

Matt Perry
Michael Shue
DDB San Francisco
600 California Street
San Francisco, CA 94108

Matt.perry@sf.ddb.com
mshue@ddcpublicaffairs.com

April 5, 2017

ADVICE LETTER DDB-2

PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

SUBJECT

SUBMISSION OF DDB'S 2017-2018 JOINT CONSUMER ACTION PLAN

DDB hereby submits its proposed Joint Consumer Action Plan, as shown in the enclosed Attachment.

PURPOSE

The purpose of this Advice Letter is to submit DDB's proposed Joint Consumer Action Plan for the dates April 1, 2017 to March 31, 2018, under the auspices of California Public Utilities Commission (Commission) Application (A.) 12-08-007.

BACKGROUND

In addition to the Five-Year Marketing, Education and Outreach (ME&O) Strategic Roadmap, which will guide the customer engagement efforts for the next five years, DDB is submitting a Joint Consumer Action Plan on an annual basis. This document reflects what the customer engagement campaign will accomplish from April 1, 2017 through March 31, 2018.

DDB has included the *"goals and objectives, target audiences, high-level approaches and strategies, metrics, and implementation roles and responsibilities for each strategy."*¹ Each Joint Consumer Action Plan will also include opportunities, where appropriate, to integrate Commission priorities, as reviewed during a February 2017 workshop with Program Administrators (PA) and the Commission, into the statewide customer engagement campaign and complement PAs' regional customer engagement efforts.

¹ D. 16-03-029, p. 5.

DISCUSSION

The following is a brief description of the Action Plan. The details are available in Attachment A – 2017-2018 JOINT CONSUMER ACTION PLAN.

This document reviews the customer engagement vision, goals, and objectives as decided upon in Decision (D). 16-03-029, as well as the marketing objectives, awareness and intent to act, presented in the Roadmap. DDB has identified three audience segments it will focus on in 2017 - 2018: Spirited Promoters, Quiet Advocates and Rational Participants. DDB plans to implement the statewide “customer engagement” umbrella marketing campaign (formerly known as the statewide ME&O campaign) through a variety of channels, including: digital (website and social media), paid media, public relations and community engagement channels.

In laying the foundation of the energy movement, these channels serve as a conduit to creating awareness among California residents and small businesses across all demographics, including Spanish-, Chinese-, Korean- and Vietnamese-speaking individuals as well as harder-to-reach audiences, such as Californians with disabilities. Each channel has its own specific strategies, tactics, and corresponding metrics in Year 1. The Annual Joint Action Plan has two macro categories: the Energy Upgrade California brand (Section 5) and strategic partnerships (Sections 6 and 7).

Lifting and leveraging the brand in the first year will be critical to ensuring as many Californians as possible recognize and trust Energy Upgrade California. In such, partnerships with community-based organizations (CBOS) allow Energy Upgrade California to engage harder-to-reach and economically-disadvantaged Californians. Lastly, DDB is working with Accountable and Supportive parties to integrate high-level priorities of the Commission into statewide customer engagement as appropriate.

COST RECOVERY

Per Decision, 16-09-020, The ratepayers of Pacific Gas and Electric Company (PG&E), Southern California Edison Company (SCE), San Diego Gas & Electric Company (SDG&E), and Southern California Gas Company (SoCalGas) shall continue to fund the annual budget of the statewide Marketing, Education, and Outreach program according to the existing percentage shares contributed by each utility: 46.74% for PG&E, 32.68% for SCE, 12.43% for SDG&E and 8.14% for SoCalGas.

Further details on revenue requirements for each utility are available in the following approved advice letters:

- PG&E Advice Letter 3783-G/4963-E
- SDG&E Advice Letter 3025-E/2542-G
- So Cal Gas Advice Letter 5074
- SCE Advice Letter 3508E

EFFECTIVE DATE

DDB believes that this filing is subject to Energy Division disposition and should be classified as Tier 1 pursuant to A. 12.08-007. DDB respectfully requests that this filing become effective on April 5, 2017.

PROTEST

Anyone may protest this Advice Letter to the California Public Utilities Commission. The protest must state the grounds upon which it is based, including such items as financial and service impact, and should be submitted expeditiously. The protest must be made in writing and must be received no later than April 25, 2017 which is more than 20 days of the date this Advice Letter was filed with the Commission. There is no restriction on who may file a protest. The address for mailing or delivering a protest to the Commission is:

CPUC Energy Division
Attention: Tariff Unit
505 Van Ness Avenue
San Francisco, CA 94102

Copies of the protest should also be sent via e-mail to the attention of the Energy Division at EDTariffUnit@cpuc.ca.gov. A copy of the protest should also be sent via e-mail to the addresses shown below on the same date it is mailed or delivered to the Commission.

Attn: Matt Perry
DDB
600 California St,
San Francisco, CA 94108
E-mail: Matt.Perry@sf.ddb.com

Attn: Michael Shue
DDB
600 California St,
San Francisco, CA 94108
E-mail: MShue@ddcpublicaffairs.com

NOTICE

A copy of this filing has been served on the utilities and interested parties shown on the attached list, including interested parties in A.12-08-007, by providing them a copy hereof, either electronically or via the U.S. mail, properly stamped and addressed. Address changes should be directed to the email above.



MATT PERRY

Business Lead at DDB



MICHAEL SHUE

Executive Vice President of DDC

CALIFORNIA PUBLIC UTILITIES COMMISSION

ADVICE LETTER FILING SUMMARY ENERGY UTILITY

MUST BE COMPLETED BY UTILITY (Attach additional pages as needed)

Company name/CPUC Utility No. Pacific Gas and Electric Company/ U 39 M

Utility type:

☒ ELC ☐ GAS

☐ PLC ☐ HEAT ☐ WATER

Contact Person: __ Matt Perry and Michael Shue

Phone #: (415)732-3692 / (202) 830-2067

E-mail: Matt.Perry@sf.ddb.com / mshue@ddcpublicaffairs.com

EXPLANATION OF UTILITY TYPE

ELC = Electric

GAS = Gas

PLC = Pipeline

HEAT = Heat

WATER = Water

Tier: ☒1 ☐2 ☐3

Advice Letter (AL) #: DDB-2

Subject of AL: SUBMISSION OF DDB'S 2017-2018 JOINT CONSUMER ACTION PLAN

Keywords (choose from CPUC listing): Energy Efficiency, Compliance

AL filing type: ☐ Monthly ☐ Quarterly ☐ Annual ☒ One-Time ☐ Other

If AL filed in compliance with a Commission order, indicate relevant Decision/Resolution #:
n/a

Does AL replace a withdrawn or rejected AL? If so, identify the prior AL n/a

Summarize differences between the AL and the prior withdrawn or rejected AL¹: n/a

Resolution Required? ☐ Yes ☒ No

Requested effective date: April 5, 2017

No. of Tariff Sheets: 0

Estimated system annual revenue effect (%): n/a

Estimated system average rate effect (%): n/a

When rates are affected by AL, include attachment in AL showing average rate effects on customer classes (residential, small commercial, large C/I, agricultural, lighting).

Tariff schedules affected: n/a

Service affected and changes proposed¹: n/a

Pending advice letters that revise the same tariff sheets: n/a

Protests and all other correspondence regarding this AL are due no later than 20 days after the date of this filing, unless otherwise authorized by the Commission, and shall be sent to:

CPUC, Energy Division

Attention: Tariff Unit

505 Van Ness Ave., 4th Flr.

San Francisco, CA 94102

EDTariffUnit@cpuc.ca.gov

Attn: Matt Perry and Michael Shue

DDB

600 California St,

San Francisco, CA 94108

E-mail: Matt.Perry@sf.ddb.com

E-mail: MShue@ddcpublicaffairs.com

¹ Discuss in AL if more space is needed.

Appendix A: 2017-2018 Joint Consumer Action Plan

Table of Contents

1. EXECUTIVE SUMMARY	4
1.1 Customer Engagement Goals.....	5
1.2 Customer Engagement Objectives.....	6
1.3 Priorities in 2017	6
1.4 Year 1 at a Glance	7
2. AUDIENCES	8
2.1 Aligning Segments with Campaign Messaging.....	9
2.2 Addressing the Multiple Languages in California.....	10
2.3 Engaging Californians with Disabilities	10
3. MESSAGING	11
4. CHANNELS.....	11
4.1 Paid Media	11
4.2 Website	12
4.2.1 Website Tracking	12
4.2.2 Act, Enroll, Invest	12
4.3 Media Markets (Public Relations)	13
4.4 Community Engagement.....	13
4.4.1 Organizations for Economically Disadvantaged	13
4.4.2 Environmental/Energy Advocacy Organizations	13
4.4.3 State-Based Businesses/Organizations.....	13
4.4.4 Education	14
5. BRAND LIFT AND LEVERAGE.....	14
5.1 Strategies and Tactics.....	14
5.1.1 Establish a New Brand Identity	14
5.1.2 Redesign the Website	15
5.1.3 Use Broad Media Channels and Impactful Placements	15
5.1.4 Align with Contextually Relevant Content	15
5.1.5 Utilize Engaging Media Channels	15

5.1.6 Drive Participation through Retargeting and Repeated Exposure	15
5.1.7 Distribute Messages through Regional Media Channels	15
5.1.8 Inject the Energy Upgrade California Brand	16
6. STRATEGIC PARTNERSHIPS: Community Engagement Relationships	16
6.1 Strategies and Tactics.....	16
6.1.1 Explore Long-Term Partnerships.....	16
6.1.2 Identify and Reach Out to CBOs	17
6.1.3 Educate and Coordinate with Well-Established CBOs	17
6.1.4 Utilize Unique Messaging	17
6.1.5 Form Alliances with Groups and Institutions.....	18
7. STRATEGIC PARTNERSHIPS: Collaboration with Supportive and Consulted Parties	18
7.1 Commission Priorities and Statewide Customer Engagement	19
7.1.1 Integration Matrix.....	21
7.1.2 Working with Supportive and Consulted Parties in Year 1	21
7.2 Strategies and Tactics.....	22
7.2.1 Utilize the framework of existing energy management programs to expand EUC's umbrella campaign.....	22
7.2.1.1 Paid Media	22
7.2.1.2 Digital	22
7.2.2 Leverage Relationships with CBOs.....	22
7.2.2.1 Public Relations.....	22
7.2.2.2 Community Engagement	22
8. METRICS.....	23
9. TIMELINE.....	25
10. BUDGET.....	25
11. CONCLUSION	26
12. APPENDIX	27
12.1 Audience Segmentation.....	27
12.2 Creative Assets.....	27
12.3 RASCI Model: Roles and Responsibilities	29
12.4 Definitions and Commonly Used Acronyms	29
12.4.1 Definitions.....	29

12.4.2 Commonly Used Acronyms..... 30

12.5 Media Launch Plan..... 30

2017-2018 Joint Consumer Action Plan

1. EXECUTIVE SUMMARY

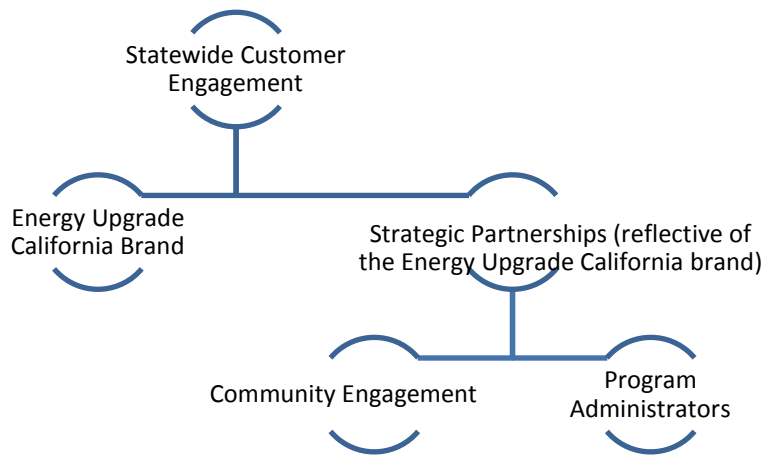
In addition to the Five-Year Marketing, Education, and Outreach (ME&O) Strategic Roadmap, which will guide the customer engagement efforts for the next five years, DDB is submitting a Joint Consumer Action Plan on an annual basis. This document reflects what the customer engagement campaign will accomplish from April 1, 2017 through March 31, 2018.

DDB has included the “*goals and objectives, target audiences, high-level approaches and strategies, metrics, and implementation roles and responsibilities for each strategy.*” Each Joint Consumer Action Plan will also include opportunities, where appropriate, to integrate Commission priorities into the statewide customer engagement campaign.

This document reviews the customer engagement vision, goals, and objectives as decided upon in Decision 16-03-029. The Joint Consumer Action Plan will discuss in further detail: *whom* customer engagement is targeting, *what* the message is, *where* the message will come from, and *how* the message will be conveyed to the customer in Year 1. For reference, the chart below shows how the document is structured:

Increase Awareness + Intent to Act	Audience	Channel	Message	Brand	Partnerships (Community and PAs)
Why	Who	Where	What	How	

Through DDB’s quantitative 2017 Audience Segmentation Study, DDB has identified three audience segments it will focus on in 2017-2018: Spirited Promoters, Quiet Advocates, and Rational Participants. DDB plans to implement the statewide “customer engagement” umbrella marketing campaign (formerly known as the statewide ME&O campaign) through a variety of channels. Digital (including website), paid media, public relations, and community outreach channels will be used to lay the foundation for the energy movement and create awareness among California residents and small businesses across all demographics, including Spanish-, Chinese-, Korean- and Vietnamese-speaking individuals. Each channel has its own specific strategies, tactics, and corresponding metrics in Year 1. The Annual Joint Action Plan has two macro categories: the Energy Upgrade California brand (Section 5) and strategic partnerships (Sections 6 and 7).



