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March 30, 2018

ADVICE LETTER DDB-3

PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

**SUBJECT**

SUBMISSION OF DDB'S 2018-2019 YEAR TWO 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 (JCAP) for the dates April 1, 2018 to March 31, 2019, under the auspices of California Public Utilities Commission (CPUC) Application (A.) 12-08-007.

**BACKGROUND**

This document reflects what the customer engagement campaign will accomplish from April 1, 2018 through March 31, 2019.

As required by Decision (D.) 16-03-029, the Year 2 JCAP includes the *"goals and objectives, target audiences, high-level approaches and strategies, metrics, and implementation roles and responsibilities for each strategy."*<sup>1</sup> The Year 2 JCAP will also include how high-priority CPUC programs will integrate into the statewide energy efficiency customer engagement campaign and complement PAS' regional energy efficiency customer engagement efforts.

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<sup>1</sup> D. 16-03-029, p. 5.

## **DISCUSSION**

The following is a brief description of the Action Plan. The details are available in Attachment A – 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN.

Per Decision 16-03-029, DDB is submitting a Joint Consumer Action Plan (JCAP) for Year Two (Year 2) of DDB's contract implementing the California Public Utilities Commission's (CPUC) statewide energy efficiency customer engagement initiative. The following plan charts how DDB will execute against the objectives detailed in the Five-Year Marketing, Education, and Outreach Strategic Roadmap (Roadmap) between April 1, 2018, and March 31, 2019.

In alignment with the Roadmap, the plan includes the objectives, awareness, and intent of customer engagement and how they will be achieved in Year 2. The plan reviews lessons learned in Year 1 and goes on to recommend how the customer engagement initiative can optimize and build on those learnings in Year 2.

In addition, the plan discusses Year 2 audiences (whom customer engagement is targeting), messaging (what the message is that customer engagement is delivering), and channels (where the message will appear or come from). DDB will leverage the Do Your Thing™ messaging platform in order to engage three segments of Californians and small businesses, including Spirited Promoters, Quiet Advocates, and Rational Participants. These audiences will be targeted, in various capacities, by five core channels of customer engagement, including the Energy Upgrade California website, paid media (which includes paid social media advertising and promotion), organic social media, public relations, and community outreach.

The Year 2 JCAP goes on to describe how the energy movement will come to life via the strategies and tactics (why and how the message will be conveyed) in Year 2 to increase awareness and intent to participate in the energy movement and energy management behaviors. The plan details strategies to lift the brand to create awareness about the energy movement and how Californians and small businesses can become better energy stewards. The plan also reinforces role-constructive partnerships, particularly with California community organizations as well as with Consulted and Supportive parties, in the ultimate success of the Energy Upgrade California movement.

## **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: 3890-G / 5152-E
- SCE: 3677E
- SCG: 5203-G
- SDGE: 3125-E/2615-G

## **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 1, 2018.

## **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 21, 2018, 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](mailto: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](mailto:Matt.Perry@sf.ddb.com)

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

A handwritten signature in dark ink, appearing to be 'MATT PERRY', with a large, sweeping loop at the top.

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**MATT PERRY**

Business Lead at DDB

A handwritten signature in dark ink, appearing to be 'MSHUE', with a large, sweeping loop at the top.

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**MICHAEL SHUE**

Executive Vice President at 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. DDB

Utility type:

☒ ELC

☐ GAS

☐ PLC

☐ HEAT

☐ WATER

Contact Person: Michael Shue

Phone #: (202) 830-2067

E-mail: 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-3

Subject of AL: SUBMISSION OF DDB'S 2018-2019 YEAR TWO 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 AL<sup>1</sup>: n/a

Resolution Required? ☐ Yes ☒ No

Requested effective date: April 1, 2018

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 proposed<sup>1</sup>: 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., 4<sup>th</sup> Flr.**

**San Francisco, CA 94102**

**EDTariffUnit@cpuc.ca.gov**

**Attn: Matt Perry**

**DDB**

**600 California St,**

**San Francisco, CA 94108**

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

**Attn: Michael Shue**

**DDC**

**805 15th St NW #300**

**Washington, DC 20005**

**E-mail: MShue@ddcpublicaffairs.com**

<sup>1</sup> Discuss in AL if more space is needed.

**APPENDIX A:**

**DDB'S 2018-2019 YEAR TWO JOINT**

**CONSUMER ACTION PLAN**

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## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### SECTION 1: EXECUTIVE SUMMARY

Per Decision 16-03-029, DDB is submitting a Joint Consumer Action Plan (JCAP) for Year Two (Year 2) of DDB's contract implementing the California Public Utilities Commission's (CPUC) statewide energy efficiency customer engagement initiative. The following plan charts how DDB will execute against the objectives detailed in the Five-Year Marketing, Education, and Outreach Strategic Roadmap<sup>1</sup> (Roadmap) between April 1, 2018, and March 31, 2019.

In alignment with the Roadmap, the plan includes the objectives, awareness, and intent of customer engagement and how they will be achieved in Year 2. The plan reviews lessons learned in Year 1 and goes on to recommend how the customer engagement initiative can optimize and build on those learnings in Year 2.

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#### **1.1 Customer Engagement Goals**

The vision and long- and short-term goals (Commission D. 16-03-029)<sup>2</sup> 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.*

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<sup>1</sup> [Five-Year Marketing, Education, and Outreach Strategic Roadmap.](#)

<sup>2</sup> D. 16-03-029. Appendix A, p. 1.

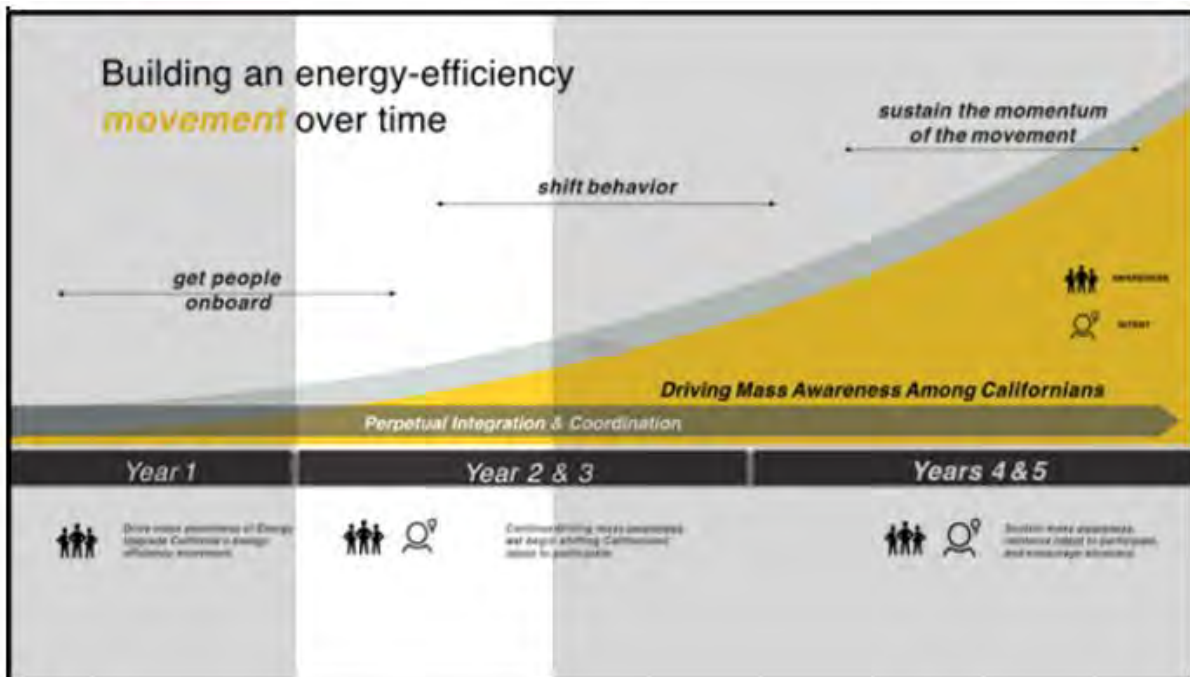
## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

- 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 concepts, programs, services, rates, and benefits of taking action so 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 in Year 2

As stated in Section 6.1 of the Roadmap, the customer engagement campaign focuses on two fundamental objectives: **Awareness and Intent (to act)**. The customer engagement campaign will:

- Increase awareness of the initiative with all Californians, including those who are hard to reach
- Reinforce the familiarity of the brand and educate California residents and small businesses by keeping the initiative top of mind and refining delivery to specific audiences and regions with relevant messaging
- Encourage people to learn more and participate in the program with refined tactics (based on findings about each audience segment's specific motivators) according to prior-year campaign learnings



## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### 1.3 Evaluation of Learnings from Year 1

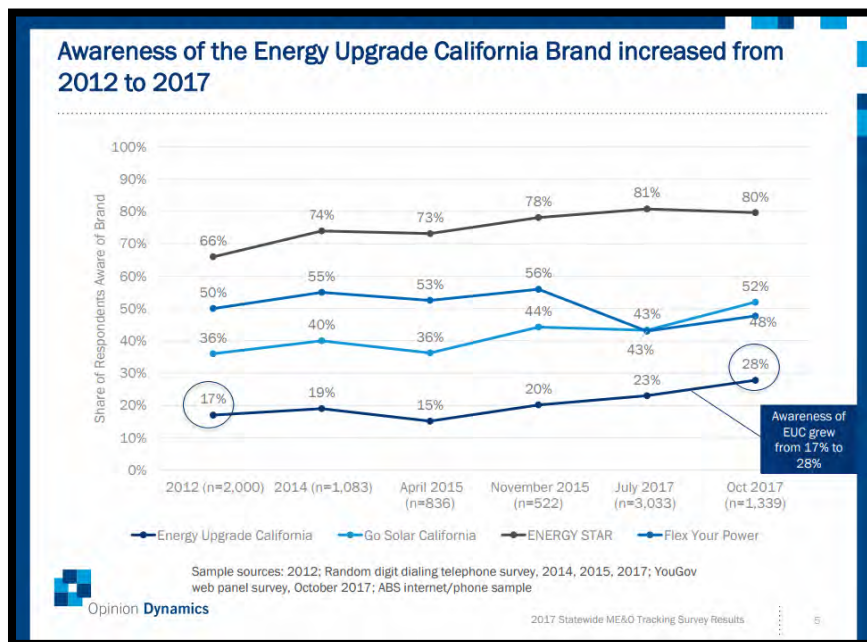
It is important to note that at the launch of the Energy Upgrade California initiative in 2012, the CPUC engaged Opinion Dynamics (ODC) to provide third-party oversight of the work and its impact on consumers over a five-year period (early 2012-late 2017). One portion of this partnership included ongoing brand health tracking of the Energy Upgrade California campaign.

Separate from the ODC tracker, at the launch of the CPUC and DDB engagement, another brand health tracker was kicked off that will run for the duration of the three-to five-year partnership. Given this overlap between the final readout of the ODC findings (December 2017) and the first readout of DDB's Brand Health Tracking Study<sup>3</sup> (September 2017), DDB is presenting findings from both studies. Both of these studies provide a number of different data points to consider as DDB aims to meet its awareness and intention objectives. Due to the variance in tracking methodologies between the two studies, the results should be compared as qualitatively directional indicators of brand health, not as quantitatively comparable "apples to apples" formulaic indicators of brand health.

### 1.4 Learnings from Year 1

#### 1.4.1 Opinion Dynamics Findings

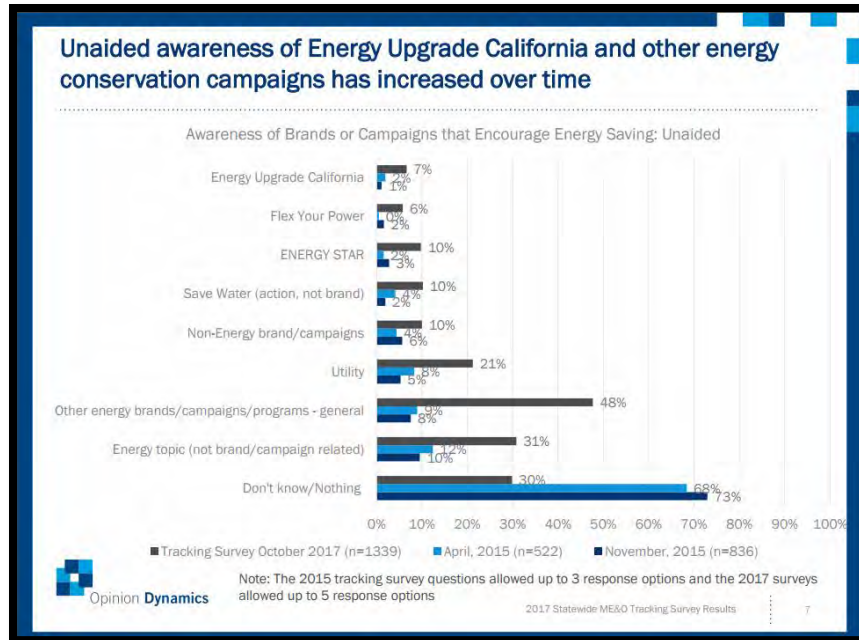
Based on ODC tracking results, DDB increased aided awareness to 28 percent and unaided awareness to 7 percent. The "2017 Statewide ME&O Tracking Survey Results"<sup>4</sup> charts below detail this progression in aided and unaided awareness over time.



<sup>3</sup> DDB's Brand Health Tracking Study (Section 4.2.5 of the Roadmap): Conducted twice a year.

