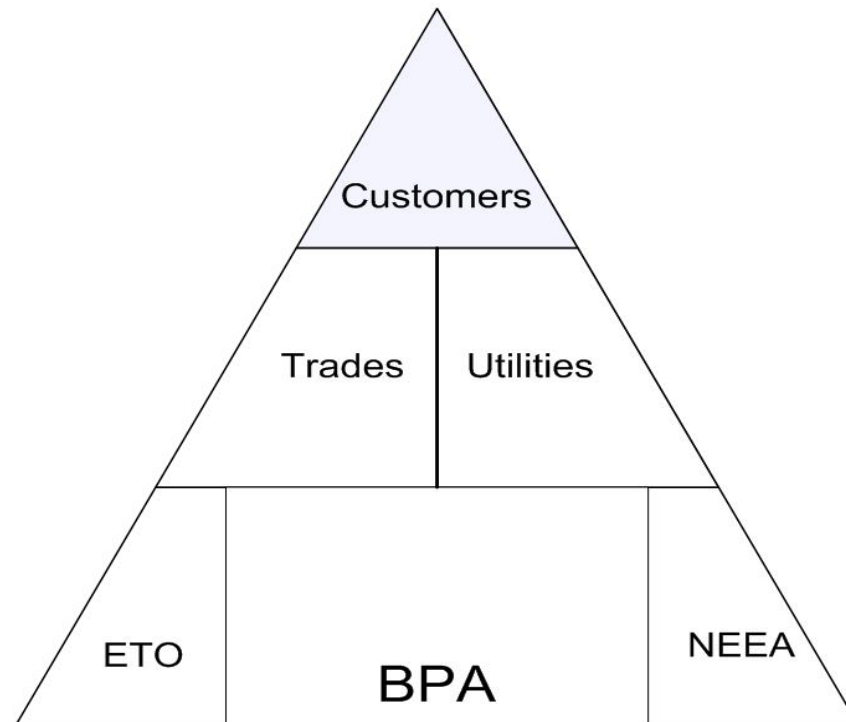
**Commercial Achieved Savings:
1980-2006**



Commercial 2007-2009 Targets



BPA Provides Support Role



Small & Medium Utilities: Ideas for Improved Marketing

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

Larger Utilities: Ideas for Improved Marketing

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

Regional Organizations: Ideas for Improved Marketing

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

Trade Allies:

Ideas for Improved Marketing

- BPA Could Play a Larger Role in Trade Ally Education & Training
- BPA May Want to Develop, with Utilities, Specific EE Programs/Marketing that are Implemented by Trade Allies
- Develop trade and consumer online networks
 - Social networks can create buzz in places like www.18seconds.org
- Invite Trade Ally groups to rotate on the USB, or have times set aside for Trades
- Expand co-marketing with regional, state and national efforts on specific programs to leverage resources

BPA:

Ideas for Improved Marketing

- Better coordination needed among BPA staff to adequately address industrial market
- Utilize sector-specific trade allies to enhance engineering (technical services) further
- Consistent look & feel of materials needed, with flexibility to customize aspects for local needs
- Staff *at all levels* in BPA need to get out and listen to customers more often
- Staff training in outreach, program implementation, and social marketing techniques could be valuable

Current Gaps in Marketing Approaches

- Need third party providers to market & sell programs
- More positive PR should be available for BPA's EE efforts
- More web based tools needed to relieve staff
 - make 'one-stop' online webshop for program partners to get info and submit reports
- More training, regional workshops needed on technologies, incentives available, etc.

Conflicts and Barriers

- **Regional dialogue** IS a big deal
- Bureaucracy in contracting, need more flexibility
- CRC reporting requirements – an over-correction?
- Are current programs **too risk averse**?
- The message that **'we're all in this together'** is not getting through to trade allies and local utilities
- There is a perception that NW Conservation ideas are too **'Portland-centric'**

Case Study Lessons

- Be innovative in the use **channel partners** and **strategic allies** to deliver energy efficiency programs.
- Position BPA and its member organizations as **information brokers** that *drive customers to the trade ally partner*
- Energy efficiency programs are scalable
- Match the technology to the program approach
- As the level of effort increases, BPA must demonstrate a sustainable commitment to EE programs

Current Marketing Approach & Brand

BPA's EE brand is characterized, by the following attributes:

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


Range of Potential Marketing Strategies

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

Black Balloons

- Non –hero behaviors
- Joint effort 3 ministries
- Strong visual
- Makes connection
- Barrier research indicates money and environment key
- 65% awareness at 4 weeks!
- Balloon concept for sale!
- Used in other ways: bill comparison
- http://video.vividas.com/media/vicgov_save_energy/

The average Victorian household produces around 240,000 balloons of greenhouse gas a year. Below are listed the top 10 things Victorian households can do to save money, energy and reduce greenhouse gas.

Top 10 Tips Checklist	 Annual Savings (Balloons)
1. Install or top-up insulation in ceilings	Up to 25,000
2. Switch off the second fridge	Up to 20,000
3. Take shorter showers – keep them under 5 minutes instead of the 8 minute average	16,000
4. Switch appliances off at the powerpoint wherever possible	7,800
5. Set thermostat to 18-20°C in winter and 26°C in summer	7,200
6. Wash clothes in cold water	4,300
7. Close off areas that don't need heating in winter	2,500
8. Replace standard light globes with energy efficient globes in high use areas	1,000
9. Seal draughts and gaps around external doors and windows	800
10. Switch off lights when not needed	700

Note: 1 balloon = 50 grams of greenhouse gas
For further information about how you can save greenhouse gas emissions, energy and money **telephone 1300 363 744** or visit www.sustainability.vic.gov.au

Revisiting the Themes

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

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

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

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