Lifting and leveraging the brand in the first year will be critical to ensuring as many Californians as possible recognize and trust Energy Upgrade California. In such, partnerships with community-based organizations (CBOS) allow Energy Upgrade California to engage harder-to-reach and economically-disadvantaged Californians. Lastly, DDB is working with Accountable and Supportive Parties (for a complete description of roles and responsibilities, please reference Appendix 11.3) to integrate high-level priorities of the Commission into statewide customer engagement as appropriate.

1.1 Customer Engagement Goals

For reference throughout the Joint Consumer Action Plan, the vision and long- and short-term goals (Commission D. 16-03-029)¹ are listed below:

- Vision. *All Californians will be engaged as partners in the state’s energy efficiency, demand-side management, and clean-energy efforts by becoming fully informed of the importance of energy efficiency and other demand-side efforts and their opportunities to act. Statewide ME&O should serve as a lead generator for local and regional programs and drive consumers to directly take actions to reduce or manage energy use in other ways.*
- Long-term goal. *Statewide ME&O will lead consumers to products, services, and rates that empower all Californians to take actions that will lead to lower bills, higher energy efficiency, and the adoption of demand-side solutions including customer-owned renewable energy technologies.*
- Short-term goal. *Energy Upgrade California is an integrated, umbrella, statewide ME&O effort that provides California residents and small-business owners with information about energy*

¹ D. 16-03-029. Appendix A, p. 1.

concepts, programs, services, rates, and benefits of taking action so that all Californians are empowered to 1) understand their energy use, the opportunities available for them to act, and the benefits of their action and 2) take well-informed action to better manage their energy use.

1.2 Customer Engagement Objectives

As stated in the Five-Year ME&O Strategic Roadmap in Section 6.1, because the statewide customer engagement effort is primarily delivering marketing communications, measurable outcomes of this effort will be **Awareness and Intent (to act)**. These critical objectives lay the foundation for behavior shifts; attitudes and perceptions shift prior to behaviors and actions. With finite resources, DDB is focusing on the most critical needs of the statewide customer engagement campaign.

In Year 1, DDB will create a greater awareness of the Energy Upgrade California brand, its mission, and energy management actions that Californian residents and small businesses can take to contribute to the statewide goal.

The chart in Section 8 (or Section 6.2 of the Roadmap) outlines the objectives, metrics, and goals.

1.3 Priorities in 2017

Decision 16-03-029 states: *“Commission staff shall develop a preliminary proposal which prioritizes program areas on an annual basis. The preliminary staff proposal will then go to stakeholders for their comments and suggestions.”* On February 7, 2017, DDB, Commission staff, and Program Administrators (PAs) prioritized program areas to determine how Energy Upgrade California would integrate and coordinate with high- and low-level priorities.

The Decision goes on to state, *“Topics that are ranked as a high priority through this process will be the subject of a one-year ‘Joint Consumer Action Plan.’”* Per a collaborative process with the Commission and PAs, DDB has defined a list of program priorities. As stated in Section 3.2 of the Roadmap, integration will occur through: *“understanding and identifying points of intersection between customer engagement and specific programs or initiatives; DDB will integrate the Commission’s high-priority programs and initiatives into customer engagement communications (high-level awareness messaging) as appropriate, in alignment with PAs.”* For the purposes of the Joint Consumer Action Plan, the following programs are regarded as high-level priorities in 2017-2018, ranked in order of importance as they relate to customer engagement:

- Energy Management Behaviors
- Energy Management Technologies (EMT)
- Lighting
- Home Energy Checkup/Advisor
- Residential Rate Reform/Time of Use (RRR/TOU)*
- Energy Savings Assistance Program (ESA)
- Energy-Efficient Appliances
- Home Upgrade Program/Whole House*

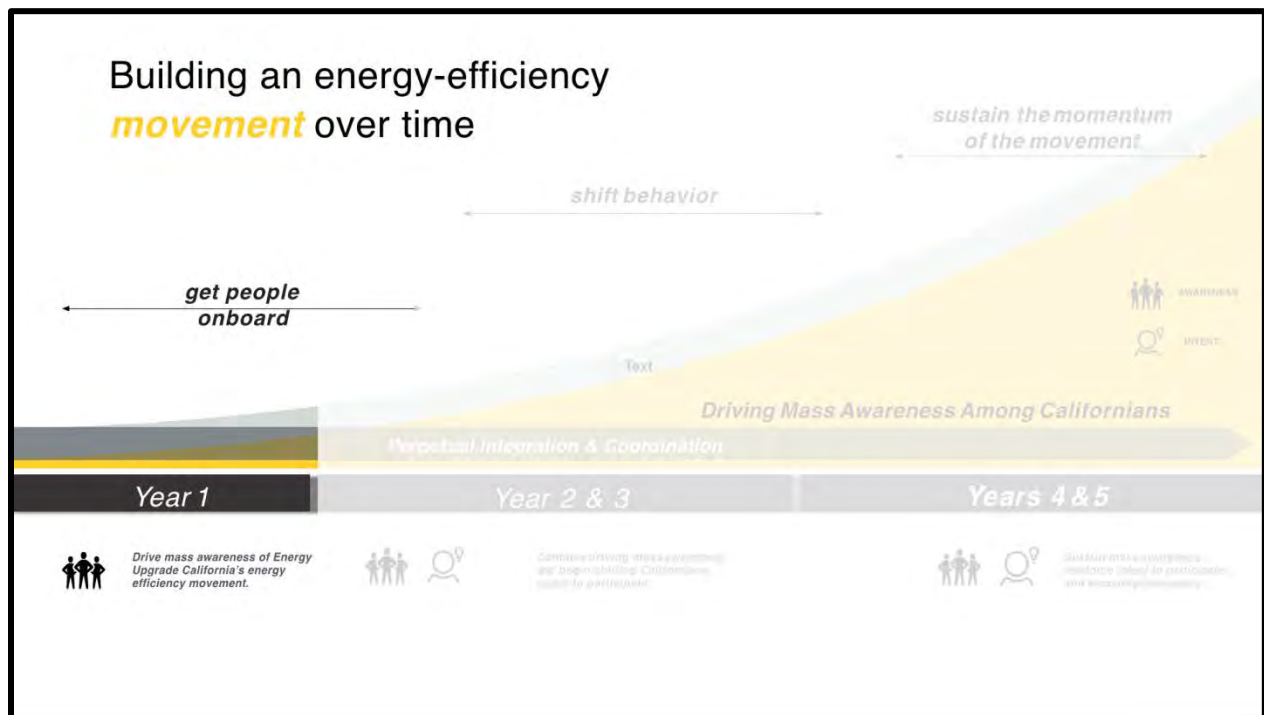
Note: “Behavior change” is not a structured program, but because Energy Management Behaviors, such as turning off a light switch, among Californians are critical to reducing greenhouse gas (GHG) emissions, behaviors are a focus of the Commission, PAs, and statewide customer engagement.

**Regional differences will be considered to ensure messaging is streamlined and appropriate across all PAs.*

1.4 Year 1 at a Glance

During Year 1, the role of the customer engagement initiative is to raise awareness among all Californians (including residents and small businesses) and foster excitement and enthusiasm to join Energy Upgrade California’s energy movement. In turn, the customer engagement campaign will drive energy-educated Californians actively engaged in their energy management to PAs, where consumers can learn about the ways they can take action to be more energy efficient.

DDB’s efforts in Year 1, in conjunction with the Commission and PAs, will lay the groundwork to create behavior change and referrals to PAs. It will be a continual focus of customer engagement to drive Californians to their energy provider to take even more energy-management actions (including energy-smart purchases) through coordinated, planned strategies.



2. AUDIENCES

DDB utilized a multi-phase, quantitative approach (Segmentation and Brand Tracking Hybrid Study) to produce relevant and actionable audience segments, which will ultimately result in maximizing long-term impact and behavior change. Customer engagement will target all Californians (encompassing adult residents and small-business owners) from those who are currently inactive skeptics to those who are active stewards. The segmentation study* revealed five segments of Californians as follows:

- **Rationale Participant Segment: 30%**
 - These Californians are aware of issues but not motivated to do anything
 - Example: *"I don't like to be wasteful but other issues are more important"*
 - "Super-skeptical" mentality
 - Percentage of small-business owners: 16%
- **Inactive Skeptic Segment: 16%**
 - These Californians care if there's a personal interest; energy efficiency is not a priority
 - Example: *"I'm aware of the issues but not sure how I can make a difference"*
 - "Me! Me! Me!" mentality
 - Percentage of small-business owners: 38%
- **Quiet Advocate Segment: 19%**
 - These Californians are quiet advocates for change
 - Example: *"It's good to be thoughtful when it comes to the environment"*
 - "Leader by example" mentality

- Percentage of small-business owners: 12%
- **Spirited Promoters Segment: 17%**
 - These Californians talk the talk but don't walk the walk
 - *Example: "I'm a champion of change but don't always practice what I preach"*
 - "Influence" mentality but doesn't back it up with action
 - Percentage of small-business owners: 20%
- **Energy Steward Segment: 18%**
 - These Californians talk the talk AND walk the walk
 - *Example: "I talk the talk and walk the walk"*
 - "Do your part for the greater good" mentality
 - Percentage of small-business owners: 14%

**For a complete breakout of audience segments, please see Appendix 14.4 of the Roadmap.*

In Year 1, DDB is targeting Spirited Promoters, Quiet Advocates, and Rational Participants along the energy-conscious spectrum through a cross-channel approach. The segmentation study indicated that Inactive Skeptics would be hard to activate because they have low awareness, activity, and advocacy scores. In addition, Energy Stewards are already championing energy management behaviors and will advocate for the Energy Upgrade California movement. Therefore, both extremes (Inactive Skeptics and Energy Stewards segments) will not be the focus in Year 1.

It's important to note that Energy Stewards will serve as key ambassadors and advocates of the Energy Upgrade California movement. DDB will leverage the stories of Energy Stewards to inspire and motivate Spirited Promoters, Quiet Advocates, and Rational Participants to follow suit. Customer engagement efforts will "halo" Californian Energy Stewards rather than target them because they are already highly aware and highly active on the energy-management front. However, these individuals will continue to be involved in the energy movement, as their energy-management actions will be celebrated to encourage them to continue these actions.

2.1 Aligning Segments with Campaign Messaging

While there are great commonalities that unify Californians such as:

- A high propensity (83%) of California pride across segments.
- A high propensity (89%) of Californians who believe small actions lead to big impact.
- A high propensity (91%) of Californians believes all people need to do their part to ensure the environment is healthy.

Each segment of Californians has different needs and different baseline behaviors and are motivated by different drivers to do more. (Ex: Some Californians are motivated by cost savings while others are motivated by the more intrinsic desire to do good.) DDB knows to compel people to act and be part of the statewide customer engagement energy movement, a one-size-fits-all approach will be ineffective,

which is why communications will be tailored to maximize resonance with each segment based on its nuanced baseline behaviors, drivers, attitudes toward energy, etc.

Once each segment is operationalized against a media-buying target, DDB will run a media analysis to inform media consumption and plan the appropriate channels. DDB will develop insights specific to each segment to inform messaging and creative assets. Where possible, DDB will leverage messaging across multiple segments where there is halo, meaning they are already motivated to take energy-management actions and will likely continue to do so.

2.2 Addressing the Multiple Languages in California

DDB recognizes that multiple languages, cultures, and ethnicities lie within the five segments of Californians and small businesses. Thus, in-language messages are being crafted in Spanish, Traditional Chinese, Vietnamese, and Korean. Customer engagement assets in multiple languages at launch include:

- Website: Available in English, Spanish, Traditional Chinese, Vietnamese, and Korean*.
- Video and Audio: Available in English and Spanish (in informal, meaning neutral, traditional Spanish understood by all Spanish speakers and not specific to any one country of origin).
- Digital Advertising: Available in English, Spanish, Traditional Chinese, Vietnamese, and Korean*.
- Out of Home (OOH) Advertising (on bus shelters, billboards, and subway station walls, for example): Available in Spanish, Traditional Chinese, Vietnamese, and Korean*. The OOH will be targeted by zip code to reach populations with a high density of the language/culture that customer engagement is targeting.

*As Traditional Chinese, Vietnamese, and Korean-language assets are written, there is not a need to address dialects.

These campaign assets are being *transcreated*, which means the creative asset is not just directly translated into another language, but rather cultural sensitivities and nuances have been taken into account in order to be more relevant to each culture and language.

2.3 Engaging Californians with Disabilities

Along with culturally relevant and in-language materials, every effort will be made to provide Californians with disabilities the customer engagement resources they can use to become better energy managers, including but not limited to:

- Creating a diverse mix of communications options that does not rely solely on electronic communications. Such as:
 - An ADA-compliant website
 - An interpreter at community events
 - Large-print and braille supplemental materials
 - One-on-one engagement with key accessibility organizations leadership and their membership through Energy Upgrade California branded materials

As discussed in Section 5.3 of the Roadmap, DDB will conduct additional qualitative research to enhance consumer engagement messaging and strategies to involve individuals with disabilities beginning in the second or third quarter of 2017.