<sup>4</sup> [Statewide Marketing, Education, and Outreach Tracking Survey, December 2017.](#)

## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN



### 1.4.2 Brand Health Tracking Study Findings

While the September 2017 Brand Health Tracking Study showed steady or increased *Motivation* and *Intent to Participate* in energy efficiency across most segments, demonstrating a sustained interest and involvement with the state's energy efficiency movement, declines were seen from the least engaged audience segment, Inactive Skeptics.

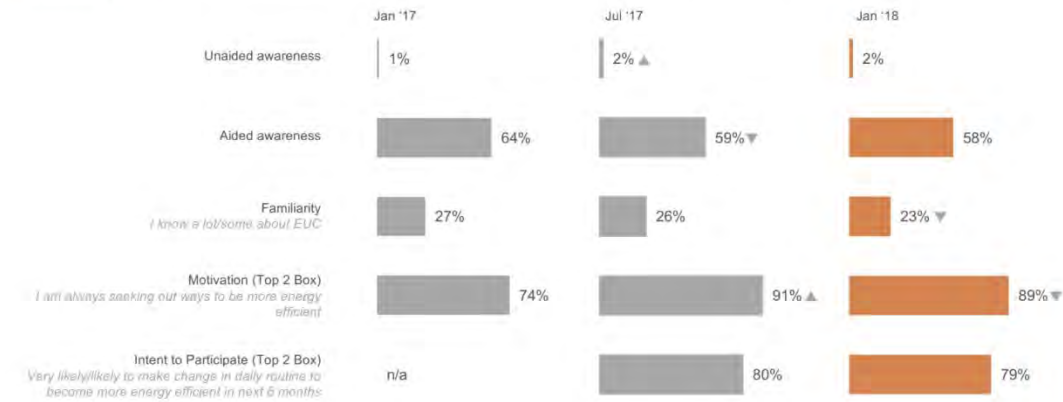
*Awareness* and *Familiarity* measures lowered among Inactive Skeptics, which lead to an overall softening of Energy Upgrade California brand awareness and familiarity levels. While this group was not a primary target of customer engagement communications, given their lack of engagement with the energy conversation and the current climate, there are opportunities to better reach them moving forward.

Softening *Awareness* and *Familiarity* may also be attributed to the crowded communications landscape relating to the energy, efficiency, and conservation conversations, limiting the "credit" Energy Upgrade California is getting in these categories. Linkage scores also show misattribution to other organizations, notably IOUs.

## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

Though motivation and intent remain strong, the greatest challenge is familiarizing Californians with EUC as their partner in energy management.

kpi summary

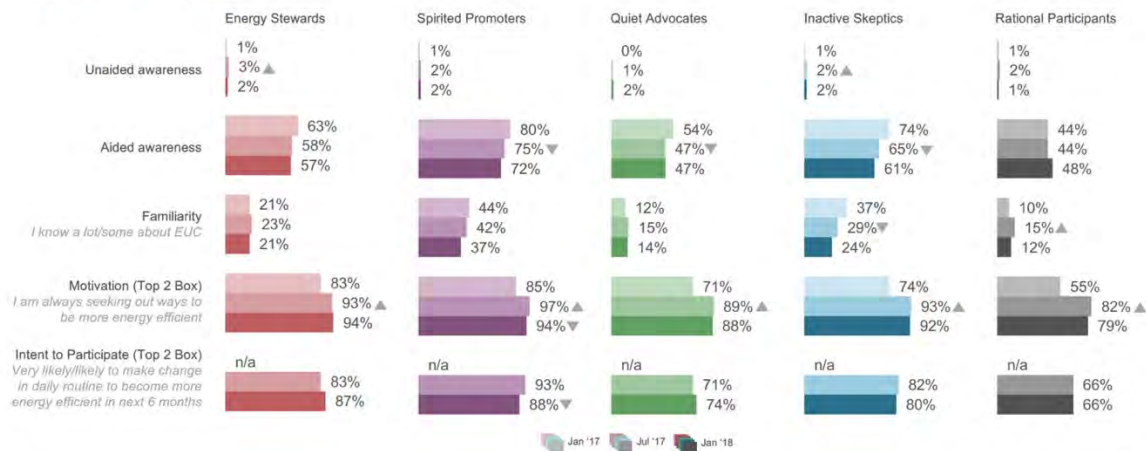


37 Base: Multiple Qs  
▲ / ▼ Significantly higher/lower than previous score at 95% level of confidence



...and KPIs are relatively stable across all groups.

kpi summary - segments



39 Base: Multiple Qs  
▲ / ▼ Significantly higher/lower than previous score at 95% level of confidence



## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

The following charts detail key learnings that help guide DDB's strategies, tactics, and messages for the customer engagement initiative in 2018-2019.

### 1.4.3 Media Channel Selection

Learnings	Implications
Based on interim Millward Brown study <sup>5</sup> results, stronger lift in brand attributes was seen among people who were exposed to the message across two or more channels, with a 13 percent lift in aided awareness among people exposed to an EUC message in two or more channels.	DDB will look for additional ways to reach the customer engagement target across channels, while broadening our digital footprint to create more opportunities for channel overlap and survey recruitment.
Print and out-of-home media proved to be successful, driving lift across metrics within interim Millward Brown results.	DDB will continue to invest in these channels and consider the broader general market target.
Early indicators of segment-specific targeting and segment-specific actions have shown positive momentum. Intent to act results showed positive lift at 3%+ in four energy conservation metrics through January 31, 2018.	DDB will continue segment-specific targeting/messaging, identifying areas where DDB can increase targeting. Specific to economically disadvantaged Californians, DDB is following ESA/CARE guidelines and targeting households with an annual income of less than \$35,000.

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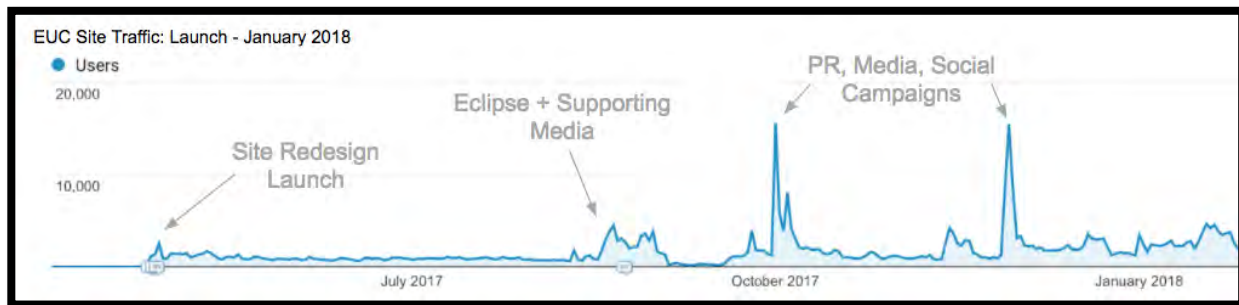
<sup>5</sup> Millward Brown Study. Independent tracker to help optimize paid media channel, ongoing.



## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### 1.4.4 Digital

Learnings	Implications
Paid media, particularly paid social and search, have proven to be powerful traffic drivers to the website (see chart below). This is especially true when these channels are leveraged to amplify planned messaging around culturally relevant moments or otherwise trending topics in popular culture (from the Great American Eclipse to Thanksgiving to the New Year holiday season).	Continue to boost culturally relevant messaging and key campaign inflection points/trending topics with media support (paid social and search, in particular).
Premium ad placement and sponsored buys drove awareness and association with the state of California.	DDB will secure premium inventory and sponsored buys where customer engagement has a platform to say, "Brought To You by Energy Upgrade California."
While paid search is the strongest driver of Web traffic, all paid search queries are performed in English despite supporting Spanish keywords. Adding non-branded search terms boosted traffic to the website.	DDB will continue to add paid, non-branded search terms to deliver increases in traffic and grow Energy Upgrade California's search share of voice among both English and Spanish targets. In addition, DDB will continue to coordinate with the Program Administrators (PAs) to ensure that there is no overlap of non-branded terms.
Mobile is the preferred platform for website session visits, but desktop delivers the highest conversion rate leading to PA referrals.	DDB will look for optimization opportunities to drive conversions on mobile platforms in order to increase referrals to PA sites.





## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### 1.4.5 Multicultural

Learnings	Implications
Video Completion Rates (VCR) are strong among the Hispanic audience while Asian language-speaking audiences aren't engaging as much with digital.	DDB will continue to leverage in-language video within digital and social. In addition, DDB will evaluate other media channels to reach Asian language-speaking audiences. DDB is aware that Asian language-speaking audiences are harder to reach through digital; however, DDB now has more data to help understand the strengths and weaknesses of each media channel. This will allow DDB to continue optimizing the initiative to better deliver the message to hard-to-reach audiences.
Within paid social media channels, Spanish content drives stronger View Through Rate (VTR) and stronger VCR, which indicates that Spanish-speaking audiences spend more time with content.	The initiative will continue with a 70/30 budget split for English/Spanish paid social media to further leverage our reach with the Spanish-speaking audience living in California.
For Korean, Vietnamese, and Chinese-language materials, DDB's brand study showed that print played a key role in increasing aided awareness, unaided awareness, and favorability, while positively shifting familiarity.	DDB will continue to invest in in-language channels while exploring opportunities to extend the number of Asian language channels to expose more Asian language speakers to energy management behaviors and the energy movement.

### 1.4.6 Public Relations and Events

Learnings	Implications
Aligning the campaign with larger, culturally relevant storylines has proven the most fruitful in terms of return on investment (ROI) and garnering interest outside of energy media.	<p>DDB will pursue increased reach with the trifecta of paid media, CPUC support, and community amplification.</p> <p>In addition to energy reporters, DDB will begin targeting lifestyle/feature editors and reporters with new and unique storylines that focus on the human-interest, energy-related stories.</p> <p>The campaign will engage "eco-celebrity" Ian Somerhalder as a pilot initiative to reach customers via consumer-facing outlets, such as publications that cater to celebrity news. Somerhalder's involvement will help DDB understand how effective these kinds of celebrities can be in driving our message.</p>

## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### 1.4.7 Community Outreach

Learnings	Implications
Collaboration with PAs on events gives Energy Upgrade California greater access and credibility with local Community-Based Organizations (CBOs), which has provided a platform for Energy Upgrade California to establish itself as a solution provider.	DDB will seek to further build a relationship with PAs by collaborating on additional events in target geographic areas. Through these partnerships, DDB will continue to leverage the existing ties PAs have with local communities and organizations to measurably increase the reach and strength of Energy Upgrade California's outreach.
CBOs report that they are interested in Energy Upgrade California, yet they sometimes lack the capacity to participate because the majority of them are stretched for resources and personnel, making tangible participation challenging.	DDB will explore new ways to meet CBOs where they are, finding creative solutions to their competing priorities. This can take the form of one-on-one meetings, Energy Upgrade California participation in CBO events, finding opportunities for CBO partners to cross-collaborate, or highlighting their organization and ours in an op-ed or Energy Heroes.
Web-based elements are another effective platform to keep CBOs and their members engaged and informed.	To increase the effectiveness of digital engagement, such as email and e-newsletters, DDB will create compelling messaging and content tailored to specific demographics and communities.
The importance of local elected officials and key local agency staff has been made clear during our community engagement. We have found that they are the gatekeepers for many sustainability programs in individual cities.	DDB will focus on a more extensive reach to local elected officials and staff to create greater awareness with key stakeholders.
Through our outreach and in discussions with CBO partners, we have learned that faith-based groups are playing an increasingly important role in energy efficiency outreach to targeted communities in the state, including low-income residents, seniors, and minority groups.	DDB will strengthen and expand their relationships with faith-based groups, particularly those who have the resources to engage in community outreach and co-branded events. DDB has also proposed, pending CPUC approval, grant allocations to a diverse set of faith-based and interfaith organizations.

## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### 1.5 CPUC Priorities in 2018

On January 8, 2018, DDB, Commission staff, PAs, and Consulted Parties prioritized residential energy efficiency program areas to determine how Energy Upgrade California would integrate and coordinate high- and low-level priorities.

After discussion and collaborative exercise, the following programs are regarded as high-level residential priorities in 2018-2019, ranked in order of importance for energy efficiency customer engagement:

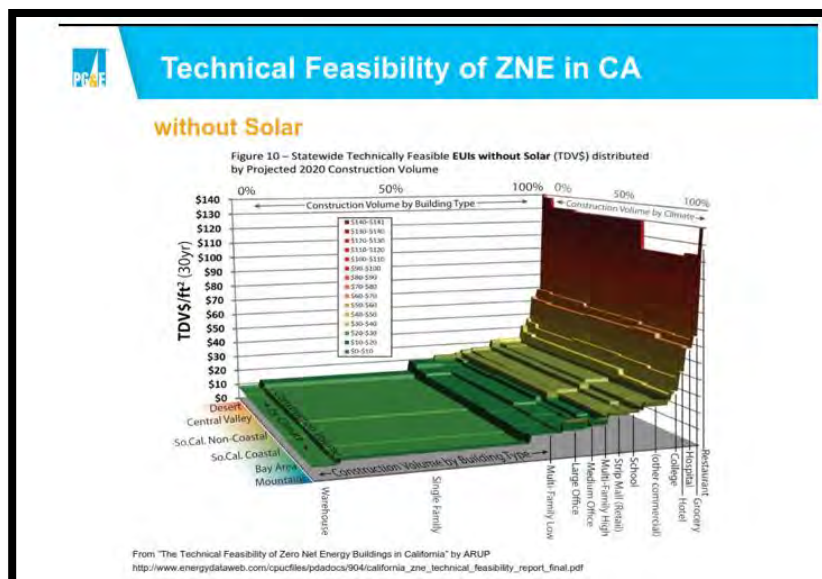
- Energy Management Behaviors
- Utility Online Management Tool (which incorporates Home Energy Checkup/Advisor)
- Energy Saving Assistance Program (ESA)
- Residential Rate Reform/Time of Use (RRR/TOU)\*
- Heating, Ventilation, and Air Conditioning (HVAC)
- Energy-Efficient Appliances
- Lighting
- Energy-Management Technologies (EMT)
- AC Cycling
- Home Upgrade Program\*/Whole House

Note: “Energy Management Behaviors” is not a structured program, but because behaviors, such as turning off a light switch, are critical to reducing greenhouse gas (GHG) emissions, behaviors are a focus of the Commission, PAs, and statewide customer engagement. Because the data that would link the customer action to the specific energy efficiency behavior is currently unavailable, DDB is unable to specifically assign quantifiable metrics to that specific behavior. However, it should be noted that DDB is measuring the intention to act.

