



FALL 2010 E SOURCE

# Utility Marketing Executive Council

SEPTEMBER 20, 2010 || WESTIN TABOR CENTER || DENVER, COLORADO

**8:00–8:30 a.m. Buffet Breakfast & Registration**

**8:30–8:40 a.m. Welcome & Introductions**

**8:40–9:45 a.m. The Two-Minute Drill: Getting More with Less**

In two to four minutes, Council members should describe and discuss the marketing approaches they're taking that have improved overall marketing return on investment. Members can speak on a single program or campaign or an overarching technique. This will give all attendees a quick, valuable snapshot of the variety of approaches others are taking to increase marketing success. In addition, we'll ask Council members to articulate the biggest marketing challenge their company is facing. We'll allow time later in the day for the group to help address those challenges.

**9:45–10:15 a.m. The "Customer of the Future": Who Are They and Who Will We Become?**

Who will utility customers be in 5 or 10 years? We'll discuss current trends and the grand (and often questionable) pronouncements about the future from vendors, consultants, and utilities alike. We'll attempt to discern fact from fiction, based on our utility and customer experience, and consider potential implications for near-, medium-, and long-term strategic and tactical planning in marketing, new products, communications, brand positioning, and customer experience management.

- What will utility customers want from you? What will you expect from yourselves?
- What services will you be providing to customers?
- What will your relationship with customers look like? How much interaction will you have? How will you be reaching them?
- How should utilities prepare? Will utilities need to adjust, both short and long term, to address this?

**10:15–10:30 a.m. Break**

**10:30–11:30 a.m. Social Media Strategy**

Facebook, MySpace, Twitter, and blogs continue to grow in popularity within the general population, and more utilities are participating in this rapidly evolving marketing and communications channel. In this session, we'll talk about where we were six months ago, where we are today, and what's in store for the future.

- What have you learned about the social and new media spaces over the past six months?
- What challenges are you facing as you work through your social media strategy?
- What advice would you give others who are just starting out?
- What have been your social media wins and losses? What can we learn from real-world situations?
- What internal and external implementation challenges have you seen?
- What metrics are you using to track and assess social media?
- What has social media meant for your interdepartmental relationships, communications, and collaboration? What potential pitfalls should utilities avoid? Do you have any advice to share with the Council?



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## **11:30 a.m.–12:15 p.m. Market Research**

The 2010 U.S. Census is well underway, and it's guaranteed to reveal a new and rapidly evolving face to the modern American diaspora. How are we really capturing the necessary knowledge about our marketplace with market research? Does the current regulatory framework allow market research to be effectively leveraged? With restricted resources coupled to higher performance expectations, how can market research have a tangible impact on marketing our demand-side management (DSM) programs and influencing utility brand perception? We'll talk about insight we've gained about customer attitudes and behaviors, as well as how utilities and other marketing organizations adapting.

- What market research is currently being done by utilities and why?
- What are the goals for market research? What will you do with the data?
- How are you translating market research into action?
- Is it cost-effective for you now? Will it be cost-effective in the future?
- Do internal barriers exist? How do you overcome this resistance?
- What departments are involved in market research? What is the best process?
- What can you tell us about your methodologies, timing, channels, best practices, or lessons learned?
- Are you doing segmentation market research?

## **12:15–1:00 p.m. Lunch**

## **1:00–1:45 p.m. Social Marketing and Behavior Change**

Compared to just two short years ago when E Source held its first social marketing event, the buzz and activity about behavior change has really accelerated. In this session, we'll review what the Council members' companies are doing with specific social marketing campaigns, and we'll investigate how behavior change can be integrated into DSM marketing approaches.

- Do you have a campaign in progress or in planning? What is it?
- Who has used OPower or a similar program? What are results?
- What programs have you been following? What do you like or dislike about them?
- Who is using the framework of community-based social marketing?
- What are the challenges of getting a behavior-change marketing program up and running? Did you have a problem getting management or the public utilities commission on board?
- How are results being measured?
- Are you using a web-based social marketing platform? What vendor do you use? What does it do?



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## **1:45–2:30 p.m.            Marketing, Promotion, and Communications: What's Working?**

A market-potential study can look at technologies, but much of the real DSM work comes down to convincing customers to actually participate. Many programs fail—not because of poor program design, but because of poor marketing plans and weak execution. In this session, Council members will share war stories about successes and failures.

- Be brave and have some fun. Tell us what *hasn't* worked, such as failed campaigns.
- What advertising or promotional approaches seem to have the most impact (residential, small businesses, or something else)?
- What are some of the channels that seem to work best in each sector?
- When are rebates unnecessary, or when can they be substantially reduced?
- How are utilities tracking the success of various marketing approaches?
- How does segmentation fit into the marketing mix?

## **2:30–3:00 p.m.            New Product Development**

Utilities are constantly developing new and better programs, products, and services. Some have formal new product development (NPD) processes for this task; others do it informally. But effectiveness of the processes varies tremendously.

- How does your company do NPD? Does it work well?
- Do you have a formal process? Who approves new products? How long does it take?
- What departments participate in the NPD process? Who's in charge?
- Where do the ideas come from?
- What kinds of pilot programs have been implemented?
- How do you measure success?

## **3:00–3:15 p.m.            Break**

## **3:15–3:45 p.m.            Branding, Reputation, Satisfaction, and Marketing: How Does It All Fit Together?**

Utilities always want high customer satisfaction and a strong, positive reputation. Historically, this has been derived by achieving greater reliability, keeping prices low, and having adequate customer service. But customers are expecting more from their utilities these days. They want utilities to be clean and green, to offer them ways to save money, and to be their energy partner.

- What is your utility's brand? Go beyond just your tagline and image presentation. What would your customers say about you in private?
- How does marketing influence this brand?
- How dominant is energy efficiency in your corporate communications?
- Do you have market research that gauges your customers' desire for energy-efficiency programs and renewables?
- How integrated are you with corporate branding?



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**3:45–4:15 p.m. Strategic Grab Bag: Organizing Communications, Marketing, and Advertising; Benchmarking and Goal-Setting for 2011; Smart Meter Deployments; and Electric Vehicles**

During our final session of the day, we'll cover topics identified as areas of concern or interest during our Spring 2010 E Source Utility Marketing Executive Council. We'll share ideas about organizing communications, marketing, and advertising; share benchmarking concepts and data; highlight goals for the remainder of 2010; and touch on the latest happenings in smart meter deployments and smart grid infrastructure investments.

- What are the different ways that utilities are monitoring and managing their communications, marketing, and advertising?
- What projects and programs are putting pressure on your marketing and outreach planning?
- What are your goals for 2010–2011? How do you realistically set targets in this uncertain and seemingly unstable environment?
- What have you learned from management, staff, and industry leaders that you can share with the Council?
- How are utilities marketing and communicating about smart grid?
- What big events occurred in the past six months, and what do the current trends suggest for the remainder of 2010?
- What adjustments can be made to effectively market programs and position them for success in 2011?

**4:15–4:30 p.m. Wrap-up and Next Steps**

E Source will take input from attendees on next steps, actions, and topics for the next Utility Marketing Executive Council.

**4:30 p.m. Adjourn**

**5:30–7:00 p.m. Forum Welcome Reception**

Join us for drinks and appetizers and get to know other attendees.

**7:00 p.m. Utility Marketing Executive Council Dinner**

Join us for a complimentary dinner in LoDo (lower downtown Denver). Preregistration is required.