3. MESSAGING

Through qualitative and quantitative research findings articulated in the Roadmap, DDB has established a messaging framework that will be the “rallying cry” throughout the energy movement. The umbrella messages will be woven into all facets of customer engagement. Below are topline Energy Upgrade California messages, bolstered by the “Do Your Thing” creative platform, which will resonate through the campaign:

- **IMPACT:** Do Your Thing. If we all just do one more thing to save energy, it adds up to a big change for California.
- **FUTURE:** By incorporating energy management behaviors into our daily lives, we can work toward better tomorrows, not just for us personally, but for all Californians.
- **INCLUSIVITY:** Every Californian has the opportunity to participate in better energy stewardship, creating a positive impact for everyone across the state.
- **STEWARDSHIP:** Not only should we practice energy stewardship within our own lives, homes, and businesses, but we should also educate our fellow Californians about the impact of our actions (or inaction), while simultaneously empowering them to drive change through better attitudes and behaviors.

Because statewide customer engagement spans a vast population of Californians, messaging will be tailored to address the needs and values of each particular audience, ranging from economically disadvantaged individuals to influential community leaders. In-language messages will be created to engage Californians whose native languages are Spanish, Traditional Chinese, Vietnamese, or Korean.

4. CHANNELS

Energy Upgrade California’s channels are the vehicles through which messages will be dispersed. While customer engagement is targeting all Californian residents and small businesses over the course of the campaign, each channel targets specific audiences to maximize awareness, motivation, and education that will ultimately lead to behavior change and lead generation.

4.1 Paid Media

Paid media will target adult Californians and small-business owners during the launch phase. Targeting will be refined for the remainder of Year 1 once priority segments are defined.

- **Primary:** Adults 25-54, California residents
- **Secondary:** small-business owners with 500 or fewer employees

4.2 Website

Not only is the website a resource to educate California residents and small businesses, it helps facilitate action, ultimately driving consumers to the PAs to either invest in an energy management device or product, enroll in an energy management program, or adopt an energy management behavior. Thus, the website is primarily targeting in Year 1:

- Single-Family Homeowners
- Single-Family Renters
- Multi-Family Property Owners (such as Property Managers and Property Management Companies)
- Multi-Family Renters
- Small Businesses

4.2.1 Website Tracking

The website analytics system will track users who land on the customer engagement site and then go to local PA sites via Urchin Traffic Monitor(UTM) codes which are industry standard. Traffic sent from the Energy Upgrade California to PA site will be considered leads, and the resulting data will be available in the Energy Upgrade California website Analytics System and reported back to Commission on a regular basis. In addition, the data will also be available in the PA's respective analytics systems.

4.2.2 Act, Enroll, Invest

Statewide customer engagement through the website accomplishes three types of action: Act, Enroll and Invest. Particularly as it relates to referrals to local energy-provider programs, products, or services via the statewide customer engagement effort, the following construct was built to clearly identify what participation can look like:

Type of Participation	Description	Example
Act	Taking a tangible action to become a better energy manager and embrace behaviors of energy stewardship.	Lowering a thermostat, turning off the lights, or heeding guidance from an Energy Management Technologies (EMT) device.
Enroll	Leading Californians to connect, sign up, or contact their PA. Specific to lead generation, this helps define where within the campaign (specific tactics) the "handoff" to PAs will occur.	Signing up for the right rate or participating in a home energy audit (online or by a contractor) through a PA.
Invest	Driving Californians to purchase or invest in energy-management products or programs.	Investing in a home upgrade or purchasing a washing machine or lightbulb through a retail outlet or through PAs' marketplaces.

4.3 Media Markets (Public Relations)

In addition to statewide outreach, public relations efforts in Year 1 are strategically focused on the major urban markets in California in the targeted regions listed below:

- Los Angeles/Orange County
- San Francisco/Oakland/San Jose
- Sacramento/Stockton/Modesto
- San Diego
- Fresno/Visalia/Bakersfield

In addition, targeted outreach will be conducted throughout the entire state to include other coastal, desert, and mountain communities in Year 1 and throughout the life of the campaign.

4.4 Community Engagement

Community outreach will specifically target the following:

4.4.1 Organizations for Economically Disadvantaged and Multicultural Communities

- With economic diversity and low- and moderate-income populations as a Commission priority, as well as the shift to a majority-minority population, it is essential that minority organizations and populations be a central target of customer engagement in Year 1. According to the Segmentation and Tracking Hybrid Study, individuals in this audience are natural skeptics, but there is potential for them to take more energy management actions. Reaching the leadership of these groups will be a focus of customer engagement efforts and will open opportunities throughout the state.
- The following will be a focus in Year 1:
 - Minority chambers of commerce and business organizations; community based organizations that have deep roots in the community, including health and faith-based groups such as National Council of La Raza, Urban League, LULAC, El Concilio, Churches' in Action, Jewish Federation, LGBTQ organizations and AARP.

4.4.2 Environmental/Energy Advocacy Organizations

- Natural allies and supporters of energy conservation, these groups will be an important early support network. Through testimonials and their broad network, these groups will also provide a catalyst for broader statewide customer engagement.
- The following will be a focus in Year 1:
 - Sierra Club, NRDC, EDF, League of Conservation Voters, TURN, Greenlining, and Center for Accessible Technology.

4.4.3 State-Based Businesses/Organizations

- As a customer engagement priority, these groups will be strong allies for the broader statewide

educational effort. Because small businesses represent one of the fastest growing segments of the energy consumption population, state and local small-business organizations will be natural energy steward program partners. The state and local business organizations have a strong and active membership base that can serve as allies with numerous other target stakeholders.

- The following will be a focus in Year 1:
 - California Chamber of Commerce, Business Roundtable, Small Business California, Building Industry Association, NFIB-CA, California Chamber of Commerce and targeted unions that carry significant sway in California, including the California Teachers Association, Service Employees International, and the building trades.

4.4.4 Education

- Reaching the K-12 audience will be a critical element in the customer engagement program. Engaging the youth population and creating early awareness and energy stewardship will help build broader awareness and engagement. Students will also be strong messengers within their local communities, as will the parent population of engaged Californians.
- The following will be a focus in Year 1:
 - County Departments of Education—targeting the 10 most populous counties in the state, including: Los Angeles, San Diego, Orange, Riverside, San Bernardino, Santa Clara, Alameda, Sacramento, Contra Costa, and Fresno counties.
 - The top 10 school districts in the state, including: Los Angeles, Santa Ana, Capistrano, Corona, San Bernardino, San Juan, Oakland, Sacramento, Garden Grove, and Riverside.
 - Charter school operators, such as Green Dot Public Schools, one of the most prominent charter school organizations in the state .
 - Sustainability groups at UC/CSU system and top private universities including Stanford, USC, and Pepperdine.

5. BRAND LIFT AND LEVERAGE: Creating a movement through a cross-channel approach

DDB is establishing a creative foundation to relaunch the Energy Upgrade California brand and create a campaign that will start the movement needed to achieve behavior change and lead generation. Initial strategies and tactics at launch are geared to generate broad, mass awareness of our program. Specifically, tactics will be anthem-like in tone, message, and nature to inspire and educate consumers. In order to successfully build a movement, DDB will:

5.1 Strategies and Tactics

*5.1.1 Establish a new brand identity for Energy Upgrade California.**

- Develop a new logo that carries the gravitas of a government initiative.
- Develop a tagline that drives action, instills urgency, injects into culture easily, and propels the movement.

- Develop a range of Energy Upgrade branded creative assets. See Appendix 11.2 for a complete list.

*For additional background on rationale for designing a new logo brand mark, please reference Section 8.4 of the Roadmap.

5.1.2 Redesign the Energy Upgrade California website to be streamlined and focused to inspire users to act; to educate users about the Commission, Energy Upgrade California, energy management, and stewardship; and to provide opportunities for users to act through investing and/or enrolling in energy management opportunities by driving them to appropriate programs and service providers.

- Design and develop a new customer engagement website from the ground up.
- Solicit feedback from Consulted parties per the February 2017 website workshop.
- Development includes: site approach, user experience, and backend systems.

5.1.3 Use broad-reaching media channels and impactful placements to drive awareness. Secure high-impact, relevant placements to elevate the Energy Upgrade California brand and generate excitement.

- Example media channels: television, digital video, high-impact OOH and digital media placements, and social brand-awareness posts

5.1.4 Align with contextually relevant content to connect Energy Upgrade California to the energy movement and inject Energy Upgrade California into existing conversations (example: run digital video within contextually relevant content, such as news content about climate change). Extend reach and frequency with efficient media tactics to maximize budgets and drive reach and continuity through December.

- Example media channels: streaming radio, radio, native content placement, social, digital display, and contextually targeted digital

5.1.5 Utilize engaging media channels to share more information and educate Californians about Energy Upgrade California and the energy movement.

- Example media channels: social and digital rich media (interactive units where users watch videos and explore additional content within one ad unit)

5.1.6 Drive participation with retargeting and repeated exposure. Connect Energy Upgrade California with the conversation through relevant contextual targeting as well as targeted media with a strong call to action.

- Brand search terms
- Retargeting with digital banners

5.1.7 Distribute messaging through regional media channels.

- Arrange media interviews with Energy Upgrade California representatives or influencers.

- Share the positive and encouraging stories of consumers who incorporate better energy stewardship practices into their daily lives.
- Host events and in-market activations (regional events are in coordination with PAs) that convene media, consumers, and Energy Upgrade California representatives or influencers, educating all parties on the campaign and its call to action.

5.1.8 Inject the Energy Upgrade California brand into the culture to reach the media and California consumers is part of the launch strategy.

- Develop materials, such as media lists and press releases, and messaging to integrate into key documents such as FAQs and talking points.
- Facilitate a press conference in a major media market where media will have the opportunity to learn about the campaign and ask questions of Energy Upgrade California leadership and influencers.
- Create a specific and strategic plan for media outreach tailored to each local market event and PR activation.
- Capitalize on previously planned events.

6. STRATEGIC PARTNERSHIPS: Increase awareness and education through community relationships

Forming new CBO relationships and leveraging existing relationships (in coordination with Supportive and Consulted Parties), will help create more opportunities to educate, engage, and facilitate behavioral change via the Energy Upgrade California platform and complement regional customer engagement efforts. Building and fostering relationships with these organizations or key influencers will be the primary focus in Year 1 to elevate the awareness of the brand and prepare them to create awareness and educate their own organizations or constituents. In addition, DDB will provide culturally relevant materials, based on future research (Section 4.2.5 of the Roadmap) and input from Consulted parties, to harder-to-reach audiences served by those CBOs.

DDB will create opportunities for the discussion of energy stewardship, to execute meetings, and to gather intelligence from organizations to influence decisions surrounding the program at an advertising, public relations and community engagement level:

6.1 Strategies and Tactics

6.1.1 Explore long-term partnerships with California-based brands, academia, media influencers, and large retailers to distribute the campaign messaging and concepts to our target audiences.

- Develop a customizable one-pager with messaging for partners to distribute through its news and social media channels.
- Host events with partners to spread awareness to various groups.
- Develop an Energy Advisory Board made up of relevant academic, celebrity, and/or government

voices with influence in their respective subjects.

- Forge partnerships with large retailers to encourage consumer purchase of energy management products.

6.1.2 Identify and reach out to CBOs (in dialogue with PAs to ensure overlap does not exist). Partner and work with these organizations to educate and motivate their members/followers/partners to become California energy stewards.

- Types of CBOs and advocacy groups include: organizations for economically disadvantaged and multicultural communities, environmental/energy advocacy organizations, state-based businesses/organizations, and education community groups.

6.1.3 Enlist, educate and coordinate with well-established and trusted CBOs (including but not limited to business, educational, advocacy, and service organizations). Increase credibility and recognition of energy stewardship and efficiency that ultimately increases Energy Upgrade California brand awareness to influence behavior change and adopt energy management procedures.

- Provide direct and co-branded messaging and communication with the membership of these groups to drive participation (for example: website traffic) and lead to greater understanding of the Energy Upgrade California brand.
- Provide CBOs with the Energy Upgrade California outreach materials to include in their newsletter, social media, and membership outreach materials. In addition, develop and provide culturally relevant materials to aid in awareness and understanding of the statewide customer engagement energy movement.
- Create programs and co-branded promotional events where both brands can provide significant awareness to large groups of stakeholders.
- Develop a broad Energy Upgrade California branded program which helps inform the curriculum of K-12 schools in key districts to help educate students on the value of energy management.
- In the latter half of 2017, initiate coordination with the counties and school districts (identified in Section 4.4) to build an assembly program to educate students on energy awareness and energy stewardship. This will occur through smaller, regional pilot programs based on what energy education programs already exist in each area.

6.1.4 Utilize unique messaging targeted to specific memberships/interests/geographical locations through CBO channels to empower individuals to incorporate better stewardship practices in their daily lives.

- Create opportunities for audiences to engage with the Energy Upgrade California brand and PAs.
- Provide local and state influencers and community leaders with talking points to deliver the Energy Upgrade California message to their communities.
- Utilize multiple communications channels of information and materials to engage CBOs' audience base to motivate their membership with energy efficiency actions such as a checklist of "Things They Can Do" to become better energy stewards.

- Develop aggressive earned-media editorial and opinion editorial efforts to spread the word of the Energy Upgrade California brand. Placement will take place at the statewide, regional, and local levels.
- Utilize CBO social media networks to engage hundreds of thousands of CBO members in the energy movement, including migration to PA websites and priority programs.
- Conduct statewide media outreach with real stories of real Californians, and engage the leadership of the Commission and a bi-partisan group of state officials.