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

#### 1.5.1 Engaging Small Businesses in Year 2

Through ongoing collaborative sessions with the PAs in 2017 and 2018, DDB has come to understand the types of small businesses that use the most energy, such as restaurants and grocery stores. Although

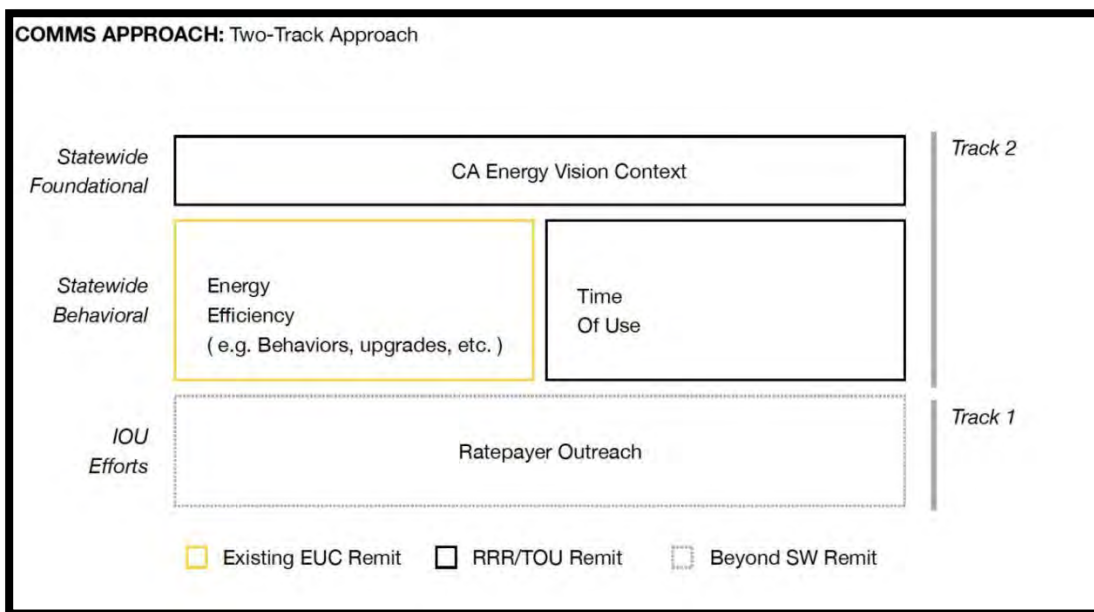


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DDB, the CPUC, and Consulted Parties are now exploring refinements to the small business approach (based on Energy Upgrade California and IOU coordination on targeting capabilities), customer engagement will focus its outreach efforts on these two high-energy-consumption businesses.

### *1.5.2 Integrating Energy-Efficiency/Management Customer Engagement with Residential Rate Reform Customer Engagement*

Acknowledging that customer engagement with energy efficiency and Residential Rate Reform (RRR)/Time of Use (TOU) are two separate initiatives, the RRR/TOU message will become a significant component of the ongoing Energy Upgrade California efforts. In particular, Energy Upgrade California will integrate heavily with the RRR roll out and specific IOU regional marketing campaigns, including timing and key milestones. Specifically, DDB's role in aligning energy efficiency and RRR/TOU customer engagement efforts will reinforce the importance of TOU to California's overarching energy goals, articulate how energy management can be achieved through TOU, and provide at-home tips/tricks for better TOU.



## SECTION 2: AUDIENCES

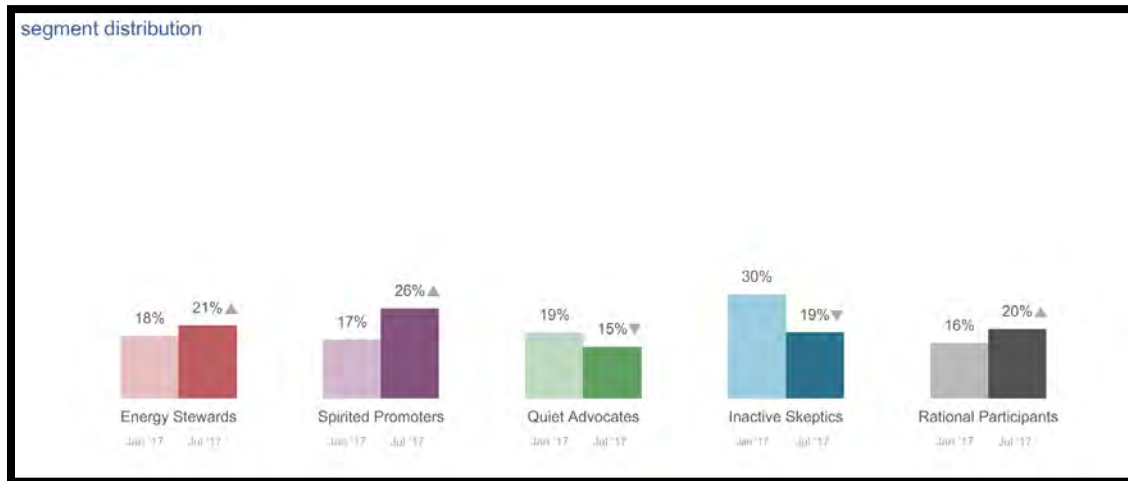
In Year 1, DDB targeted, through a cross-channel approach, three of the five customer segments (Spirited Promoters, Quiet Advocates, and Rational Participants) along the energy-consciousness spectrum. (The segmentation study indicated that Inactive Skeptics would be hard to activate because they have 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. As a result, Inactive Skeptics and Energy Stewards segments were not a focus in Year 1.)

Energy Stewards served as key ambassadors and advocates of the Energy Upgrade California movement, and were highlighted in Energy Upgrade California content via both digital (social media and website)

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and print media. DDB leveraged the stories of Energy Stewards to inspire and motivate Spirited Promoters, Quiet Advocates, and Rational Participants to follow suit.

DDB's Summer 2017 Brand Tracking Study indicated that communications about Spirited Promoters, Quiet Advocates, and Rational Participants moved a number of consumers further along the spectrum towards energy stewardship. As the chart below illustrates, customer engagement saw an increase in Energy Stewards and Spirited Promoters, from those consumers who were formerly unengaged Inactive Skeptics.



Customer engagement will continue to target all Californians in Year 2. The following segments will be targeted with Energy Upgrade California messaging, strategies, and tactics:

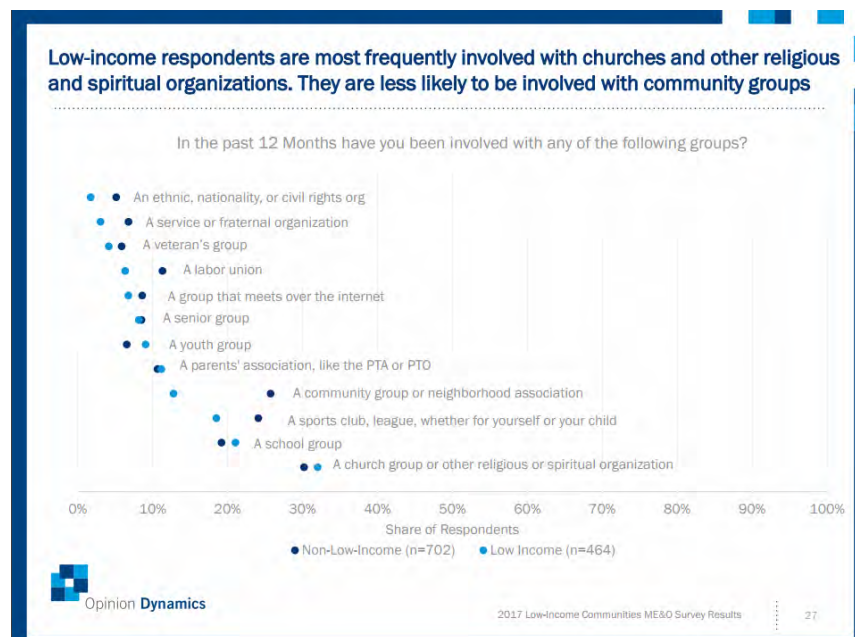
- Quiet Advocate
  - 19% of sample size, of which 12% are small-business owners
  - These Californians are quiet advocates for change
  - Example: "It's good to be thoughtful when it comes to the environment."
  - "Lead by example" mentality
- Rational Participants
  - 30% of sample size of which 16% are small-business owners
  - These Californians are aware of energy issues, but are not motivated to do anything
  - Example: "I don't like to be wasteful, but other issues are more important."
  - "Super-skeptical" mentality
- Spirited Promoters
  - 17% of sample size of which 20% are small-business owners
  - 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

(For a complete breakdown of audience segments, please see Section 11.3 Audience Segmentation.)

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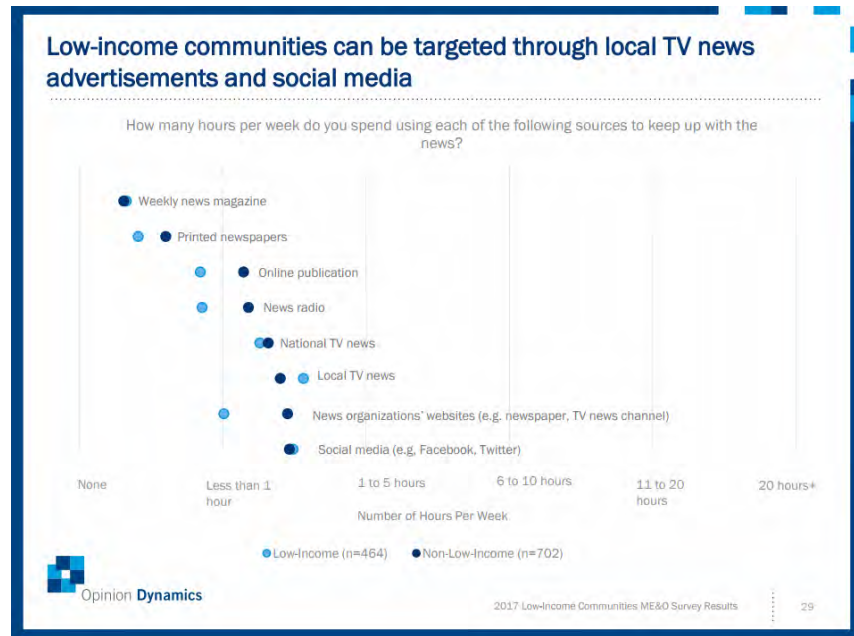
### **2.1 Addressing Disadvantaged Audiences in Year 2 Via Faith-Based Organizations and Social Media**

Opinion Dynamic's 2017 "Statewide Marketing, Education, and Outreach Low-Income Communities Survey"<sup>6</sup> produced findings helpful to how DDB will engage harder-to-reach audiences (such as economically disadvantaged individuals and Californians with disabilities) in the energy movement in Year 2. In the second year of the energy movement, DDB aims to strengthen its partnerships with faith-based organizations in order to increase trust among this audience, as well as refine Energy Upgrade California's social media targeting to further reach and engage hard-to-reach Californians on digital platforms they regularly use.



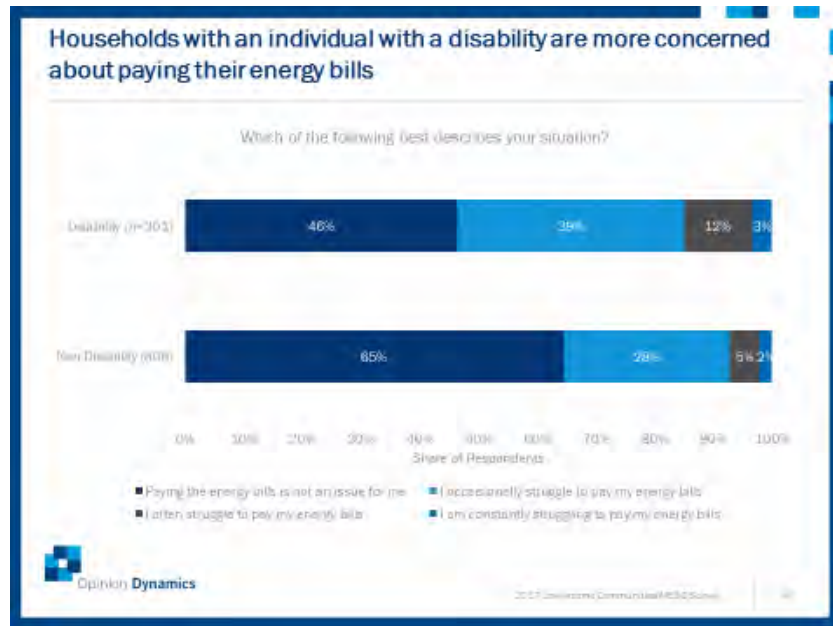
<sup>6</sup> [Statewide Marketing, Education, and Outreach Low Income Communities' Survey, December 2017](#)

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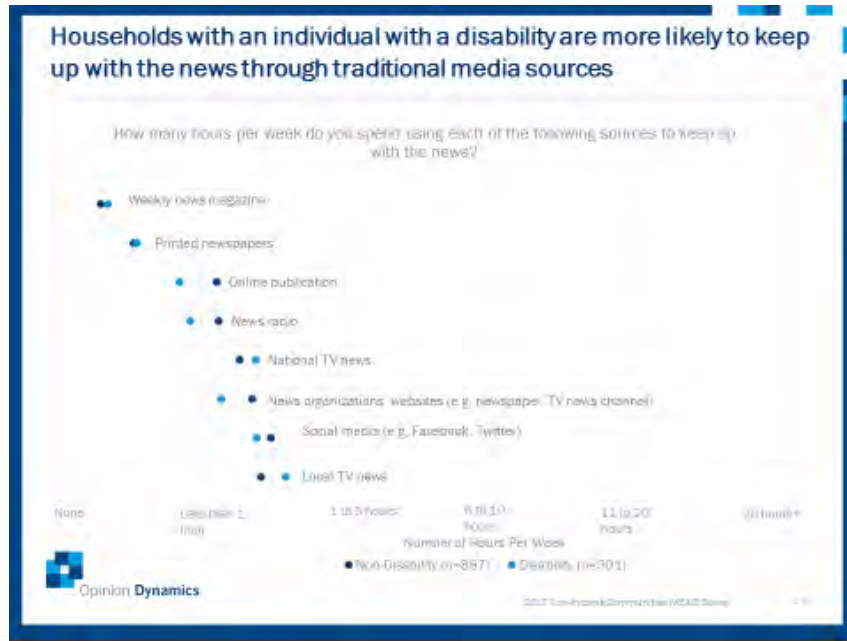
### 2.1.1 Engaging Californians with Disabilities

For Californians with disabilities, the findings indicate greater preference for traditional media sources as well as greater concern about paying their energy bills. Keeping in mind that disabled Californians and low-income Californians are not mutually exclusive, DDB will also seek to refine targeting of localized publications and utilize existing partnerships with Independent Living Centers to build on our framework of energy efficiency engagements (such as workshops).





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### 2.2 Using Multiple Languages to Reach Multicultural Audiences in Year 2

Customer engagement will continue to leverage English, Spanish, Korean, Vietnamese, and Chinese languages in Year 2.

Please see Section 2.2 of the Year 1 JCAP for more information on addressing multiple languages in California.

### **SECTION 3: MESSAGING**

Over the course of Year 1, the Energy Upgrade California voice and Do Your Thing™ rallying cry have gelled into an approachable personality for Californians and small businesses to embrace. To ensure momentum over the course of the initiative, the tone will continue to be participatory to ensure all audiences can feel “a part of” the energy movement.

Year 2 messaging will further drive awareness and intent via messages that:

- Resonate with specific audiences, including small-business grocers and restaurants, as well as harder to reach audiences, such as multi-cultural and disabled audiences
- Capture Commission priorities via key seasonal and culturally relevant communications (e.g., energy saving tips, Energy Heroes, and CBO case studies)
- Incorporate energy management techniques and success stories (i.e., through human interest storylines)
- Provide the Energy Upgrade California Community with more calls to action, opportunities for mobilization tailored, as well as financial and material resources (per CPUC guidance) to specific audiences (e.g., business groups, minority groups, rental associations, and disability groups)



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### SECTION 4: CHANNELS

Energy Upgrade California's channels are the vehicles through which messages will be dispersed.

#### **4.1 Website**

The website, a channel that facilitates both intent and awareness via education and engagement, will continue to educate and inspire Californians to act by driving them to their respective PA website with the goal of having users:

- Learn about and adopt an energy management behavior(s)
- Learn about and apply or invest in energy management program(s) offered or facilitated by their PA
- Learn about and use energy management tools offered by their PA

Further enhancements to the website will be integrated with the RRR/TOU program. Therefore, this will be a broadly used channel among all audiences, including:

- Adults 25-54, California residents
- Core targets: Quiet Advocates, Spirited Promoters, and Rational Participants
- In-Language considerations: Spanish, Chinese, Korean, and Vietnamese

##### **4.1.1 Website Accessibility**

As part of the April, 2017 Redesign, the EUC sites were designed, developed and tested to be WCAG compliant. After a rigorous QC process, accessibility specialists UTLRA Testing reported that "In ULTRA Testing's opinion, the Energy Upgrade California website meets an excellent accessibility standard..."

The January, 2018 Refresh project was designed and developed with consideration for continued accessibility compliance based on lessons learned during the redesign and understood best practices.

#### **4.2 Organic Social**

In order to inspire engagement and advocacy in Year 2, customer engagement continues to develop online energy stewards by growing and engaging broad Californian audiences via culturally relevant content.

#### **4.3 Paid Media**

The core focus of paid media is to drive reach that helps generate awareness of the energy management and energy behaviors. In addition, to further reinforce education, participation with the campaign, and energy management behaviors, DDB will secure media placements where Californians are spending longer time interacting with ads. This channel targets:

- Ensure coverage of core segments Adults 25-54 and California residents across:
  - Quiet Advocates
  - Spirited Promoters
  - Rational Participants

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- Other targets include:
  - In-Language: Spanish, Chinese, Korean, and Vietnamese
  - Small-Business Owners
  - Economically Disadvantaged and Disability Segments

### **4.4 Public Relations and Events**

In addition to statewide outreach, public relations efforts in Year 2 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 2 and throughout the life of the campaign.

### **4.5 Community Outreach**

In 2018-2019, DDB aims to better humanize the customer engagement initiative with authentic voices from a diverse set of Californians and groups. With a regional focus in San Joaquin Valley, Northern and Central California, and the Inland Empire, community outreach will specifically target the following organizations and entities.

#### *4.5.1 Organizations for Multicultural Communities*

With an increasingly diverse California audience, it is essential that minority organizations and populations be a central target of customer engagement in Year 2. Reaching the leadership of these groups will be a focus of customer engagement efforts and will open opportunities throughout the state.

- Priorities in Year 2:
  - Enhanced engagement with senior leadership of key low- and moderate-income organizations throughout the state, with additional emphasis on Northern and Central California Hispanic and Asian organizations
  - Small independent community grocery stores in the Central Valley, as well as in metropolitan areas such as San Francisco, San Diego, Los Angeles, and Fresno, and the Inland Empire. These stores typically have access to key low- and moderate-income communities

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### *4.5.2 Education community*

Reaching the K-12 audience is a priority in the customer engagement program. Engaging the youth population to create 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.

- Priorities in Year 2:
  - 3 of the top 10 school districts (beyond Los Angeles)
  - Sustainability groups at UC and CSU systems

### *4.5.3 Statewide Business Groups*

As they have done in Year 1 through message amplification and participation in the Energy Upgrade California CBO community, these groups will be strong allies for the broader statewide educational effort. State and local business organizations have an active membership base that can serve as allies with numerous other target stakeholders.

- Priorities in Year 2:
  - Chambers of commerce and economic development organizations in major cities in San Joaquin Valley, Northern and Central California, and the Inland Empire
  - Regional chambers of commerce and/or statewide business organizations that interact with small businesses, such as National Federation of Independent Business (NFIB)

### *4.5.4 Sustainability Groups*

Customer engagement in sustainability requires support from the environmental community. Natural allies and supporters of energy conservation, environmental groups will be a target in Year 2. Through testimonials and their broad network, these groups will also provide a catalyst for broader statewide customer engagement.

- Priorities in Year 2:
  - Engage environmental groups that have been supporters of the program, such as Global Green, 350.org, and other local environmental organizations
  - Collaborate with these key environmental groups to build a broader understanding of the importance of Energy Upgrade California and the need for environmental groups to support the Commission's statewide customer engagement goals

### *4.5.5 Renters' Groups and Associations*

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With the continuing rise in the cost of housing, 30 percent of California's population relies on rental housing. The critical lack of affordable housing has created a real activist cohort of renters and renters' rights organizations. Initial conversations (such as informational phone calls) with these groups in 2017 indicated that these renters' associations and groups would be receptive to participating in the EUC movement. To encourage them to join the movement in Year 2, DDB will provide renters information on savings programs offered by the PAs, as well as tips and tools for energy and financial savings.

- Priority in Year 2:
  - Local renters' organizations in key cities, such as San Francisco, Fresno, Santa Monica, Los Angeles, or local, regional, and statewide apartment owner associations, such as Apartment Association of Greater Los Angeles, California Apartment Association, and Building Owners and Managers Association

### *4.5.6 Economically Disadvantaged and Disability Organizations*

The audience of disabled and economically disadvantaged individuals represents a critically important audience that can benefit from the energy movement and the CPUC's priorities. Expanding on Year 1 efforts, DDB will collaborate with groups that are well-established in this field to ensure delivery of the energy movement messaging and information on Commission utilities.

- Priorities in Year 2:
  - Expand in all regions of the state by engaging key disability and independent living organizations, such as Ability Now—with offices in Berkeley and Oakland— Resources for Independence Central Valley (RICV), and EL ARCA in East and South LA
  - Meet with disability and independent living groups in the state to begin a dialogue about the movement and the importance of energy management and, under CPUC guidance, provide material and financial support
  - Housing groups serving the economically disadvantaged communities, such as San Francisco-based California Housing Partnership, Los Angeles Alliance for a New Economy, East Bay Housing Organizations, East LA Housing Corporation, and Central Valley Community Foundation
  - DDB will expand into key, low-income healthcare and economic services groups like UNIDOS CA and regional minority disability organizations
  - Expand the list of active disability partners and develop in-person meetings and presentations to these organizations and provide material and financial support as guided by the CPUC

### SECTION 5: BRAND LIFT AND LEVERAGE

Building on the energy movement's momentum in increasing aided and unaided awareness, as well as familiarity with Energy Upgrade California and the energy management behaviors Californians and small businesses can adopt, DDB will continue to focus on elevating the brand to capture the hearts and minds of even more Californians, particularly in harder-to-reach communities. Based on the learnings DDB gleaned in Year 1, the customer engagement movement will continue to educate and create awareness among Californians and small businesses, while encouraging them to take tangible energy management behaviors.

#### **5.1 Strategies and Tactics**

To continue increasing awareness and elevating Californians' intent to participate in energy management behaviors and the energy movement, DDB will:

##### *5.1.1 Enhance user experience of the Energy Upgrade California website.*

- Optimize the site for mobile to better engage users on mobile devices.
- Move lead capture to the top of the page to mitigate scrolling.
- Refine prominent navigation between the constellations.

##### *5.1.2 Refresh website content.*

- Embed Energy Upgrade California Twitter news feed.
- Spotlight a variety of energy-saving stories in the Energy Heroes section.
- Include modular options for content refreshes.

##### *5.1.3 Create compelling calls to action to drive more traffic to the website.*

- Include more response-oriented placements.

##### *5.1.4 Continue total market approach, evaluating reach against core targets, small businesses, multi-cultural, and low-income/disabilities audiences, and identify opportunities for cross-media exposure to reach our targets across multiple channels via an all-platform strategic content plan.*

- A supplementary statewide quantitative study has been completed for hard-to-reach audiences and will be the foundation for greater targeting and messaging insight.
- Leverage in-language video within digital and social.
- Extend the number of Asian language channels to expose more Asian language speakers to customer engagement.
- Secure premium inventory and sponsored buys to say, "Brought to You by Energy Upgrade California."
- Add paid search terms (non-branded) to deliver increases in traffic and grow Energy Upgrade California's search share of voice among both English- and Spanish-speaking targets.

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*5.1.5 Tell more human interest-type stories about real California residents and small-business owners.*

- Target lifestyle/feature editors and reporters with new and unique storylines that focus on human-interest, energy-related stories.
- Continue to conduct outreach to reporters to build relationships, awareness, and education around Energy Upgrade California. Outreach should include identifying reporters through active monitoring who are relevant to energy, the environment, sustainability, and climate change.
- Coordinate tactical media executions using the Energy Heroes Community Business Spotlight in which the customer engagement initiative will highlight energy-smart practices of local California small businesses, such as EcoFitness and Equator Coffee.

*5.1.6 Target both large, statewide publications and smaller, regional and niche (including multi-cultural) publications with Energy Upgrade California messaging and related energy news.*

- Create up-to-date editorial calendar to develop a strategic media plan and outline to breakthrough current energy messaging with Energy Upgrade California messaging.
- Further define the campaign's purpose through energy-related trade publications and Energy Upgrade California speaking opportunities.
- Utilize the ongoing news engine as a foundation to ensure relevant inclusion of Energy Upgrade California messaging within local, regional, and statewide targets.
- Continue to coordinate with large statewide publications' energy and environmental reporters as part of the ongoing news engine approach.