6.1.5 Form alliances with groups and institutions (with similar goals to that of Energy Upgrade California), and use every opportunity to broaden the brand's reach and message through these partners. DDB will identify opportunities to provide regular education to these partners and indicate that we are creating a multifaceted alliance of like-minded organizations that have pledged to be strong energy stewards. Examples include:

- Form partnership with California League of Cities. Execute forums and meetings with local elected officials throughout the state. Local elected officials represent the most likely first point of contact residents and business owners turn to when they have questions, concerns, or complaints about their energy bill. Educating local elected officials about Energy Upgrade California and promoting it as a resource will help them to better assist their constituents and guide them back to Energy Upgrade California as a trusted energy resource.
- Create alliance with National Council of La Raza. With their organizational partners, they serve more than one million low- to moderate-income Californians; therefore, Energy Upgrade California will partner with La Raza on co-branded events and outreach activities to reach their membership, which includes a large economically-disadvantaged and minority population.
- Host entrepreneur workshops with the California Black Chamber of Commerce. Build out an Energy Upgrade California workshop for local African-American business leaders to develop energy-efficient business practices.

7. STRATEGIC PARTNERSHIPS: Collaboration with Supportive and Consulted Parties

Customer engagement will engage target audiences throughout the state via educational and outreach opportunities on the importance of energy management, how their energy consumption behaviors can make a difference in the state's efforts to combat climate change, and smart energy decisions, including but not limited to purchasing decisions that begin to influence energy management behaviors over time.

Ongoing collaboration with the Supportive and Consulted Parties is critical to the success of the Energy Upgrade California program and essential to meeting set objectives as well as PAs' regional customer engagement efforts. Ongoing discussions between DDB and the Supportive and Consulted Parties will occur regularly (including interactive quarterly meetings and monthly phone calls) to prevent duplication and overlapping of outreach efforts.

The primary focus in Year 1 is to establish a working relationship with PAs to ensure integration and coordination across the various platforms and Commission priorities. Energy Upgrade California will help create awareness about the programs, products, and behaviors among “energy-educated” Californians and small businesses and in turn, will drive consumers to PA programs and provide them the opportunity to enroll in the program that fits their needs and qualifications.

7.1 Commission Priorities and Statewide Customer Engagement

The Commission’s highest priorities have been identified as Behaviors, EMT, Lighting, Home Energy Checkups/Report, RRR, ESA, Energy-Efficient Appliances and Home Upgrade. Over the course of Year 1, DDB will work with the Commission and PAs to identify points to intersect regional marketing efforts with Energy Upgrade California. For example, for RRR, DDB will only help raise awareness that rate reform is going to happen and educate consumers that they will have the power to control their rates.

When appropriate, Energy Upgrade California’s channels may be used to create broad awareness among California residents and small businesses on Commission priorities, subsequently driving them to their local PAs to learn more and take action. Below, DDB uses “Program X” to illustrate how Energy Upgrade California’s channels may intersect with PAs’ customer engagement efforts:

Energy Upgrade California Channel	Implementation	Roles and Responsibilities*
<i>Digital (Website and Social)</i>	Section of the website devoted to Program X	Responsible Party provides calendar to Supportive and Consulted Parties to ensure consistent messaging and avoid overlap; Responsible Party works with Supportive Parties to develop co-branding (such as implementation strategy)
	Social media posts on Program X	
	When appropriate, develop co-branding opportunities for PA outreach efforts (email, social media, newsletter) on issue X	
<i>Media (Paid Advertising)</i>	Ads (digital, print, TV) related to Program X to be included in creative rotation	Responsible Party shares search terms and ad timing with Supportive Parties to avoid overlap
	Paid-media plan to include Program X in creative rotation	
<i>Public Relations and Events</i>	Key messages about Program X	Responsible Party crafts messaging points and works with Supportive and Consulted Parties to promote Program X
	Target outlets to amplify Program X	
<i>Community Outreach</i>	Collateral on Issue X for schools, CBOs, and rural communities	Responsible Party produces messaging and coordinates with Supportive and

	Talking points on Issue X to provide to key influencers and to include in letters to the editor or opinion editorials; when appropriate, develop co-branding opportunities with PAs to maximize outreach to CBOs	Consulted Parties to interact with community organizations; Responsible Party works with Supportive and Consulted Parties to develop co-branding strategy
--	--	---

**The RASCI Model, as articulated in the Five-Year Statewide ME&O Strategic Roadmap, reflects each entity responsible for implementing Commission priorities via the Energy Upgrade California brand.*

7.1.1 Integration Matrix

Below is a matrix that illustrates which channels, in concert with PAs, Energy Upgrade California will use for high-priority specific messages (priorities listed ranked in order of importance). High-priority messaging will be included on the website as of May 2017. The remaining statewide customer engagement channels include high-priority messaging over the course of Year 1.

Product/Service	Primary Channels		Tertiary Channels		Secondary Channel
	Digital		Paid Media*	Public Relations/ Events	Community Outreach
	Website	Social			
Behaviors (free)	X	X	X	X	X
Energy Management Technologies	X	X	X	X	X
Lighting	X	X	X	X	X
Home Energy Checkup/ Advisor	X	X	X		X
RRR/TOU	X	X	X	X	X
ESA	X				X
Efficient Appliances	X	X		X	X
Home Upgrade Program/ Whole House	X	X			X

**DDB will not be developing separate campaigns for these programs but rather support through a creative rotation.*

7.1.2 Working with Supportive and Consulted Parties in Year 1

To ensure integration and coordination on Energy Division priorities is consistent, DDB is committing to:

- Conducting Briefings. In Year 1, DDB will regularly brief PAs on campaign progress (minimum of quarterly in-person meetings and monthly conference calls).
- Reporting. DDB will maintain a frequent dialogue with PAs, discussing important updates and milestones, and provide campaign materials and resources through a digital sharing tool, Box.
- Calendar. DDB will submit a calendar to PAs on a regular basis on all Energy Upgrade California activities to ensure alignment in messaging and engagements across the statewide customer engagement and regional customer engagement efforts.
- Optimizing. DDB will continually be working with PAs to improve both statewide and regional customer engagement efforts, based on lessons learned, feedback, and campaign success.

For further details on the statewide customer engagement governing process and collaboration with all parties, please reference Section 2 of the Roadmap.

7.2 Strategies and Tactics

7.2.1 Utilize the framework of existing energy management programs to expand Energy Upgrade California's umbrella campaign and work closely with PAs to ensure a cohesive, coordinated message.

7.2.1.1 Paid Media: Align with PAs to ensure media efforts are not duplicated. DDB will share Energy Upgrade California's search terms to ensure no overlap.

- Example: To leverage seasonal opportunities, DDB will layer in LED Lighting messaging in Energy Upgrade California's existing paid-media efforts during the holiday season, ultimately driving consumers back to PAs' websites or marketplaces.

7.2.1.2 Digital (Website and Social): Following initial launch phase, expand into more targeted executions with more specific, contextual messaging (a variety of prioritized Commission programs will be supported through a creative rotation) to drive consumers to Energy Upgrade California or PAs' digital platforms, where they can act, invest, or enroll in behaviors, products, and/or programs that will make them better energy stewards.

- Example: DDB will embed messaging in the Energy Upgrade California website and social properties to educate audiences on how to access Home Energy Checkups/Reports and why it relates to personal energy management.

7.2.2 Leverage the PAs' existing relationships with community organizations to increase awareness of program incentives and highlight how California residents and small businesses can become better energy stewards.

7.2.2.1 Public Relations: Identify relevant PA subject matter experts who can participate in panels/events to inform the media, serve as a strategic council in plan development, and work closely with the appropriate representatives to assist with data mining and research recommendations.

- Example: Specialized broadcast-media events with PG&E on RRR messaging to inform consumers that RRR is coming and that effect the time of day consumers and small businesses use energy matters.

7.2.2.2 Community Engagement: Work with PAs to educate CBOs and other targeted audiences about the availability and importance of Behaviors, EMT, Lighting, Home Energy Checkup/Advisor, RRR/TOU, ESA, Energy-Efficient Appliances, and Home Upgrade, and link these audiences back to their local energy providers' programs. Regional consideration will be taken into account.

- Example: Host a co-branded panel discussion at a community event in Southern California with SDG&E, SoCalGas, and SoCalREN regarding ESA and how qualifying locals can participate in this program.

8. METRICS

In Year 1, DDB will establish baseline campaign performance. This will be accomplished by fielding the semi-annual Brand Health Tracking Study and capturing platform-specific metrics throughout the year. Approaching measurement from a baseline year-over-year (YoY) comparison is recommended as it will normalize variables such as seasonality and market-wide fluctuations in sentiment and action.

EUC Measurement Plan

Marketing Objectives	Key Measures	Measurement Tools	Reporting Frequency	Goals	Year 1 Measurement Goals [*] - Benchmarking Windows
Awareness	Shift in aided awareness ¹ Shift in unaided awareness ²	DB5 Tracking Study	Semi-Annually	YOY % increase	Aided +2 - 6% pts (up from 64%) Unaided +1 - 3% pts (up from 1%)
	Shift in familiarity ladder ³				Shift in familiarity +4 - 7% pts (up from 27%)
Intent	Shift in motivation ³ I'm always seeking out ways to be more energy efficient	DB5 Tracking Study	Semi-Annually	YOY % increase	Shift in motivation** +2 - 5% pts (up from 74%)
	Shift in Intent to Participate ⁴ Increase in intent to take action				Benchmark to be set in July/August 2017 wave tracking
	Shift in Participation Increase in engagement with content Referral traffic to PA website	Platform-Specific Metrics	Quarterly		Google analytics tracked site referrals. Benchmarks to be set July '17 - June '18
	Shift in Advocacy (of messaging/content) Increase in sharing, mentions, likes, follows, comments Social community growth per platform				Benchmarks to be set July '17 - June '18

¹We'd like you to think about how familiar you are with the program/initiative listed below. Please mark the box that comes closest to describing how familiar you are with that program/initiative.

²We'd like you to think about energy efficiency actions, programs, and initiatives. Please type below the name of the different programs and initiatives you have heard of including the brands/companies/government institutions promoting these programs/initiatives/actions. You can type as many as you like.

³Using a scale of 1 to 5 where 5 means "strongly agree" and 1 means "strongly disagree," how well does each of the following statements describe you?
In the next 6 months, how likely are you to make changes in your daily routine to become more energy efficient?

⁴This target score is determined by the regression analysis and is modeled by the DB5 benchmarking study (March 2017) and projected 2017 media QIPs.

⁵As determined by the movement in "very likely" or "somewhat likely" (i.e., top two box on 5 pt scale)

DB5

1

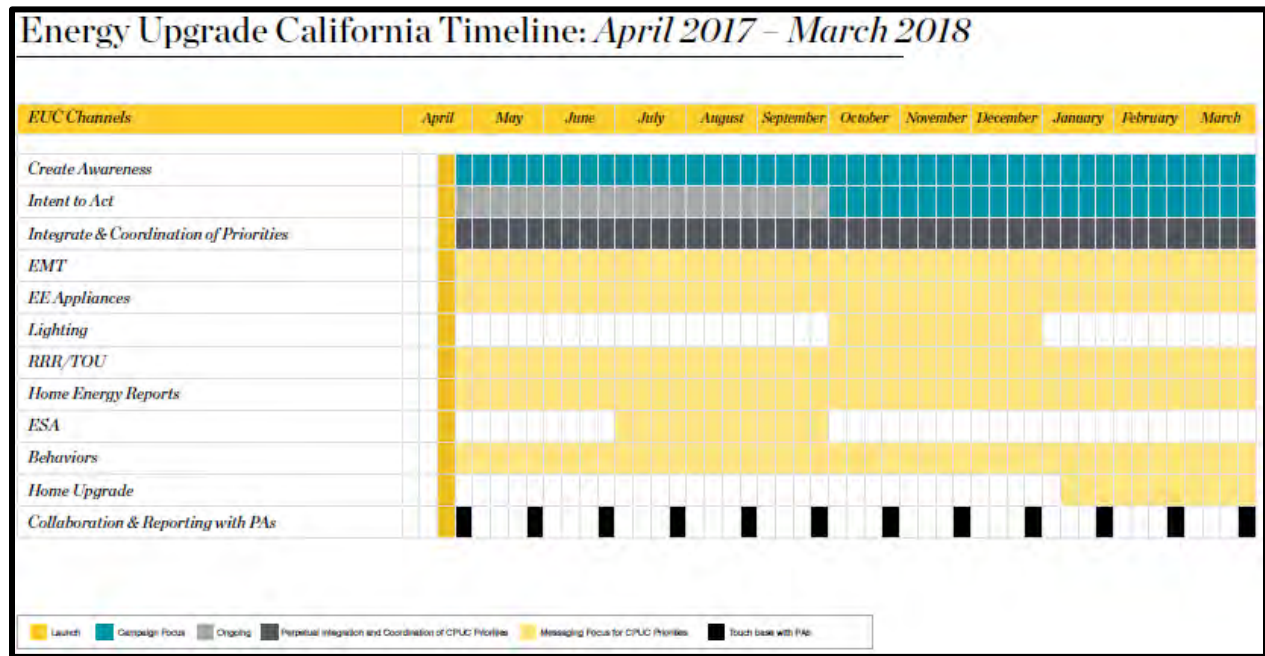
For further explanation on statewide customer engagement objectives and metrics, please reference Section 6.2 of the Roadmap.