*5.1.7 Amplify messages and identify/participate in relevant local and industry events in order to reach Californians en masse and coordinate widespread participation with the target audiences.*

- To increase the cultural relevance of the campaign, a collection of influential voices—such as “eco-celebrity” Ian Somerhalder, lifestyle influencers on social media, CBO leadership, and other voices that will help drive more personal connections with different segments of the target audience—will be engaged to reach customers via consumer-facing channels that cater to lifestyle news.
- Leverage relevant regional events in San Francisco, Sacramento, Los Angeles, and/or San Diego, Fresno (or Central Valley), and Inland Empire where Californians can continue to learn more about how their Do Your Thing™ energy-saving behaviors to save energy personally and for the state. Collaborate with Energy Heroes and CBOs to participate in these events.

## SECTION 6: STRATEGIC PARTNERSHIPS: COMMUNITY OUTREACH

DDB will build on the foundation of the Energy Upgrade California Community, the coalition of 150-plus organizations committed to the energy movement, which was established in Year 1. In Year 2, DDB will deepen these existing relationships and will also focus on precisely targeting and creating meaningful

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relationships with new alliances who work with critical audiences, such as faith-based communities and organizations serving senior and disabled Californians.

For examples of how Energy Upgrade California engaged Californians through CBOs in Year 1, please see Appendix 11.6.

### **6.1 Strategies and Tactics**

DDB will continue to grow community members and organizations, engage them in tangible ways that result in more Californians, particularly those who are harder to reach, learning about the movement and participating in energy-management behaviors, as well as motivating them to become vocal supporters of the energy movement:

*6.1.1 Increase Energy Upgrade California follower counts, which will correspond with the increase in reach with organic posts across priority platforms.*

- Priority platforms include: Facebook, Instagram, and Twitter.

*6.1.2 Expand organic footprint through an expansive palette of content.*

- Spotlight Commission priority programs (such as ESA) that cater to low-income and hard-to-reach audiences.
- Encourage CBOs to share Energy Upgrade California content to provide additional reach and exposure of customer engagement messaging.
- Harness flashpoints in popular culture and plan seasonally relevant messaging to bring Energy Upgrade California and energy efficiency messaging to life in fresh new ways.

*6.1.3 Leverage our educational partnership with the Los Angeles Unified School District and apply the model to other top school districts.*

- Scale current education outreach to at least two additional parts of the state, targeting 10 school districts or more.

*6.1.4 Leverage our relationships with CBOs to ensure that they are engaging their networks to take action.*

- Organize collaborative events (such as information fairs, community block parties, and conventions) to engage multiple partners, rather than co-branding with our partners' events.
- Capitalize on the resources and memberships of our partner CBOs.
- Host CBO regional events (one in Southern California and one in Northern California) in Year 2 to honor and celebrate the second year of support of the Energy Upgrade California community.

*6.1.5 Continue to amass additional CBO partners, particularly in regions and communities that have been harder to reach in San Joaquin Valley, Northern and Central California, and the Inland Empire.*

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- Build on Year 1 community-building engagement framework with a targeted expansion of the grantee program\* using clear deliverables and metrics for success.
- Provide targeted grants to a number of organizations to allow for expanded outreach to organizations in Northern, Central, and Southern California. Per CPUC guidance, grants can be used at the discretion of each organization, with the expectation that each scope of work, tailored to fit organizational resources, will be successfully completed.
- Collaborate with these groups to test and build on existing materials, messages, and tools (such as social media) for delivering the EUC message to these important constituencies.
- Design appropriate and customized materials and messages that reflect the unique nature of their communications needs, such as DDB did in Year 1 with Ability Now in Oakland.
- Using the results of our initial grantee program, develop specialized outreach strategies that can be used universally with each grant recipient.
- Enhance support for harder-to-reach audiences via one-on-one meetings with leadership and direct outreach to their membership.

*\*For more on the Year 2 Customer Engagement Grant Program, please see Appendix 11.5.*

### 6.1.6 Generate buy-in from state and local elected officials.

- Use our CBO partnerships to generate public support from state and local legislators.

## SECTION 7: STRATEGIC PARTNERSHIPS: COLLABORATION WITH SUPPORTIVE AND CONSULTED PARTIES

Collaboration with Supportive and Consulted Parties helped customer engagement create and disseminate messaging on CPUC priorities as well as reach community organizations and events. DDB, the CPUC, and Supportive and Consulted Parties will continue to collaborate via monthly calls, quarterly in-person meetings, as well as informal conversations, when appropriate.

### 7.1. Collaboration through Customer Engagement Channels

In Year 2, the following tactics will be implemented in order to ensure coverage and coordination with PAs and the Commission:

- Website: Content will capture all CPUC priorities.
- Paid Media: Media efforts will align with PAs to avoid duplicating efforts. DDB will continue to share Energy Upgrade California's search terms so they do not compete or overlap. In addition, DDB will leverage Commission products and services in order of priority to inform executions and creative weighting appropriately.
- Organic Social: All aspects of the Commission priorities will be featured via this channel. In addition, DDB will delve deeper into topics that may not be prioritized by paid media.



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- PR/Events: DDB will continue to seek input from PAs on Energy Upgrade California media and PR tactics and also work to amplify PAs' priorities as appropriate to the energy movement.
- Community Outreach: DDB will continue to develop co-branded events with PAs that reach our partner audiences and beyond. In addition, DDB seeks to engage PA CBO networks in small groups by expanding the successful "roadshow" concept.

### 7.2 Aligning with CPUC Priorities in Year 2

During the January 8, 2018 public meeting, the CPUC, DDB, and Consulted and Supportive Parties provided feedback to determine Year 2 priorities in which customer engagement will develop complementary messaging and outreach.

### 7.3 Integration Matrix

The following integration matrix depicts the refined order of priorities in 2018-2019 (listed from most to least important). Similar to Year 1, topics deemed "High Priority" (denoted in green) will be incorporated in customer engagement messaging via existing channels. As such, while DDB will not create separate campaigns for each of these products and services, they will be supported (in coordination with PAs and the CPUC) through a creative rotation. Messaging on the broadest priorities (such as behaviors and the utility online management tool) will reach all Californians while specific programs (such as the Home Upgrade Program and ESA) will be more targeted. In addition, regional differences will be considered to ensure messaging is streamlined and appropriate across all PAs.

The chart also illustrates which channels, in coordination with PAs, Energy Upgrade California will use for these messages.

Product/Service	Website	Organic Social	Paid Media	PR/ Events	Community Outreach
Behaviors (free)	X	X	X	X	X
Utility Online Management Tool	X	X	X		
ESA	X	X	X	X	X
RRR/TOU	X	X	X		X
HVAC	X	X	X	X	X
Energy-Efficient Appliances	X	X	X	X	X
Lighting	X	X	X		X

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Energy Management Technologies	X	X	X	X	X
AC Cycling	X	X	X		
Home Upgrade Program/Whole House	X	X	X	X	X

### SECTION 8: METRICS

A regression analysis model was used to predict Key Performance Indicators (KPIs) based on the cumulative effect of measurable media (i.e. gross rating points or GRPs).

As this approach leverages industry and media benchmarks to estimate KPI growth, given the decrease in budget to some of the more traditional campaign elements, DDB does not anticipate the same amount of growth across the KPIs. In particular, metrics, such as unaided awareness and aided awareness, tend to more highly correlated with share of voice, therefore the regression anticipates that these will be sustained.

As the Energy Upgrade California brand (refreshed in Year 1) remains in market, alternative goal setting approaches will be explored that rely more on historical brand data rather than industry benchmarks.

## EUC Measurement Plan

Marketing Objectives	Key Measures	Measurement Tools	Reporting Frequency	Goals	Benchmark Scores	Year 1 Measurement Goals* / Benchmarking Windows	Year 2 Measurement Goals* / Benchmarking Windows
Awareness	Shift in aided awareness <sup>1</sup> Shift in unaided awareness <sup>2</sup>	DB5 Tracking Study	Semi-Annually	YOY % increase	Aided: 64% Unaided: 1%	Aided: 66% - 70% Unaided: 2% - 4%	Aided: 64% - 67% Unaided: 1% - 3%
	Shift in familiarity ladder <sup>3</sup>				27%	31% - 34%	30% - 32%
Intent	Shift in motivation <sup>5</sup> I'm always seeking out ways to be more energy efficient	DB5 Tracking Study	Semi-Annually	YOY % increase	74%	76% - 79%	76% - 79%
	Shift in Intent to Participate <sup>4</sup> Increase in intent to take action				80%	Benchmark to be set in July/August 2017 wave tracking	81% - 82%
	Shift in Participation Increase in engagement with content Referral traffic to PA website	Platform-Specific Metrics	Quarterly	YOY % increase		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	

<sup>1</sup>We'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.

<sup>2</sup>We'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.

<sup>3</sup>Using 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?

<sup>4</sup>In the next 6 months, how likely are you to make changes in your daily routine to become more energy efficient?

<sup>5</sup>This target score is determined by the regression analysis and is modeled by the DB5 benchmarking study (March 2017) and projected 2017 media GRPs.

<sup>6</sup>As determined by the movement in 'very likely' or 'somewhat likely' (i.e., top two box on 5 pt scale).

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Additional KPIs will help evaluate customer engagement success in Year 2:

<i>Website</i>	<ul style="list-style-type: none"> <li>• Lead generation (referrals from the Energy Upgrade California website to the PA website)</li> <li>• Conversion rate (registration or sign-ups in PA programs)</li> <li>• Site visits</li> <li>• Page views</li> <li>• Time on site</li> <li>• Bounce rate</li> </ul>
<i>Paid Media</i>	<ul style="list-style-type: none"> <li>• Brand awareness</li> <li>• Consideration</li> <li>• Engagement</li> <li>• Brand familiarity</li> </ul>
<i>Organic Social</i>	<ul style="list-style-type: none"> <li>• Engagement (likes, shares, retweets, mentions, etc.)</li> <li>• Reach</li> <li>• Impressions</li> </ul>
<i>Public Relations</i>	<ul style="list-style-type: none"> <li>• Number of news articles</li> <li>• Viewer impressions per article</li> <li>• Percentage of message pull-through per article</li> </ul>
<i>Community Outreach</i>	<ul style="list-style-type: none"> <li>• Number of organizations that sign on to the coalition</li> <li>• Number of activities that coalition members are involved in—social media, events, promotions, etc.</li> <li>• 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</li> <li>• Number of CBOs reached via conversations and meetings</li> <li>• Number of coalition members/partners that respond to calls to action</li> </ul>
<i>Collaboration with PAs</i>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Number of leads generated through the website and onto PA websites</li> </ul>

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### SECTION 9: BUDGET

Below is the budget for Year 2 of the statewide energy efficiency customer engagement campaign in accordance with the CPUC's budget framework adopted in D.13-12-038.

Row Labels	Sum of April 2018-March 2019 Total
Research	190,000.00
Marketing	23,172,471.52
Outreach	2,313,333.33
EM&V	1,027,032.19
Investor Owned Utility Administrative Expenses	770,274.15
<b>Grand Total</b>	<b>27,473,111.20</b>

### SECTION 10: CONCLUSION

Building on the progress statewide customer engagement made in Year 1 to elevate awareness of the movement and energy management behaviors, DDB will continue to increase Californians' and small businesses' understanding of how they can adjust their energy habits to manage their consumption better. As such, Year 2's narrowed approach on key audiences (particularly harder-to-reach communities through community outreach) and customized tactics to engage them in a meaningful way will help the customer engagement initiative shift the focus more precisely on intent to participate in the energy movement and energy management behaviors. DDB will continue to work closely with the Commission, PAs, as well as other Consulted and Supportive Parties to maximize customer engagement impact in 2018 and 2019.

## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### 11. APPENDIX

#### 11.1 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)	CPUC 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 the 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

## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### 11.2 Priority Matrix

HIGH PRIORITIES IN YEAR 1	HIGH PRIORITIES IN YEAR 2
Behaviors (free)	Behaviors (free)
Energy Management Technologies	Utility Online Management Tool
Lighting	ESA
Home Energy Checkup/Advisor ( <i>labeled Utility Online Management Tool in Year 2</i> )	RRR/TOU
RRR/TOU	HVAC
ESA	Energy-Efficient Appliances
Energy-Efficient Appliances	Lighting
Home Upgrade Program/Whole House	Energy Management Technologies
<b>MEDIUM PRIORITIES IN YEAR 1</b>	AC Cycling
<b>HVAC</b>	Home Upgrade Program / Whole House
<b>LOW PRIORITIES IN YEAR 1</b>	<b>LOW PRIORITIES IN YEAR 2</b>
Zero Net Energy	Zero Net Energy
Rooftop Solar	Rooftop Solar

**2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN**

Electric Vehicles	Electric Vehicles
CARE	CARE
AC Cycling/Demand Response	Demand Response
Climate Credit	Climate Credit
Community Choice Aggregation	Community Choice Aggregation

## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### 11.3 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.

the 5 segments				
Energy Stewards 18%	Spirited Promoters 17%	Quiet Advocates 19%	Inactive Skeptics 30%	Rational Participants 16%
<i>"I talk the talk and walk the walk"</i>	<i>"I'm a champion of change, but don't always practice what I preach."</i>	<i>"It's good be thoughtful when it comes to the environment"</i>	<i>"I'm aware of the issues but not sure how I can make a difference."</i>	<i>"I don't like to be wasteful, but other issues are more important"</i>
True energy stewards who practice what they preach, active on all fronts of the energy movement.	Vocal supporters of environmental and energy issues facing the state, but less participation in actions.	Energy efficiency champions who are highly engaged in the conversation privately, but not publicly.	Californians who acknowledge energy issues facing the state, but don't feel a personal responsibility to impact change.	Don't believe energy efficiency is a priority relative to other issues, but participate in energy management.
Altruistic and motivated by the greater good.	Desire to help CA reach energy goals and do good.	Though motivated by intrinsic values, they are also economical.	Motivated by cost savings.	Highly motivated by economical factors (costs savings, home upgrades).





### **11.4 Definitions and Commonly-Used Acronyms**

#### *11.4.1 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.<sup>7</sup>
- 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.
- Small business: While DDB, the CPUC, and Consulted Parties are exploring refinements to the small business approach (based on Energy Upgrade California and IOU coordination on targeting capabilities), customer engagement will focus its outreach efforts on restaurants and groceries.

#### *11.4.2 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
- VTR – View Through Rate: Three-second video views divided by number of impressions; ratio of video starts to an impression
- VCR – Video Completion Rate: Videos watched to 100% divided by number of impressions; ratio of video completions to the number of video starts

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<sup>7</sup> [Scholarships for Disadvantage Students \(SDS\), p. 15.](#)

## 2018-2019 YEAR TWO JOINT CONSUMER ACTION PLAN

### **11.5 Grant Recommendations**

As part of the Year 1 JCAP, Energy Upgrade California worked closely with the CPUC to identify and deliver a set of recommendations on third parties who represent and/or have reach with Year 1 core Energy Upgrade California audiences. After consultation and refinement of the recommendations, the CPUC approved and Energy Upgrade California executed contract grants with seven CBOs with a total budget of \$110,000.

As part of our Year 1 progress, we identified three core areas for continued refinement and improvement:

- Require the grant recipient to have a day-to-day Energy Upgrade California lead assigned to deliver on agreed upon activities and inspire excitement and passion within their organization about the movement's mission.
- Refined metrics are crucial to ensure that expectations are clearly communicated and meetings between Energy Upgrade California and the grant recipient are productive.
- To provide additional return on dollar investment with the third parties, Energy Upgrade California should increase our media integration between Energy Upgrade California and the grant recipients, including identifying opportunities for CBOs to author opinion pieces, providing appropriate coverage at significant events, and working with CBO leadership to develop quotes for reporters.

As part of the Year 2 JCAP, Energy Upgrade California is prioritizing the following audiences (via the CBO program):

- Low- to moderate-income Californians
- Disabled and senior populations
- Minority populations
- Non-coastal Californians
- Independent businesses (high priority on independent grocery stores and restaurants)

In consultation with the CPUC, Energy Upgrade California has recommended a budget of \$325,000 to be allocated towards grant contracts with third parties who serve these core audiences.

At the time of this draft, EUC has submitted to CPUC our recommendations on how this budget could be best allocated. This process will be complete by April 1, 2018.

# ENERGY UPGRADE

## *California*

*11.6 Year 1 CBO Engagement  
Examples*



# Reaching All Californians











Year 2 JCAP: Appendix 11.6 Year 1 CBO Engagement Examples  
Originally shared during Quarterly In-person Stakeholder Meeting on October 25, 2017.







**Los Angeles  
Urban League**

*Empowering communities.  
Changing lives.*



# Our Community Takes Action





# Co-Branded Event with SDG&E

*In direct alignment with sections 4.4 and 6 in the Joint Consumer Action Plan*

- San Diego Gas & Electric: Energy Solutions Partner Night and Fair
- Bayside Summer Nights, San Diego, CA
- September 1, 2017



Originally shared during Quarterly In-person Stakeholder Meeting on October 25, 2017.

[Section 4.4, 5, and 6]

# SDG&E Event Successes



- 160 People in Attendance
- 44 CBO Groups Represented
- 20 New Community Members
  - 8 serve low- to moderate-income communities
  - 5 serve the disabled community
- 70-80 Individuals Contacted Directly



Year 2 JCAP: Ap  
Originally shared during Quarterly In-person Stakeholder Meeting on October 25, 2017.



# Lessons Learned – SDG&E Partnership

- Early foundational collaboration is key.
- While our engagement with organizations was strong, we need to build ongoing platforms and constantly refresh the concepts.
- We learned that some CBOs are hesitant to embrace EUC since many already consider themselves to be energy stewards through their role as community partners with PAs. We will work to overcome this dynamic.
- Inclusion of posters, EUC video, and themed photo booth encouraged attendees to interact casually with EUC staff and express themselves. We must build off of this and come up with more creative concepts moving forward.
- Face-to-face conversations with CBOs allowed EUC to personalize the relevance of the campaign and established a rapport that encourages future involvement.





# VERGE Conference

*In direct alignment with sections 4.4 and 6 in the Joint Consumer Action Plan*

- Global conference and expo series in Santa Clara, CA from September 19-21
- EUC was an Exhibitor at the event.
- The EUC brand was prominently displayed on conference materials that reached over 2,000 attendees.
- At the EUC booth we engaged in conversation with attendees and distributed over 300 campaign palm cards.
- We made direct engagement with over 200 attendees resulting in 25 networking leads.
- Commissioner Peterman spoke on a panel, which was attended by conference attendees including the EUC staff in attendance.
- We also provided an overview of the campaign to a Mercury News reporter.



# Lessons Learned – VERGE Event

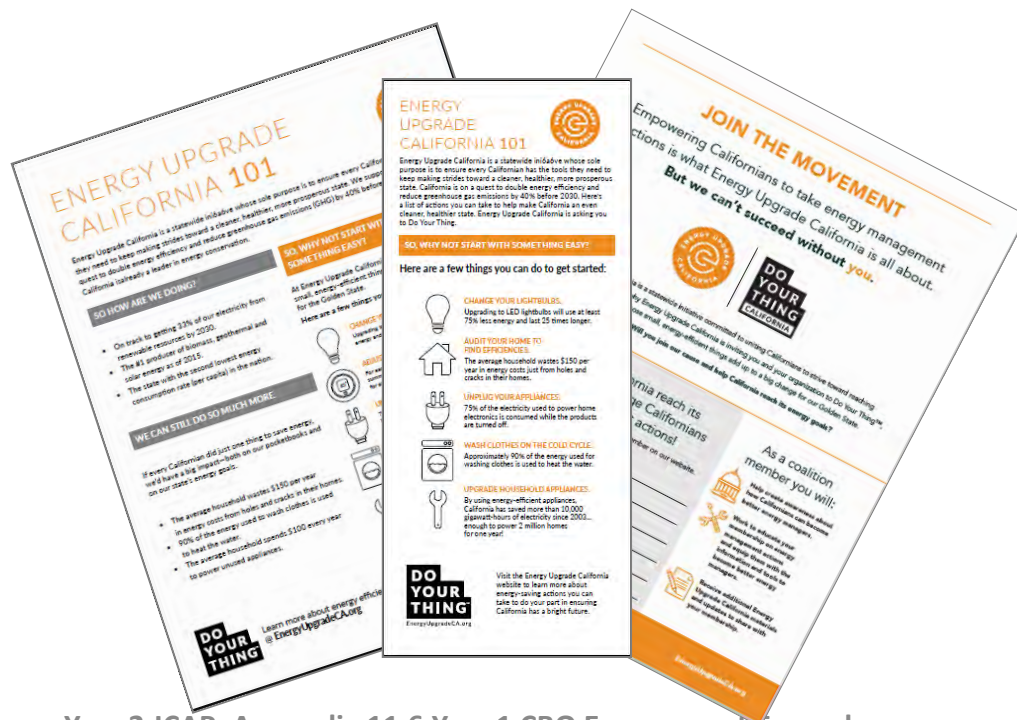
- Increased communication in advance of the event could have led to greater integration and coordination with other stakeholders present.
- Premiums (sunglasses and pins) drove significant traffic to the booth, but limited supply meant stock was depleted quickly.
- Brand reboot remains uphill climb with this audience; many attendees had neutral to negative impressions of EUC based on previous campaign, particularly concerning Home Upgrade and contracting elements. They were, however, excited about the new iteration.
- The brand and campaign elements were showcased to over 2,000 attendees and contacts were made with over 75 businesses and organizations in the sustainability sphere.
- A strong relationship was formed with event organizer GreenBiz, opening door for future speaking/panel engagements or prominent showcasing.



# Sears Retail Event

- SoCal Gas Co-Branded Sears Activation
- Saturday, September 23, 2017
- Sears Retail Location: Pasadena, CA

- The EUC campaign was able to engage and distribute materials (infographics, palm cards, etc.) to over 30 consumers.
- This event coordination enhanced our relationship with the California Black Chamber of Commerce, who were able to see our community efforts first hand and become more invested in the campaign through their involvement.
- Additionally, we were able to enhance our relationship with SoCal Gas and their retail outreach team, which will be beneficial to the campaign and future events.



# Lessons Learned – Sears Event

- We learned that simple messages work best and help individuals relate to saving money and getting great rebates.
- We need to integrate/coordinate with more localized PA events for EUC to be successful and hit our desired audiences.
- We plan to continue working with PAs to be in front of consumers as they make important purchases. This partnership is key and gives consumers incentive to embrace the EUC messaging.
- Throughout coordination with the PA, we learned about front load verse top load and the rebates available which will be helpful for future outreach.
- We were able to utilize our existing CBO network in the retail engagement and will continue to create opportunities for more synergy.





# ENERGY UPGRADE

## *California*

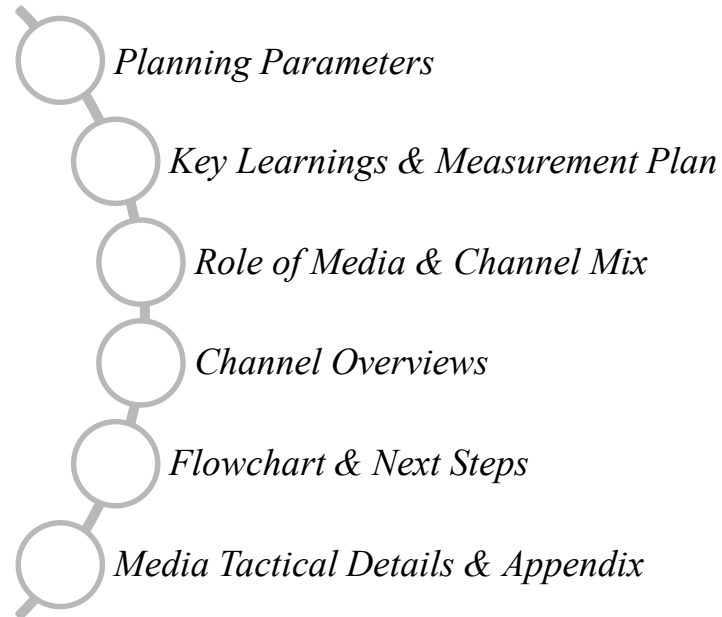
### *11.7 Year 2 Media Plan*





# *Agenda*

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# Planning Parameters

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## *Campaign Objectives*

- Primary: Lift in awareness of Energy Upgrade California
- Secondary: Create a shift in intent to take energy saving actions



## *Media Goals*

- Primary: Drive reach to help generate awareness of Energy Upgrade California
- Secondary: Secure placements with a longer dwell time to educate & encourage participation with program content



## *Target Audience*

- Adults 25-54, California residents
  - Ensure coverage of core targets: Quiet Advocates, Spirited Promoters and Rational Participants
  - In-Language considerations: Spanish, Chinese, Korean and Vietnamese
  - Optimize reach against Small Business Owners
  - Report on delivery against Low Income/ Disability segment



## *Timing*

April 16<sup>th</sup> 2018 – March 31<sup>st</sup> 2019



## *Markets*

Ensure coverage of the Tier I markets and Tier II as budget affords

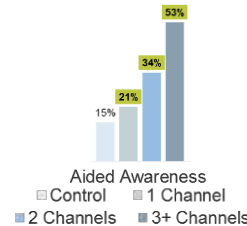
- Tier I: Palm Springs, Los Angeles, Bakersfield, San Francisco-Oakland-San Jose, Sacramento-Stockton-Modesto, Fresno-Visalia, San Diego
- Tier II: Santa Barbara-Santa Maria-San Luis Obispo, Monterey-Salinas, Yuma-El-Centro, Eureka, Chico-Redding

# Key Learnings

Our Year 1 media delivered key learnings, which became our cornerstone for the Year 2 Recommendation

## Year 1 Learnings

*Exposure to 2+ media channels delivered the strongest lift in Awareness for EUC*



*Strongest engagement levels seen with specific targeting/ messaging*



*Paid Search successfully drove website traffic*

Energyupgrade.org | Energy Upgrade California | What Can You Do?  
 www.energyupgrade.org/what-can-you-do  
 Discover The Many Ways You Can Make Your Home More Energy Efficient Today

## Year 2 Opportunities

- *Emphasize cross-channel opportunities*
- *Broaden our Digital footprint to create more opportunities for channel overlap, especially with Cinema, Print and Outdoor*
- *Build on Year 1 momentum and identify opportunities for more granular targeting*
- *Includes in-language video for Hispanic audience and channel variations for Asian audiences*
- *Continue with a 70/30 budget split for English / Spanish*
- *Continue expansion to non-branded terms to grow EUC's share of voice, among both English and Spanish targets*

# Role of Media: Awareness Channels

Use broad reaching media channels and impactful placements to drive awareness among Californians



Spot TV

*Drive mass awareness across all California DMAs through a broad reaching channel with total market approach*

*General Market/  
Hispanic*



Digital Video

*Extend the reach of TV to target cord cutters as well as expand into multiple channels to drive cross channel exposure with our video message*

*General Market/  
Hispanic*



Cinema

*Reach Californians in highly anticipated movie releases & during periods of lower TV viewership*