Additional Key Performance Indicators (KPIs) will help evaluate customer engagement success:

Website	<ul style="list-style-type: none"> Lead generation Conversion rate (registration or signups in PA programs) Site visits Page views Time on site Bounce rate
Paid Media	<ul style="list-style-type: none"> Brand awareness Consideration

	<ul style="list-style-type: none"> • Engagement • Brand familiarity
<i>Public Relations</i>	<ul style="list-style-type: none"> • Number of news articles • Viewer impressions per article • Percentage of message pull-through per article
<i>Community Engagement</i>	<ul style="list-style-type: none"> • Number of organizations that sign on to the coalition • Number of activities that coalition members are involved in—social media, events, promotions • Number of groups and organizations driven to the Energy Upgrade California site and encouraged to participate in co-branded (joint branding on collateral) activities such as downloads and distribution of Energy Upgrade California materials • Number of CBOs reached via conversations and meetings • Number of coalition members/partners that respond to calls to action
<i>Collaboration with PAs</i>	<ul style="list-style-type: none"> • Number of co-branded events (events conducted/sponsored by both PAs and Energy Upgrade California) with PAs that have been tracked and measured for how they have increased or established new relationships • Number of leads generated through the website and onto PA websites

9. TIMELINE



10. BUDGET

DDB has provided a budget percentage split in accordance with the Commission's budget framework adopted in D.13-12-038. Below is the budget for Year 1 of the statewide customer engagement campaign.

EUC JCAP October 2016 - March 2018 Forecast	Forecast	% - Forecast	\$ Expected	% Expected	Variance
Marketing & Education	28,662,044	78.39%	22,302,870	61.00%	6,359,174
Outreach	4,639,919	12.69%	7,678,037	21.00%	(3,038,118)
Research	700,773	1.92%	1,462,483	4.00%	(761,710)
EM&V	1,462,483	4.00%	1,462,483	4.00%	0
Investor Owned Utility Administrative Expenses	1,096,862	3.00%	1,096,862	3.00%	0
Grand Total	36,562,081		36,562,081		0

DDB's budget incorporates the upfront research, strategy, and planning workflows between the months of October 2016 to March 2017. In addition, the budget includes forecasts for the Joint Consumer Action Plan communications period commencing April 2017 to March 2018.

This budget has been identified as a requirement to ensure a robust, impactful relaunch of the statewide customer engagement campaign. DDB's approach includes an up-weighted investment in media and material production for the period between April 2017 and March 2018.

This investment approach is an effective way to rapidly build campaign momentum, kick start the process of growing awareness of Energy Upgrade California key messaging, and provide brand assets for launch and through the initial 12-18 months of the campaign.

Future communication periods (between April 2018 and Oct 2019) will see media and production investment adjusted appropriately to maximize campaign effectiveness while staying within the parameters of the overall Statewide Consumer Engagement budget.

DDB will consider previous budget percentage splits as a guide for communications planning. However, budgets will be optimized to most effectively deliver against marketing objectives and within the specific requirements of the Joint Consumer Action Plan communications period.

DDB recommends removing the "Statewide Implementer Administrative Expenses" line item from the budgeting framework. DDB has included administration expenses within its overall service fee instead of a separate expense item. This is reflected in DDB's agreed contract with PG&E, financial management processes, and associated invoicing to date. This approach will meet future auditing requirements. DDB believes the Statewide Implementer Administrative Expenses line item has become redundant and recommends removing it from the budget framework.

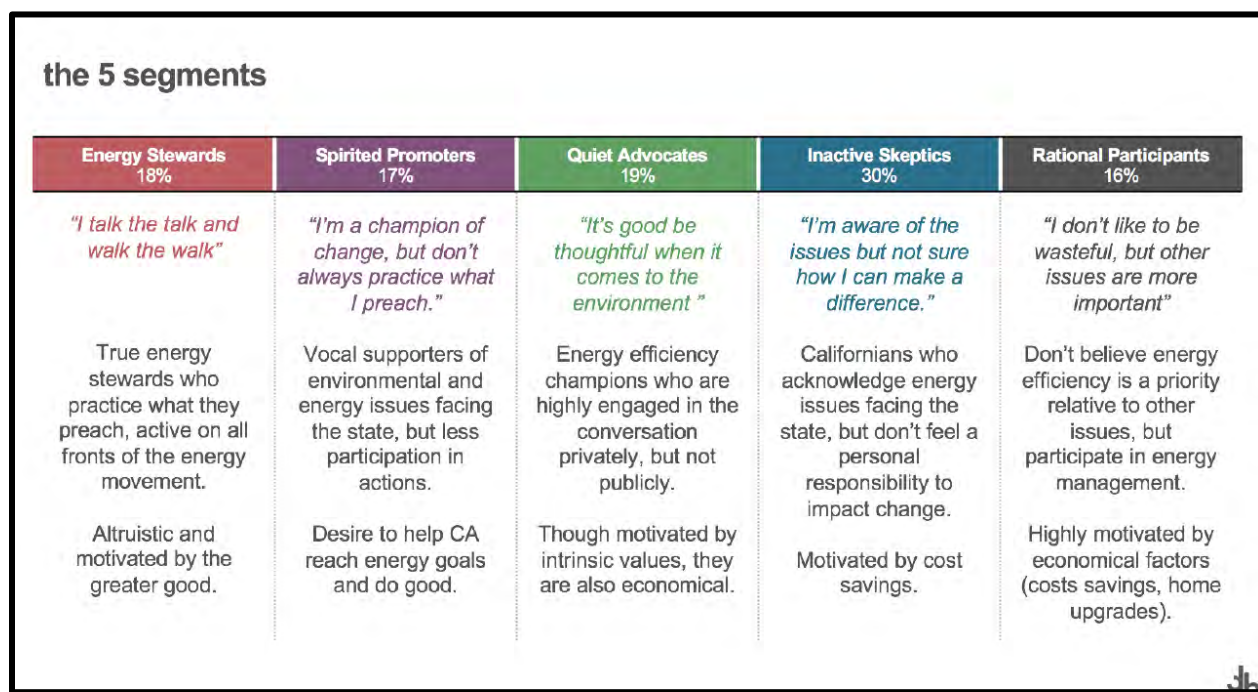
11. CONCLUSION

In Year 1, DDB is applying its efforts to lay the movement's foundation, building and strengthening partnerships and relationships critical to customer engagement success, as well as clearly defining and providing the pathway for consumers to reach their PAs to engage them on the Commission's priority programs, products, and services. The initial focus will be to create awareness among California residents and small businesses about the energy movement that is Energy Upgrade California. Only then can the customer engagement campaign begin to change consumer energy consumption behaviors. In addition, Energy Upgrade California will establish clear linkages to local PAs in order to drive behavior change via PAs' digital channels, community relations and outreach programs. At the conclusion of Year 1, DDB will evaluate its progress made and outline the next steps to ensure that behavior change and lead generation grow in Year 2.

12. APPENDIX

12.1 Audience Segmentation

The chart below provides a high-level description of each of the five segments deriving from the 2017 Energy Upgrade California Segmentation and Brand Tracking Hybrid Study.



12.2 Creative Assets

Assets to be created for cross-channel use through brand lift and leverage, strategic partnerships, and engagement efforts include:

NOTE: As Year 1 evolves, additional assets may be added to enhance awareness, motivation, and educational efforts.

Type of Asset	Asset Description	Target	Channel
Video	Broadcast TV, Digital Video	General Mass (also in Spanish)	Digital, Media
Digital	Target digital banner ads, website takeovers, custom digital content	General Mass (also in Spanish)	Media
Print and Out-of-Home	Posters, Billboards, Bus Shelters, and transit	General Mass (also in Spanish, Traditional Chinese, and Korean), Small Business	Media
Streaming Audio	On platforms such as Pandora, Spotify	General Mass (also in Spanish)	Media
Social—Facebook Activations	PR Amplification, Applications, and Gamification	General Mass (also in Spanish)	Digital, Media

<i>Social—Facebook Content</i>	Custom Ad Units, Sponsored Posts (Video and Static) and Content, Organic Posts	General Mass (also in Spanish)	Digital, Media
<i>Social—Twitter</i>	Organic Posts	General Mass (also in Spanish)	Digital, Media
<i>Social—Instagram</i>	Sponsored Posts, Organic Posts	General Mass (also in Spanish)	Digital, Media
<i>Toolkit</i>	Customizable, co-branded for organizations to use when sharing EUC messages with their audiences	CBOs, hard-to-reach and economically disadvantaged	Community Engagement
<i>Social</i>	Social media posts highlighting a specific organization and its efforts to spread the message to its audience	CBOs, hard-to-reach and economically disadvantaged	Community Engagement
<i>Radio Spot—PSA</i>	Public Service Announcements by CBOs in regions of the state	CBOs, hard-to-reach and economically disadvantaged	Community Engagement
<i>CBO Education Materials</i>	Energy management tip sheet, video, or brochure for CBOs to provide to their audiences	CBOs, hard-to-reach and economically disadvantaged	Community Engagement
<i>Community-Based Print and Online Media</i>	Small-community-based media that is online and in print and provides a way to capture communities that are left out; engage at a higher level to raise awareness in these key growing markets	CBOs, hard-to-reach and economically disadvantaged	Community Engagement
<i>Testimonials</i>	Insert real stories into print and digital media advertising	CBOs, hard-to-reach and economically disadvantaged	Community Engagement
<i>Press Release</i>	Announcing the campaign and quoting leaders and major influencers from the movement	Targeted media outlets	PR
<i>Media List</i>	Targeted media list including relevant reporters from each region/market as well as California-based national and energy trade	Targeted media outlets	PR

	media and Hispanic outlets		
--	----------------------------	--	--

12.3 RASCI Model: Roles and Responsibilities

The chart below defines roles and responsibilities of each party according to the RASCI Model.

Role	Entity	Description of Role
Responsible	Statewide Implementer (DDB)	The one charged with delivering a successful outcome; leads, coordinates, implements
Accountable (also Approver)	Commission and CEC	The ultimate authority who assigns and approves the deliverables
Supportive	Program Administrators (IOUs, RENS, CCAs)	Those who provide resources or play a supporting role in implementation or outcome and deem its success; those whose opinions are sought for input and/or with whom there is two-way communication
Consulted	Consumer Advocate Groups and other key stakeholders	Those whose opinions are sought for input and/or with whom there is two-way communication
Informed	Public	Those kept up-to-date, often only upon completion, and with whom there is just one-way communication through the proceeding service list

12.4 Definitions and Commonly-Used Acronyms

12.4.1 Definitions

- Economically disadvantaged: An individual comes from a family with an annual income below a level based on low-income thresholds according to family size established by the U.S. Census Bureau, adjusted by the Secretary of the U.S. Department of Health and Human Services for use in all health profession programs.²

² [Scholarships for Disadvantage Students \(SDS\), p. 15.](#)

- Harder-to-reach audience: Sub-groups of the California population that may be difficult to reach or involve in the statewide customer engagement campaign due to a variety of factors, including but not limited to: language barriers, no access to Internet services, or a disability.
- Urchin Traffic Monitor (UTM) code: a simple code that you can attach to a custom URL in order to track a source, medium, and campaign name.
- Small business: a business with 500 or fewer employees.

12.4.2 Commonly-Used Acronyms

- CBO – Community Based Organization
- CCA – Community Choice Aggregation; Programs that allow cities and counties to buy and/or generate electricity for residents and businesses within their areas
- EUC – Energy Upgrade California
- EV – Electric Vehicle
- EMT – Energy Management Technology
- IOU – Investor Owned Utility; Private electricity and natural gas providers.
- ME&O – Marketing, Education, and Outreach
- PA – Program Administrator; These include the IOUs, CCAs, RENs, etc.
- REN – Regional Energy Network; Partnerships between local governments that can collaborate and pilot their own energy-efficiency programs
- RRR – Residential Rate Reform
- TOU – Time of Use

12.5 Media Launch Plan

Attachment includes an overview of the paid media plan for the customer engagement launch April 26, 2017 through September 3, 2017. The full 2017 media plan with media activity through December 2017 will be available in the fall.