*General Market*







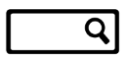
Social

*Generate awareness and drive advocacy across social platforms through targeted video that's easy to digest*

*General Market/  
Hispanic*

# Role of Media: Intent Channels

Secure placements with a longer dwell time to motivate Californians to engage with program content and use efficient frequency vehicles to remind Californians who have been exposed to energy saving actions to participate

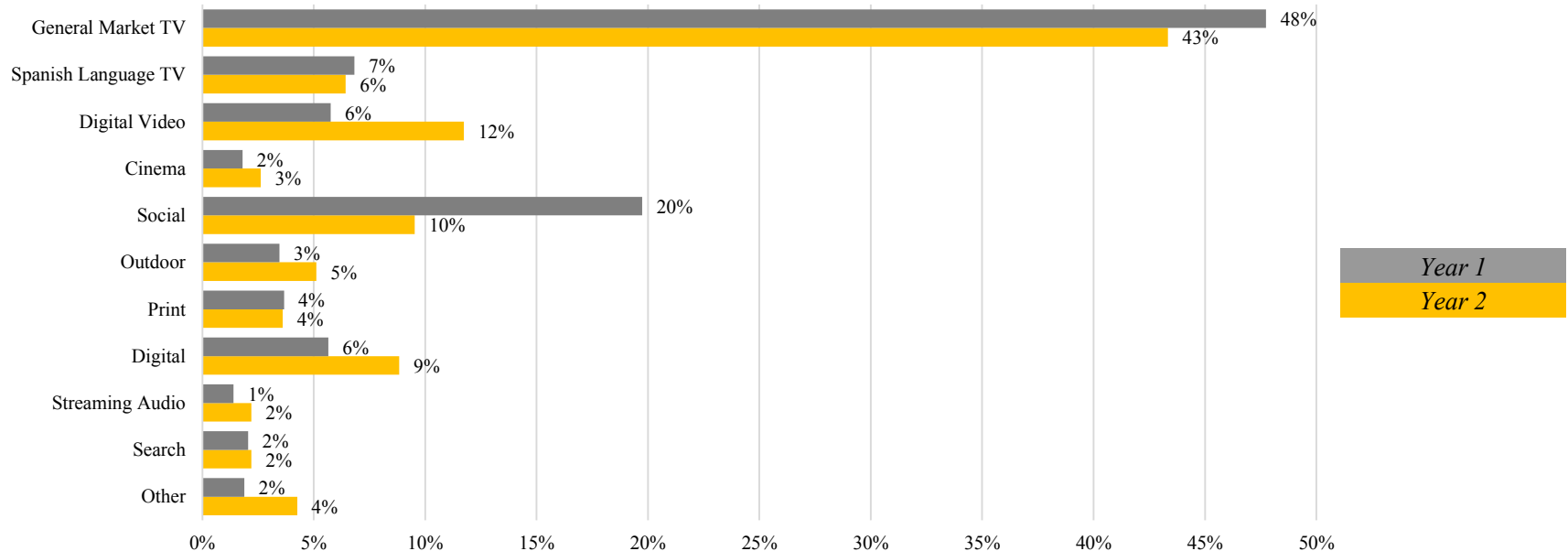
 Outdoor	<i>Motivate Californians to take action while they're commuting to/from home through transit outdoor formats with a longer dwell time</i>	<i>General Market/ Hispanic</i>
 Print	<i>Reach multiple segments with in-language messaging in a contextual environment that resonates with multicultural and small business audiences</i>	<i>SMB/Asian</i>
 Digital	<i>Use rich media placements to motivate Californians to take energy saving actions and drive participation through retargeting and dynamic display</i>	<i>General Market/ Hispanic/ Asian</i>
 Streaming Audio	<i>Drive efficient frequency through streaming platforms to drive participation</i>	<i>General Market/ Hispanic</i>
 Paid Search	<i>Reach users searching for brand and non-brand terms who are interested in learning more about how to save energy</i>	<i>General Market/ Hispanic</i>

# Channel Mix

Drive awareness and intent with a balance of broad reaching vehicles as well as those which provide influence via contextual placements and/or longer dwell times

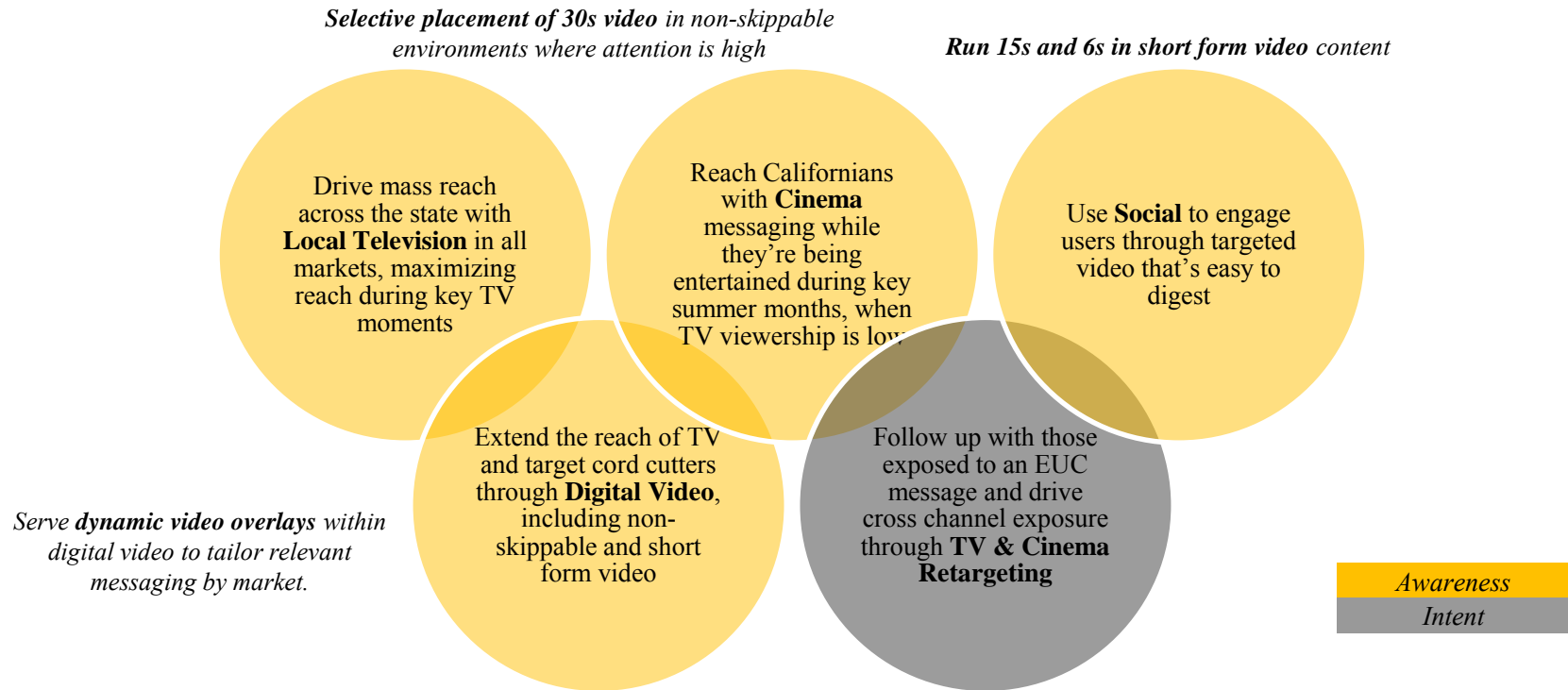
- Increased spend within Digital, Cinema and Outdoor; Decreased spend within TV and Social

*Share of Spend by Channel*



# Video Strategy

Employ a holistic approach to video to drive efficiencies and maximize awareness of EUC across Californians many devices



# Channel Overview: Video

Drive awareness among Californians across their various screens and devices, reaching light TV viewers and cord cutters through Cinema and Digital Video

## Television

Drive mass reach across the state with General Market & Spanish Language TV

- Generate excitement by aligning with new fall shows & spring finales (GM)
- Prioritize heavier weekly weight (80-100 GRPs) with fewer weeks on air
- Maximize reach during key dayparts by streamlining mix from 6 to 4 dayparts: Early Morning, Daytime, Early News and Prime/Sports, up-weighting Prime to 40% of the mix
- Shift from even mix to 90% :15s/10% :30s
- Negotiate added value to secure :30s in Prime/Sports programming
- Reinvest Kazmark/Omnet savings to fund seasonal activations
- Optimize cable networks to align with core segments viewing habits



## Digital Video

Extend the reach of TV and target cord cutters through premium non-skippable and targeted skippable digital video

- Build on year 1 momentum by increasing digital video investment (300%+) to focus strategy on lift in awareness & familiarity
- Introduce vertical video and dynamic overlays to customize messaging & increase performance
- Include shorter video lengths (:06) to act as reminders to take action
- Continue TV retargeting strategy to increase multi-channel exposure



## Cinema

Reach Californians in high profile summer blockbusters during key months when TV viewing is light

- Feature EUCs message within the premium regional segment that runs 11-12 minutes prior to show time
- Continue the conversation with re-targeting on mobile devices after visiting the theatre
- Boost reach of on-screen campaign, with added value regional lobby network video presence
- Brand survey negotiated as added value



Avengers:  
Infinity War  
5/4



Solo: Star  
Wars  
5/25

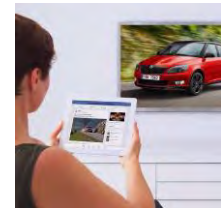


Jurassic  
World  
6/22

## Social

Promote social posts across Facebook and Instagram to generate awareness, drive advocacy and expose Californians to energy saving tips

- Target adult Californians in English and Spanish
- Sync social messaging with TV spots to customize a second screen experience

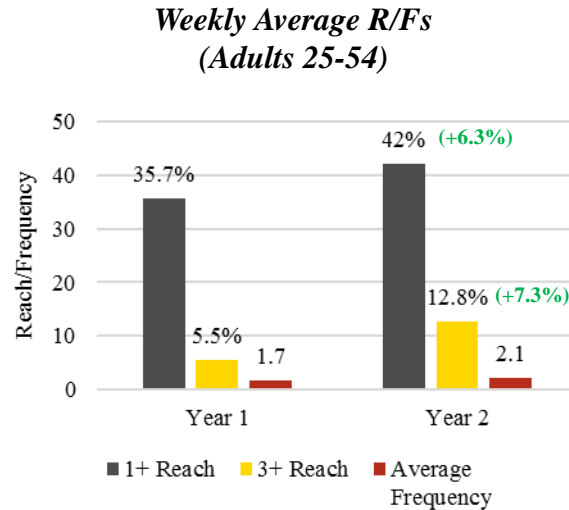




# Spot TV: Total Market Approach

Delivery of the base plan to various target segments was taken into account to determine where incremental media channels may be required

- While we are doing a good job delivering to all targets, context is important therefore we've included media that deliver the message in-language or when the consumer is in a relevant state of mind
- Greater efficiencies and revised flying strategy in Year 2 allow for +7% more weekly reach (3+) than Year 1



## Delivery Across Targets (GM only)

Target	1+ reach %	3+ Reach %	Avg. Freq
General Market (A25-54)	78.7	68.7	30.1
Hispanic (A18-49)			
GM Market Only	72.2	59.2	21.5
Hispanic (A18-49)			
GM + HM Market	88.2	79.3	20.7
Asian	76	68.3	22.1
Quiet Advocates	79.6	69.7	31.2
Spirited Promoters	82.4	72.6	36.6
Rational Participants	83.5	73.5	41.4
Small Business Owners	91.2	86.7	53.4
Low Income	84.2	78.8	76

# Channel Overview: Outdoor

Generate awareness within key markets, employing formats with longer dwell times to educate audiences on energy saving actions and drive awareness of EUC

- Flight 2x 8 week campaigns, during Spring/Summer and Winter to align with key seasonality
- Run English across all markets and in-language messaging in select placements

## *Bus Kings*

Drive efficient reach in markets with higher commuting by vehicle

- Markets: Bakersfield, Fresno, Palm Springs



## *2 Sheets*

Efficiently reach people on their commute by honing in on opportunities where commuters are waiting for trains

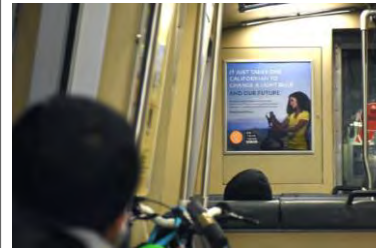
- Markets: San Francisco



## *Interior Transit Cards*

Reach people in a format with longer dwell times during their commute

- Markets: LA, Fresno, Palm Springs, Sac/Mod/Stockton, San Diego, SF/Oak/SJ



## *Station Dioramas*

Reach people on their way to/from work while waiting for trains

- Markets: Los Angeles, San Francisco



# Channel Overview: Print

Drive brand awareness among Small Business Owner and Multicultural segments by utilizing publications that are contextually relevant to these targets

## *Spanish Language Newspapers*

Drive reach in key Hispanic markets with in-language publications

- Half Page insertions
- Markets: Los Angeles, Bakersfield, Fresno, Monterey, Yuma



## *Asian Language Newspapers*

Align with relevant Asian In-Language publications to generate awareness

- Half Page insertions
- Markets: Los Angeles, San Francisco



## *California Business Journals*

Drive awareness among small business owners by aligning with contextually relevant business publications