ENERGY UPGRADE CALIFORNIA

Launch Media Plan Overview



OBJECTIVES AND STRATEGY OVERVIEW

Media Objectives

- Primary: Generate awareness of the energy movement brought to you by Energy Upgrade California
- Secondary: Drive engagement with program content across channels

Target Audience

- Primary: Adults 25-54, California residents of all ethnicities*
- Secondary: Small Business Owners in California of all ethnicities

Markets

- Tier I: Palm Springs, Los Angeles, Bakersfield, San Francisco-Oakland-San Jose, Sacramento-Stockton-Modesto, Fresno-Visalia
- Tier II: San Diego, Santa Barbara-Santa Maria-San Luis Obispo, Monterey-Salinas, Yuma-El-Centro, Eureka, Chico-Redding

Timing

- April 26th – September 3rd 2017

Budget

- 2017: \$13,288,931 (client net includes media + fees)
- Launch budget: \$8,127,225 (client net includes media + fees)

Planning Considerations & Communication Goals

- Ensure Television coverage for all markets to build awareness
- For Tier II markets, expand beyond TV as affordable
- Maximize reach at launch to jump start awareness
- Seek to minimize hiatus periods to no more than 2 consecutive weeks
- Maximize reach during the year at the 3x frequency level

Media Objectives & Strategy

Objective	Strategy	Media Channel & Role
Awareness	<ul style="list-style-type: none"> • Use broad reaching media channels and impactful placements to drive awareness • Secure high impact, relevant partnerships to elevate the EUC brand and generate excitement 	<ul style="list-style-type: none"> • Television - Broad reaching media channels • Digital Video - Extends reach of Television • Tentpole Events - Secure events with high reach and sense of celebration • OOH - High impact media placements • Social - Awareness Brand Posts
Motivation	<ul style="list-style-type: none"> • Align with contextually relevant content (energy, sustainability, climate change news at the local national level) to connect EUC to the energy movement and inject EUC into the conversation • Extend reach and frequency with efficient media tactics to maximize budgets and drive reach and continuity through December 	<ul style="list-style-type: none"> • Audio - Efficient frequency channel • Digital Display - Rich media and contextually targeted, cross device, geo-targeting, weather triggered • Native - Seed custom content to build credibility • Social - Target audiences with highly relevant content
Educate	<ul style="list-style-type: none"> • Utilize engaging media channels to share more information and educate Californians about EUC and the energy movement 	<ul style="list-style-type: none"> • Print - Strong education platform with longer dwell time • Social - Share the latest energy management information • Rich media - Engaging units to drive further education
Participate & Encourage	<ul style="list-style-type: none"> • Drive participation with retargeting and repeated exposure • Serve targeted media with a strong call to action 	<ul style="list-style-type: none"> • Paid Search - Brand search terms • Digital banners - Retarget with sequential messaging to drive participation
Advocate	<ul style="list-style-type: none"> • Build relationships and conversation with social followers • Amplify the EUC message through influencer partnerships 	<ul style="list-style-type: none"> • Social - Build relationships and conversation with social followers • Influencers - Drive excitement and education • Di Endorsements - Utilize local celebrity to advocate

Target Audience Media Consumption

	TV	DIGITAL MEDIA	OUTDOOR	PRINT	RADIO	SOCIAL MEDIA
General Market	Medium	Heavy	Heavy	Heavy	Heavy	Medium
Hispanic	Medium	Light	Heavy	Heavy	Heavy	Medium
Asian	Light	Heavy	Light	Light	Medium	Medium
Small Business	Light	Heavy	Heavy	Heavy	Heavy	Heavy

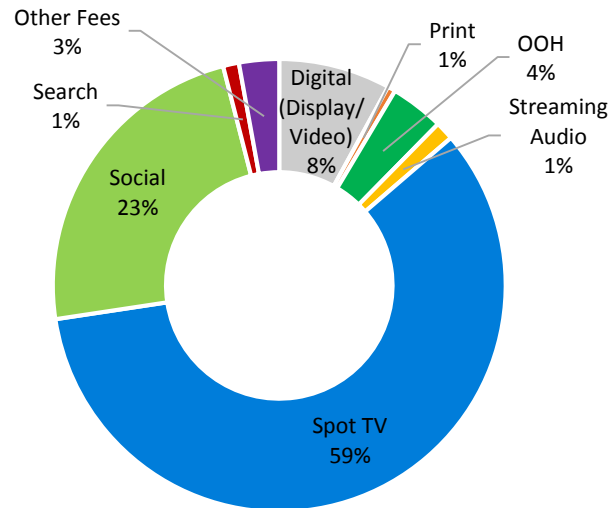
*Target refinement pending segmentation study results

Source: MRI Doublebase 2016. Base CA Resident, Adults 25-54, Media Quintiles.

CHANNEL MIX

Evaluated media mix options to balance awareness, continuity and relevancy

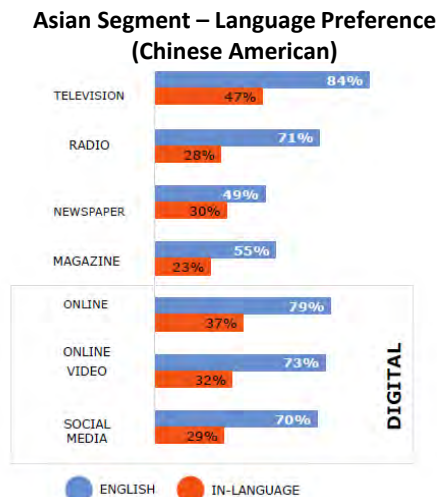
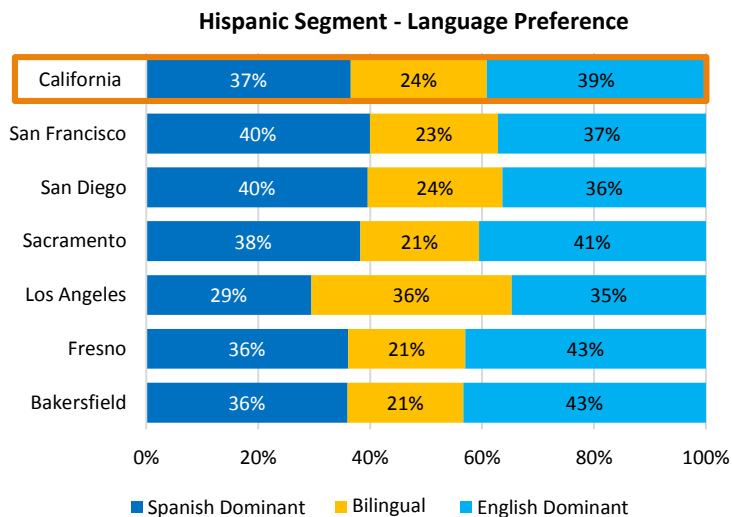
- Television and Social drive mass reach and awareness
- Digital provides continuity, relevancy and advanced targeting methods
- OOH and Print allow us to reach niche targets



IN LANGUAGE PREFERENCE – HISPANIC AND ASIAN SEGMENTS

Developed media plan with a total market approach to reach multicultural segments in key markets

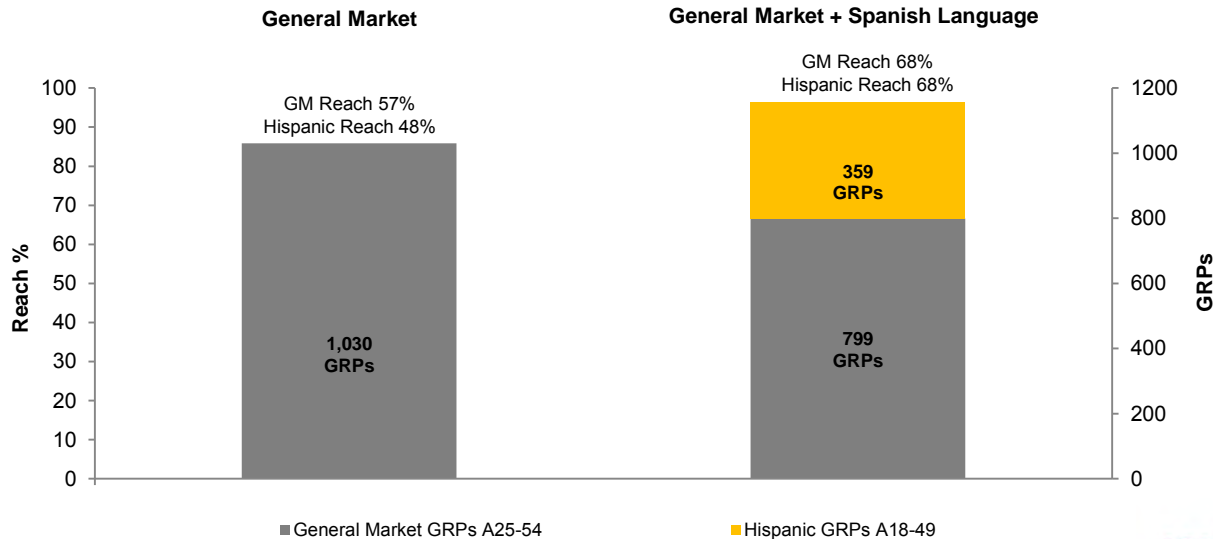
- Hispanic segment is predominantly bilingual or English dominant, with consistent Spanish preferred across majority of markets
- Asian Americans lead the way in technology, including mobile and social media usage adoption. Overall, they are spending less time with traditional media as more content becomes available on multimedia devices



HISPANIC TV GAP ANALYSIS

We conducted an analysis to determine the appropriate level of Spanish Language TV to place in market to deliver equal reach to Hispanics and General Market

- Overall, GM TV delivered approximately 10% fewer impressions to Hispanics
- By including Spanish Language media to close that gap, we were able to improve both our Hispanic reach as well as GM reach



MEDIA MIX RECOMMENDATION








Recommend a balanced mix of awareness, relevancy and continuity across efficient frequency channels

Media Channel	Role of Media
Spot TV (GM + HM)	Broad reaching channel to drive mass awareness
Digital Video (GM + HM) & Display (GM, HM, AM, SB)	Secure premium, high impact placements to generate excitement and elevate the brand. Align with contextually relevant content. Extend reach & frequency with advanced targeting and efficient video & display
Streaming Audio (GM + HM)	Drive brand awareness across multiple targets with efficient reach
OOH (HM + AM)	Hyper target key multicultural markets with in-language outdoor placements
Print (GM + SB)	Drive awareness among small business owners by running in top business publications. Secure high impact placement at launch in trusted publication.
Social (GM + HM)	Create social buzz, generate awareness and drive advocacy
Paid Search (GM + HM)	Reach users searching for brand terms

PRIORITY SEGMENT CHANNEL ALLOCATION

Allocate media weight relative to Hispanic and Asian population and media consumption

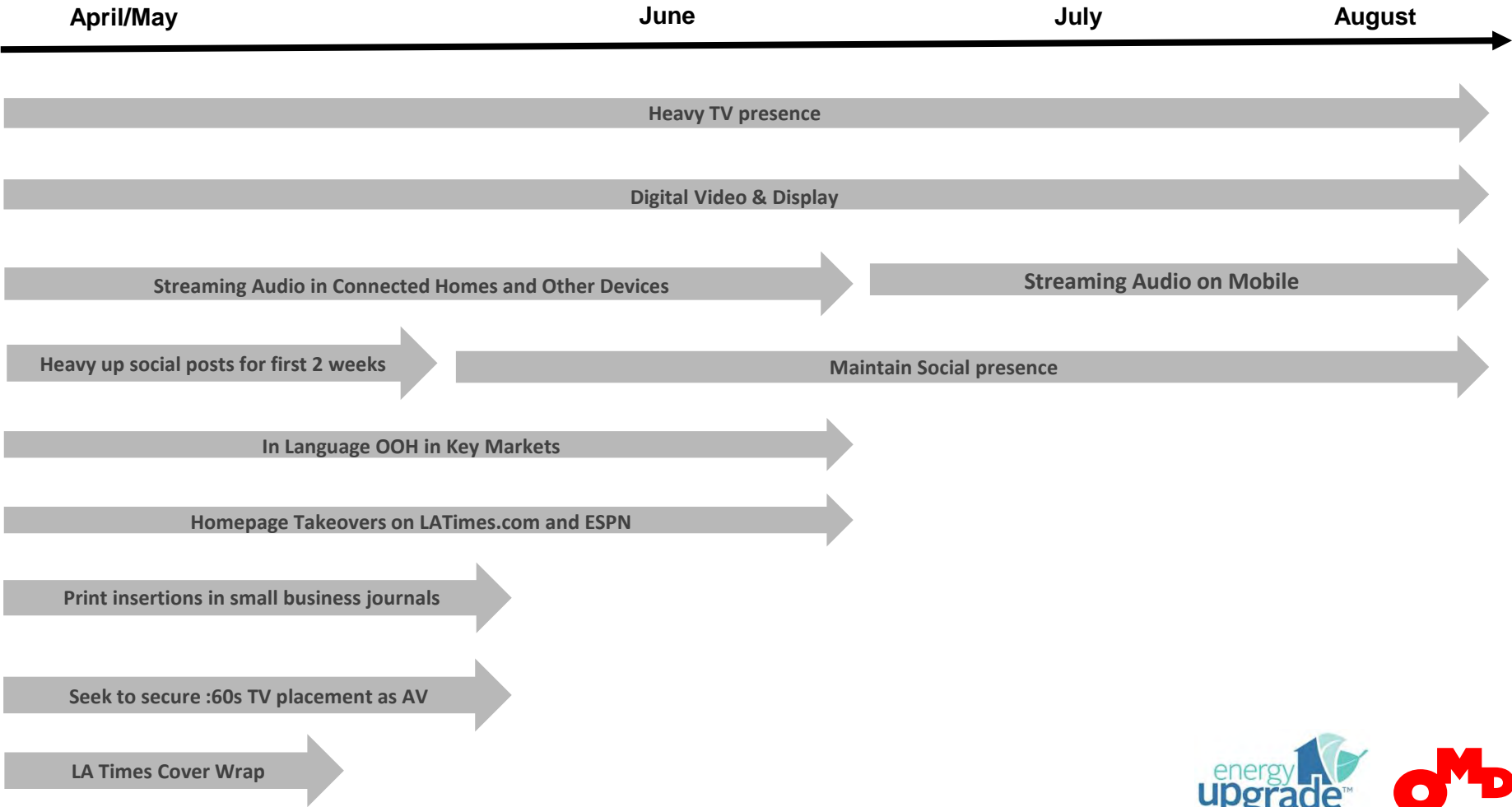
- Video will support General Market and Hispanic
- Reach Hispanic and Asian* segments with in-language messaging through targeted Digital Display & OOH
- Asian and Small Business segments will get support from 2 channels

	General Market	Hispanic	Asian	Small Business
 DIGITAL VIDEO	X	X		
 DIGITAL DISPLAY	X	X	X	X
 OUTDOOR		X	X	
 PRINT		X		X
 STREAMING AUDIO	X	X		
 SOCIAL MEDIA	X	X		
 PAID SEARCH	X	X		

*Asian languages include Vietnamese, Chinese (traditional) and Korean

MEDIA RECOMMENDATION

LAUNCH STRATEGY & HIGHLIGHTS

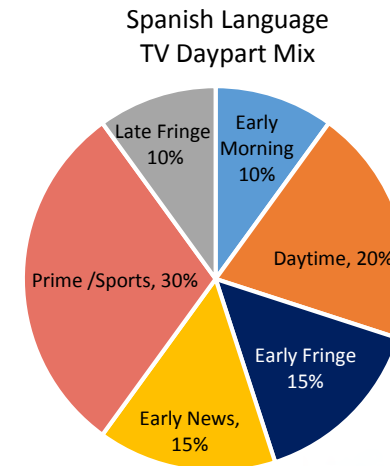
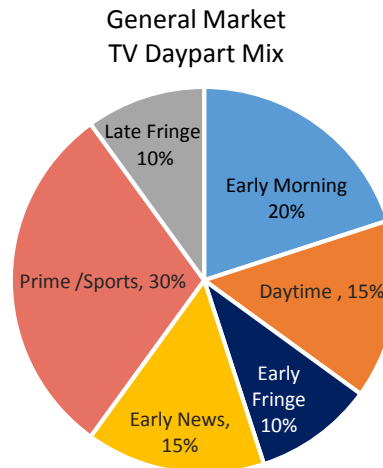


TV DAYPART MIX

Identified general daypart mix to balance reach and efficiency, optimized to General Market and Hispanic audiences

- General Market
 - Strong Early Morning presence to align with news and reach target early in their day
 - Heavy up within Prime/Sports to ensure presence within premium content and highest reach daypart
- Spanish Language
 - Maintain heavy Prime mix, scale back early morning to increase daytime and early fringe presence to align with TV viewing habits

TV Daypart	Hours
Early Morning	6-9a
Daytime	9a-4p
Early Fringe	4-7p
Early News	5-7p
Prime Access	7-8p
Primetime	8-11p
Late News	11-11:30p
Late Fringe	11:30p-2a



LOCAL TV – GENERAL MARKET

Drive mass reach and awareness with local television across all tier I and tier II markets

Program Details

- 100% :30s
- Secure presence across dayparts throughout the week, M-Su
- Added Value: Upgrade :30s to :60s as available during first 1-2 weeks of flight

Media Details

- Timing: 4/26 – 9/3 (19 weeks on air)
- GRPs: 1280 total GRPs in markets with GM TV, 994 total GRPs in markets with GM and SLTV
 - 80 GRPs per week
 - Reduce weight levels to 50 GRPs per week around Memorial Day and July 4th due to lower viewership when people are traveling out of town
- GM only Markets: San Francisco-Oakland-San Jose, Sacramento-Stockton-Modesto, San Diego, Santa Barbara-Santa Maria-San Luis Obispo, Eureka and Chico-Redding
- Spanish Language and GM Markets: Palm Springs, Los Angeles, Bakersfield, Fresno-Visalia, Monterey-Salinas and Yuma-El Centro

Example Networks



Example Programs



LOCAL TV – SPANISH LANGUAGE

Drive mass reach and awareness with Spanish language television in key Hispanic markets

Program Details

- 100% :30s
- Secure presence across dayparts throughout the week, M-Su

Media Details

- Timing: 4/26 – 9/3 (19 weeks on air)
- Estimated GRPs: 444 total GRPs per market
 - 28 GRPs per week
 - Reduce weight levels to 17 GRPs per week around Memorial Day and July 4th due to lower viewership when people are traveling out of town
- Spanish Language Markets: Palm Springs, Los Angeles, Bakersfield, Fresno-Visalia, Monterey-Salinas and Yuma-El Centro

Example Networks



Example Programs



OUTDOOR

Hyper target key tier I multicultural markets with in-language transit and bus shelter placements

Program Details

Spanish language: Recommend Bus Shelters and Bus Kings as they provide efficient and targeted reach in market

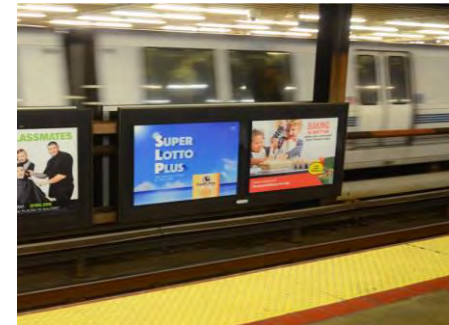
- Bus Shelters in Los Angeles (60x) targeted to highly populated Hispanic zip codes
- Bus Kings in Fresno (24x), Bakersfield (27x) and Palm Springs (12x) along routes with high Hispanic populations

Asian languages: Recommend Bus Shelters as they provide efficient and targeted reach and Subway Station 2-Sheets for incremental reach to the Chinese population

- Bus Shelters in Los Angeles (50x) and San Francisco (33x) targeted to highly populated Korean, Chinese and Vietnamese zip codes
- Subway Station 2-Sheets in San Francisco (30x) targeted to BART stations with high Chinese population traffic (i.e. Daly City, Union City and Fremont)

Media Details

- Timing: 5/1 – 6/25
- Estimated Impressions: 88.2M
- Added Value: 10x 2-Sheets in San Francisco and 4x Bus Kings in Bakersfield*



Note: Asian languages include Vietnamese, Chinese (traditional) and Korean

* Added Value units not included in totals above

SMALL BUSINESS JOURNALS

Drive awareness among small business owners by aligning with top business publications

Program Details

- 4x Half Page insertions in:
 - Sacramento Business Journal on 4/28, 5/12, 5/26, 6/9
 - San Francisco Business Journal on 4/28, 5/12, 5/26, 6/9
 - Silicon Valley Business Journal on 4/28, 5/12, 5/26, 6/9
 - Los Angeles Business Journal on 5/1, 5/15, 5/29, 6/12
 - Orange County Business Journal on 5/1, 5/15, 5/29, 6/12
- Request Far Forward, Right Hand Page positioning

Media Details

- Timing: 4/28, 5/1, 5/12, 5/15, 5/26, 5/29, 6/9, 6/12
- Estimated Impressions: 754K
- Markets: Sacramento, San Francisco and Los Angeles



LA TIMES

Secure high impact cover wrap with a trusted and established publication to generate mass awareness and educate people about Energy Upgrade CA

Program Details

- 1x Full Page Color Spadea Placement

Media Details

- Timing: 4/28
- Estimated Impressions: 3.3M
- Markets: Los Angeles



DIGITAL EVALUATION PROCESS

Evaluated the consideration set based on the following criteria

Audience Reach	Historical Performance	Targeting Capabilities	Value
<ul style="list-style-type: none"> ✓ Target reach ✓ Comscore index ✓ Inventory ✓ Market penetration ✓ High Impact placements 	<ul style="list-style-type: none"> ✓ Historical Performance ✓ Historical Delivery 	<ul style="list-style-type: none"> ✓ Ability to target A25-54 and Hispanic A18-49 within California ✓ Ability to target Small Business owners ✓ In language targeting capabilities ✓ Site Transparency ✓ Data capabilities (1st and 3rd party) 	<ul style="list-style-type: none"> ✓ CPM ✓ Added Value ✓ Share of Voice ✓ Accepts brand research tags ✓ Brand Safety

Recommended Partners

hulu

GM Index (132)
HM Index (119)

You Tube

GM Index (84)
HM Index (102)

Los Angeles Times

GM Index (103)
HM Index (96)

ESPN

GM Index (137)
HM Index (128)

pandora

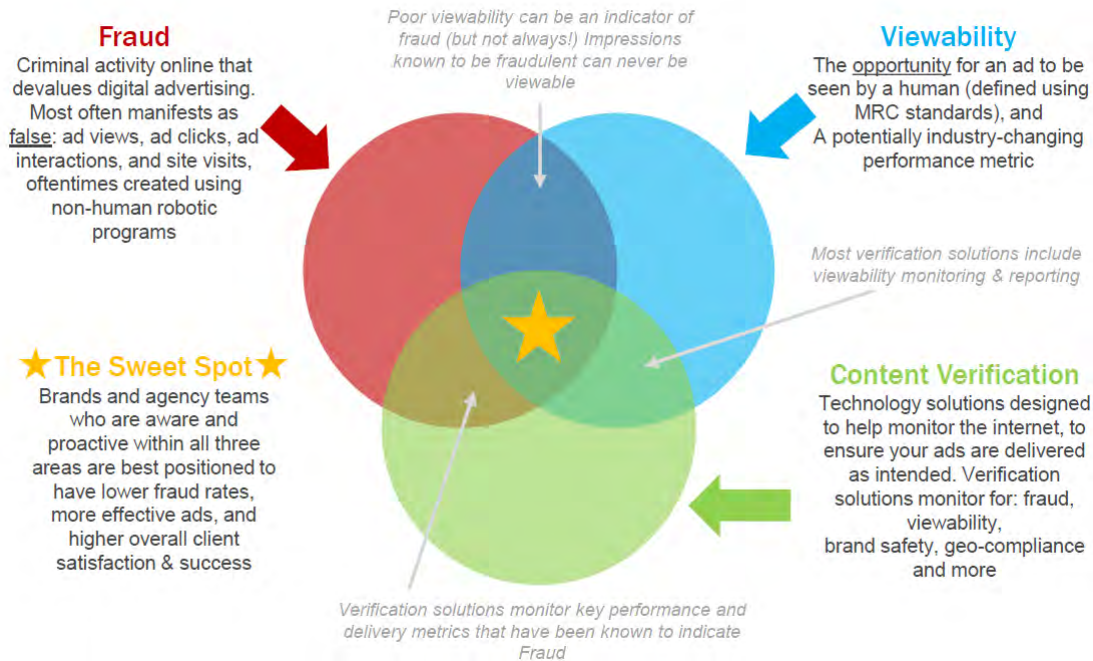
GM Index (136)
HM Index (151)

annalect



BRAND SAFETY & VIEWABILITY

Implement brand safety, viewability and blocking technology for digital to ensure we are paying for viewable, non-fraudulent impressions in a brand safe environment



DIGITAL VIDEO - YOUTUBE

Utilize high reach and unique targeting capabilities to align with relevant video content

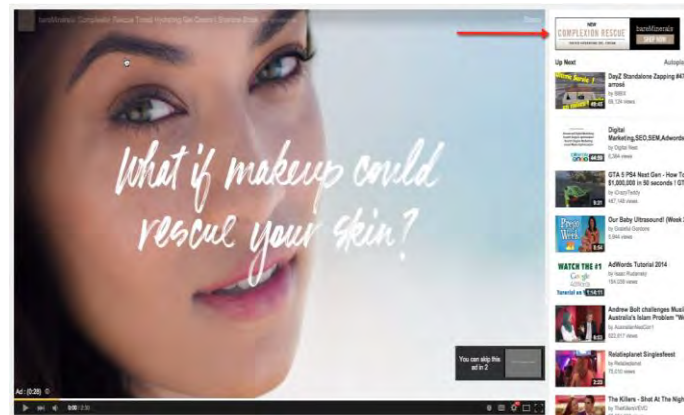
Program Details

- TrueView video and companion banner across all devices
 - Only pay when a viewer watches an ad for at least 30 seconds
- Utilize 3rd party data to target key segments including Spanish speakers and small business owners
- Target Californians looking to buy and install LED lights, solar panels and other energy actions
- Contextually target videos featuring relevant content such as climate change videos, SNL clips and more

Media Details

- Timing: 4/26 – 9/3
- Estimated Impressions: 4.1M
- Markets: All Markets
- Platforms: Desktop, Mobile and Connected Devices

TrueView video and companion banner



DIGITAL VIDEO - HULU

Extend reach of TV and target light TV viewers while they are engaging with their favorite programming

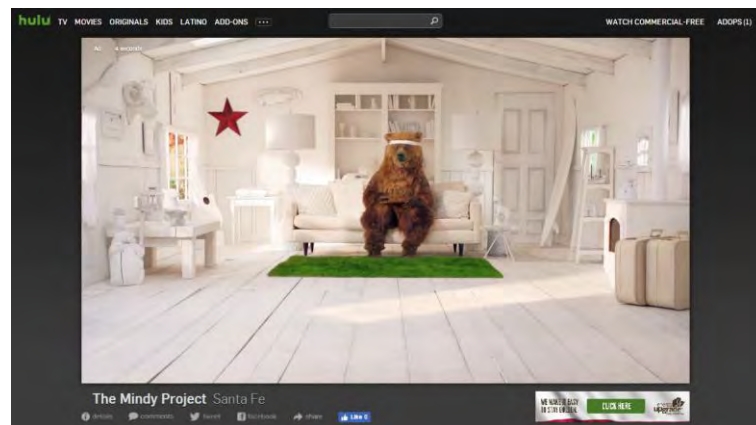
Program Details

- Video units will be served across Hulu on desktop and in-home when energy conservation is top of mind
- Video served within Hulu Latino content and Spanish language programs
- Only pay for once a video is viewed in entirety

Media Details

- Timing: 4/26 – 9/3
- Estimated Impressions: 3.2M
- Markets: All Markets
- Added Value: Standard banners
- Platforms: Desktop, Mobile and Connected Devices

Pre-roll video and companion banner



DIGITAL - ESPN

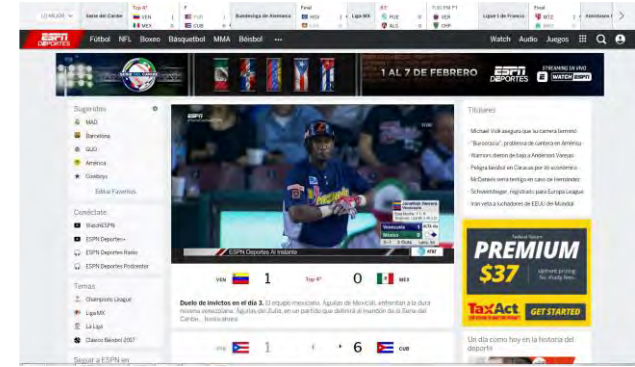
Secure high impact placements within premium sports content and align with top sports teams by market

Program Details

- Video and Display running across both ESPN.com and ESPNDeportes.com
- 2x Homepage takeovers on ESPN Los Angeles on 4/28 and 5/16
- Align with specific sports content in each local market including Lakers content in Los Angeles, 49ers content in San Francisco, Padres content in San Diego, etc.

Media Details

- Timing: 4/26 – 7/30
- Estimated Impressions: 7.3M
- Markets: All Markets
- Added Value: Standard banners
- Platforms: Desktop and Mobile



DIGITAL – LA TIMES

Utilize high impact placements with a trusted news publication to reach and generate mass awareness in California

Program Details

- High Impact 1-Day Sponsored Homepage Takeover on 4/28
- Interstitial Displays
- :30 Video Pre-Roll
- Standard Banner Display
- Geographical Targeting

Media Details

- Timing: 4/26 – 7/30
- Estimated Impressions: 6.2M
- Markets: All California General Markets
- Added Value: Standard banners

Homepage Takeover



Interstitial



Pre-Roll Video



PROGRAMMATIC

Contextually target Californians across a variety of sites by aligning with efficient and relevant content

Program Details

- Contextually target energy, news, environment and current events content with video and display
- Employ daypart targeting to reach SMB owners when energy use is top of mind
- Target Spanish, Vietnamese, Korean and Chinese speakers on in-language sites

Media Details

- Timing: 4/26 – 9/3
- Estimated Impressions: 25.8M
- Markets: All Markets
- Platforms: Desktop and Mobile



STREAMING AUDIO - PANDORA

Connected Home Audio Unit

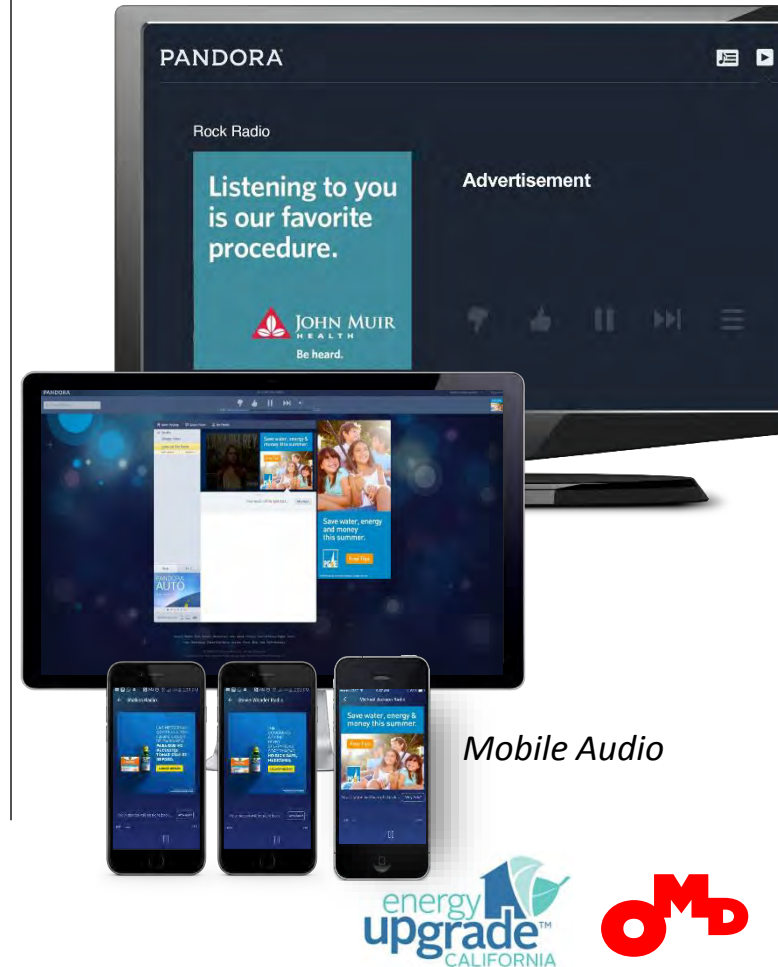
Drive brand awareness across both General and Hispanic California markets with audio and video

Program Details

- :30 Mobile audio, video and display
- :30 Connected Home Audio with companion tile
 - Connected devices include smart TVs and gaming consoles
- Utilize Pandora's superior targeting capabilities to target both Spanish preferred and bilingual Hispanics by market across a variety of music genres

Media Details

- Timing: 4/26 – 9/3
- Estimated Impressions: 20.2M
- Markets: California General and Spanish Language Markets
- Added Value: Mobile Audio & Video Banners
- Platforms: Mobile and Connected Devices



SOCIAL

Create social buzz around the Energy movement. Generate awareness of EUC brand and Do Your Thing messages

Program Details

- Facebook and Instagram Feed posts of images and video ad units in both Desktop and Mobile.
- Supporting English and Spanish language. Reflective of Facebook audience proportions, 15% of Social budget to be spent on Spanish language audiences.
- Target all adult Californians with an average of 2.6 impressions per month per person.
- We plan on partnering with the Platform 4C to manage Paid Social campaigns and run TV Sync: a functionality that allows us to sync Paid Social ads with our TV spots.

Media Details

Paid Social Launch will be heavy in the first two weeks with ~65% reach and 3x frequency of the target audience

- Timing: 4/26 – 9/3
- Estimated Impressions: 85.0M
- Markets: California Adults 18+
- Partnership with 4C for TV sync and campaign management



PAID SEARCH

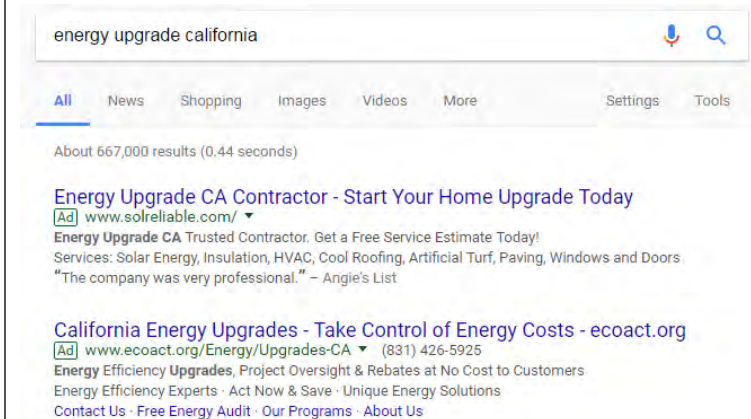
Always on strategy bidding on EUC brand terms. This will help direct searchers to the appropriate page on site that relates to their energy needs

Program Details

- Standard paid search listings for Brand search terms around EUC
- Support both Mobile and Desktop
- Both English and Spanish language will be supported

Media Details

- Timing: 4/26 – 9/3
- Estimated Impressions: 2.9M
- Markets: California English and Spanish language brand searches



MEASUREMENT RECOMMENDATION

OMD MEDIA MEASUREMENT APPROACH

What are we trying to do?

- Measure the effectiveness of the media across each segment

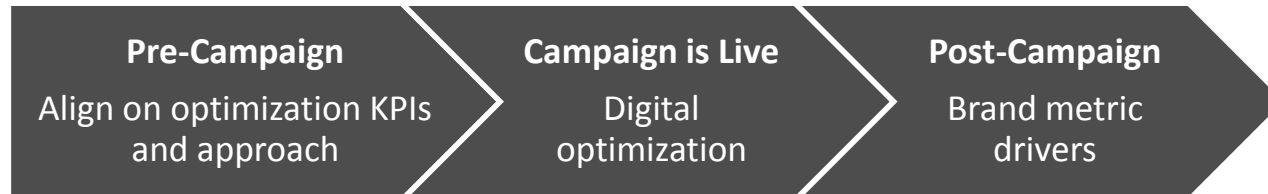
Why are we trying to do this?

- Campaign optimization
- Channel selection for year 2

How are we going to do this and what are the data sources?

- A brand study is recommended to measure and optimize the effectiveness of all media channels
- Digital optimization against front-end proxies of awareness while the campaign is live

Measurement layers throughout campaign life cycle (year 1)



MEASUREMENT FRAMEWORK

Scope	Tactic	KPI	Measurement Phase	Data Source
Campaign Success	All Media*	Awareness	Post-campaign	Segmentation (DB5) + Brand study (OMD)
Campaign Optimization	Upper Funnel Display, Digital Video, Social	Viewability + Frequency	Campaign is live	Ad Server (OMD)
	Programmatic Display	Site visits + Site engagement	Campaign is live	Ad Server (OMD)
Diagnostic	Total Digital	Click-thru Rate	Campaign is live	Ad Server (OMD)

Optimization Strategy

- Recommend brand study to measure awareness and brand perception against each media tactic by segment
- Digital awareness proxies that are linked to impact (i.e. efficient exposure of the campaign)
- Reporting cadence –
 - Digital: Monthly Reporting Dashboard, Wrap Up Report after each campaign ends
 - Total Channel: Annual Wrap Up Report

Media Metric Definitions for Digital Tactics

- Viewability: at least half of the ad is in view for either 1 second, or 2 continues seconds depending on tactics
- Frequency: is the rate at which an individual is exposed to an ad

* No OOH

BRAND STUDY: WHICH MEDIA TACTICS ARE WORKING

What is it?

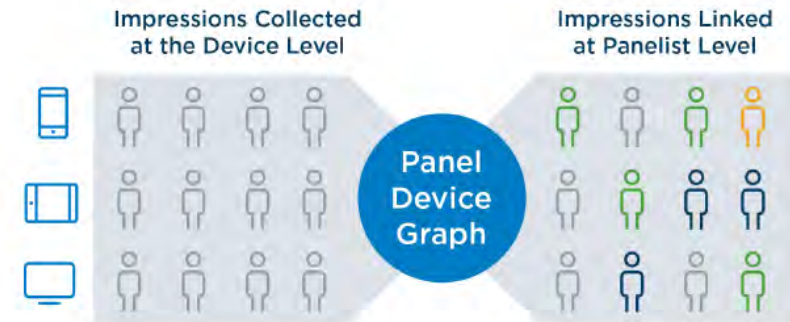
- A control and exposed research study that will survey people based on exposure to the campaign
- The study will categorize sample across each media tactic
- It is different from the segmentation study because it will only measure media effectiveness by tactic

What will we learn and what are the media implications?

- Identify which media tactics are impacting brand metrics (e.g. familiarity, overall opinion, brand perception, etc.)
- Example questions include (by segment):
 - Which media vehicles work best
 - What is the optimal frequency to impact brand metrics?
 - Are certain types of media synergies more effective at impacting brand metrics
 - Ad hoc brand level questions (e.g. does seeing the message on this channel make you want to take action?)

Media Details

- Vendor: Millward Brown
- Timing: April – December 2017



FLOWCHART

[illegible]

*Asian languages include Vietnamese, Chinese (traditional) and Korean

APPENDIX

MARKET PRIORITIZATION

Prioritized based on energy consumption (past 3 years), market size and media efficiencies. Ensure coverage of the Tier I markets and Tier II as budget affords*

- Hispanic Markets: Palm Springs, Los Angeles, Bakersfield, Fresno-Visalia, Monterey-Salinas, Yuma-El Centro
- Asian Language Markets: San Francisco, Los Angeles

Market Tier	Market (Designated Market Area)	% Of CA Households	Weighted Index	General Market Rank	Hispanic Market Rank (Total Households)	Asian Market Rank (Total Households)
1	Palm Springs	1%	253	1	4 (56,820)	9 (4,890)
1	Los Angeles	45%	204	2	5 (1,933,480)	2 (485,820)
1	Bakersfield	2%	169	3	3 (99,740)	7 (13,140)
1	San Francisco-Oak-San Jose	21%	137	4	10 (427,430)	1 (185,750)
1	Sacramento-Stockton-Modesto	11%	108	6	9 (291,950)	4 (105,610)
1	Fresno-Visalia	5%	101	5	2 (267,430)	5 (27,180)
2	San Diego	9%	89	7	7 (268,410)	3 (65,600)
2	Santa Barbara-Santa Maria-San Luis Obispo	2%	77	9	8 (58,350)	8 (4,790)
2	Monterey-Salinas	2%	72	10	6 (81,360)	6 (6,010)
2	Yuma-El Centro	1%	69	12	1 (69,000)	12 (2,770)
2	Eureka	0%	68	11	12 (5,030)	11 (910)
2	Chico-Redding	2%	65	8	11 (21,940)	10 (2,920)

Note: Only DMAs where the majority of the DMA falls into California are included. Areas not covered: Siskiyou County (Medford Klamath Falls DMA) and Lassen, Alpine, and Mono Counties (Reno DMA). Multicultural markets ranked based on total households by market compared to the national average (12%). Weighting: 50% energy consumption, 25% market size, 25% media efficiencies

*Evaluating shift of San Diego to Tier I.