- Full Page insertions



# Channel Overview: Digital

Digital provides a platform to customize targeting & messaging, generating awareness & participation through a mix of tactics

## ***Programmatic/ PMP Display***

Display banners & retargeting tactics provide customized messaging while efficiently increasing frequency

- Employ Dynamic Display, which delivered a more customized user experience while Private Marketplace deals delivered high viewability rates in 2H, both of which led to significant lift in Intent metrics
- Introduce retargeting to increase frequency, and custom predictive modelling based on ‘psychometric’ attributes for advanced targeting
- Partner: **OMD Programmatic**



## ***Rich Media Display***

Rich Media adds a level of brand interaction to drive education and motivation to participate in the movement

- High-impact rich media units provide an opportunity to educate and motivate our audiences
- Ad units drive higher engagement rates than standard display which lead to a longer dwell time with EUC
- Partners: **Undertone, Amobee**



## ***Streaming Audio***

Audio presents efficient frequency opportunities, reminding Californians who have been exposed to our message, to participate

- A dedicated mobile approach provides opportunities to reach our core audiences at various touchpoints throughout the day such as commuting, working out or simply being at home
- The explosive growth of connected home has provided an opportunity for extended reach in a new, innovative environment
- Partner: **Pandora**



# Channel Overview: Digital Continued

Digital provides a platform to customize targeting & messaging, generating awareness & participation through a mix of tactics

## *TV Retargeting*

TV retargeting leverages Y1 learnings which showed the importance of multi-channel exposure in driving significant lift

- Unique technology allows us to re-engage TV viewers with video & display messaging across all devices
- Initial test results from 2H showed above benchmark viewability (83%) and VCR (80%) performance while driving significant traffic to site
- Partner: **Samba TV**



## *Paid Search*

Utilize Paid Search to generate traffic volume and capitalize on Californians showing interest in participating in energy saving actions

- Always on campaign to direct branded searches and additional non-brand campaigns to capture traffic for searchers interested in energy saving tips



# Measurement Plan

Prioritize Awareness objectives in Year 2 while secondarily creating a shift in intent to take energy saving actions

- Update measurement goals/benchmarks for Year 2 once media plan is approved
- Continue to report against primary and secondary diagnostic metrics

Marketing Objectives	Key Measures	Measurement Tools	Reporting Frequency	Goals	Year 2 Measurement Goals* / Benchmarking Windows	Paid Media Diagnostic Metrics*
Awareness	Shift in aided awareness <sup>1</sup> Shift in unaided awareness <sup>2</sup>	DB5 Tracking Study	Semi-Annually	YOY % increase	TBD	Primary Shift in aided awareness, unaided awareness, and familiarity (Millward Brown) Viewability Video completion
	Shift in familiarity ladder <sup>1</sup>				TBD	
Intent	Shift in motivation <sup>3</sup> I'm always seeking out ways to be more energy efficient	DB5 Tracking Study	Semi-Annually	YOY % increase	TBD	Primary Shift in brand attributes (Millward Brown) Shift in conservation actions (Millward Brown) Engagement with media content***  Secondary (Monitor Only) Landing page arrival Conversions
	Shift in Intent to Participate <sup>4</sup> Increase in intent to take action				TBD	
	Shift in Participation Increase in engagement with content Referral traffic to PA website	Platform-Specific Metrics	Quarterly		TBD	
	Shift in Advocacy (of messaging/content) Increase in sharing, mentions, likes, follows, comments Social community growth per platform				TBD	

<sup>1</sup>We'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.

<sup>2</sup>We'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.

<sup>3</sup>Using 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?

<sup>4</sup>In the next 6 months, how likely are you to make changes in your daily routine to become more energy efficient?

\*This target score is determined by the regression analysis and is modeled by the DB5 benchmarking study (March 2017) and projected 2017 media GRPs. Will be updated for Year 2.

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

\*\*\*Engagement with paid media content (i.e. social, rich media)

# Measurement Plan: Benchmarks

Continue to measure primary metrics through shift in brand metrics

- Evaluate measurement of social with inclusion in overarching brand study
- Benchmarks to be established prior to media launch

Monitor and optimize secondary metrics during flight of campaign

- Benchmarks established based on historical data

<i>Objective</i>	<i>Paid Media Diagnostic Metrics</i>	<i>Benchmark</i>
<b>Awareness</b>	<b>Primary</b>	
	Shift in aided awareness, unaided awareness, and familiarity (Millward Brown)	TBD
	<b>Secondary (Monitor Only)</b>	
	- Viewability Rate	60%
	- Non-skippable	82%
	- Skippable	40%
<b>Intent</b>	<b>Primary</b>	
	Shift in brand attributes (Millward Brown)	TBD
	Shift in conservation actions (Millward Brown)	TBD
	Engagement with media content***	11%
	<b>Secondary (Monitor Only)</b>	
	- Landing Page Arrival Rate	0.04%
	- Content Engagement Rate	0.05%

# Flowchart

Broadcast Quarter	Month	Week of	Q2												Q3												Q4												Q1												Client Net								
			April				May				June				July				August				September				October				November				December				January				February				March												
			26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18		25	4	11	18	25			
Television																																																					\$ 6,785,254						
Local Television A25-54 (GM)*					100	100	100				80	80	80				80	80				80	80				80	80				100	100	100				80	80	80				80	80				80	80							\$ 2,866,723		
Local Television A25-54 (GM)**					80	80	80				62	62	62				62	62				62	62				62	62				80	80	80				62	62	62				62	62				62	62	62						\$ 3,042,206		
Spanish Language Television (:30s) A18-49**					32	32	32				28	28	28				28	28				28	28				28	28				32	32	32				28	28	28				28	28	28				28	28	28						\$ 876,324	
Print																																																					\$ 482,678						
City Business Journals																																																										\$ 340,224	
In Language Print (HM + AS)																																																										\$ 142,454	
Outdoor																																																					\$ 1,022,132						
Transit																																																										\$ 587,505	
Cinema																																																										\$ 302,869	
Cinema Digital Retargeting																																																										\$ 53,529	
Install + Production Fees																																																										\$ 78,228	
Digital																																																					\$ 3,077,942						
Hulu																																																											\$ 535,294
YouTube																																																										\$ 428,235	
Amobee																																																											\$ 535,294
OMDP																																																										\$ 699,094	
Undertone																																																											\$ 203,412
SambaTV																																																										\$ 214,118	
Pandora																																																										\$ 305,118	
Ad-Serving/IAS																																																										\$ 157,377	
Social																																																					\$ 1,848,176						
Facebook/ Instagram																																																											\$ 1,815,115
Ad-Serving																																																										\$ 33,061	
Paid Search																																																					\$ 300,000						
Google																																																											

\* SF, Sacramento, San Diego, Santa Barbara, Eureka, Chico

\*\* Palm Springs, Los Angeles, Bakersfield, Fresno-Visalia, Monterey-Salinas, Yuma-El Centro

A25-54 1+ Reach	85.8%
A25-54 3+ Reach	77.6%
Avg. Frequency	76x



# *Media Tactical Details*

# Spot TV: General Market

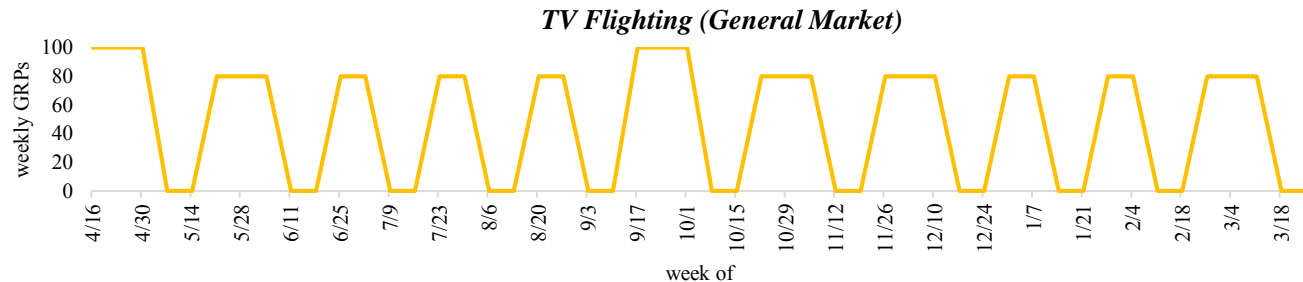
*Drive efficient reach with streamlined daypart mix and heavier weekly weight levels, balanced with fewer weeks on air*

## Program Details

- Daypart Mix: Early Morning (20%), Daytime (20%), Early News (20%) and Prime/Sports (40%) in Broadcast & Cable
  - Compared to 2H, removed Early Fringe and Prime Access
  - Up-weight Prime to 40% of overall mix to drive reach and frequency during key daypart
- Prioritize heavier weekly weight levels (80-100 GRPs) with fewer weeks on air, minimizing hiatus weeks to no more than 2 weeks
  - Heavy up around new fall programming and spring finales
  - Flight 3 weeks on, 2 weeks off during Spring and Fall; 2 weeks on, 2 weeks off during Summer/Winter
- Ensure continuity with 90% :15s and 10% :30s to act as a reminder to Do Your Thing
- Reinvest Kazmark/Omnet savings to help fund seasonal activations
- Negotiate added value to secure :30s in Prime/Sports programming
- Adults 25-54 GRPs: 2360 total GRPs in markets with GM TV, 1844 total GRPs in markets with GM and SLTV

**Timing:** 4/16/18 – 3/17/19  
(28 weeks)

**Markets:** All



# Spot TV: General Market

Evaluated cable TV against core segments viewing habits to identify relevant networks

- Instruct buyers to purchase networks that overindex with 1+ core segments, prioritizing networks that overindex against 2+ targets

*Overindex with 2+ Targets*



*Overindex with 1+ Targets*



# Spot TV: Spanish Language

*Mirror General Market by continuing to drive efficient reach with streamlined daypart mix and heavier weekly weight levels, balanced with fewer weeks on air*

## Program Details

- Daypart Mix: Early Morning (15%), Daytime (25%), Early News (20%) and Prime/Sports (40%)
  - Compared to 2H, removed Late News
- Ensure continuity with 90% :15s and 10% :30s to act as a reminder to Do Your Thing
- Mirror general market TV flighting with heavier weekly weight levels balanced with fewer weeks on air, minimizing hiatus weeks to no more than 2 weeks
- Reinvest Kazmark/Omnet savings to help fund seasonal activations
- Negotiate added value to secure :30s in Prime/Sports programming
- Hispanic Adults 18-49 GRPs: 808 total GRPs per market

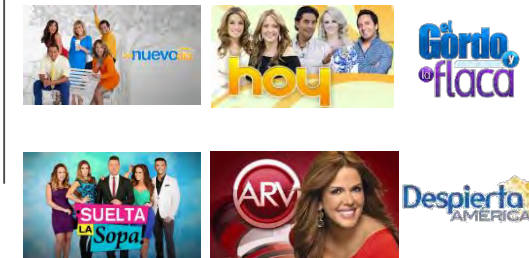
**Timing:** 4/16/18 – 3/17/19  
(28 weeks)

**Markets:** Palm Springs, LA,  
Bakersfield, Fresno-Visalia,  
Monterey-Salinas, Yuma

## *Example Networks*



## *Example Programs*



# Cinema

*Drive awareness of EUC during summertime when Television viewership is low by aligning with highly anticipated summer blockbusters*

## Program Details

- :30 Cinema spots across 65 theaters and 1,106 screens in priority markets
- NCM's network includes AMC, Cinemark, Regal theaters and other affiliates
- Geofence theaters with 3rd party beacon technology to re-target moviegoers on their mobile device after being exposed to the EUC brand message in theatres
- Run our message during the premium regional segment, that runs 11-12 minutes prior to show time
- Regional lobby network and brand survey negotiated as added value



*In Lobby Network*



## *EUC*



**Timing:** 5/4 - 5/31; 6/15 - 7/12

**Markets:** Tier 1

# Outdoor

*Efficiently reach key markets through formats with longer dwell times to generate awareness and remind audiences of energy saving actions*

## Program Details

- Interior Transit Cards, 2-Sheets, Station dioramas: Reach people while their commuting to generate awareness and remind audiences of energy saving actions
  - San Francisco and Los Angeles
- Bus Kings: Drive efficient reach in vehicle commuter markets
  - Bakersfield, Fresno and Palm Springs

Market	Format	# of units	Recommended Language Split
Los Angeles	Interior Rail Car Cards	650	50% English/50% Spanish
	Backlit Dios-Rail	56	50% English/50% Spanish
	Bus Interior Cards	1500	50% English/50% Spanish
SF/Oak/SJ	2-sheets	100	100% English
	Interior Car Cards	400	100% English
	Backlit Dios - Rail	30	100% English
	Bus Interior Cards	400	100% English
	Bus Interior Cards	400	100% English
Sac/Mod/Stock	Light Rail Interior Car Cards	700	100% English
	Bus Interior Cards	150	100% English
San Diego	Trolley Light Rail Interior Cards	160	100% English
	Bus Kings	48	60% English/40% Spanish
Fresno-Visalia	Bus Interior Cards	160	60% English/40% Spanish
	Bus Kings	54	60% English/40% Spanish
Palm Springs	Bus Kings	24	66% English/33% Spanish
	Bus Interior Cards	70	55% English/45% Spanish

**Timing:** 6/4-7/29; 11/5-12/30

**Markets:** Tier 1



# Print: Asian In-Language Newspaper

*Drive efficient reach and awareness among Chinese, Korean and Vietnamese speakers by aligning with relevant publications in key California markets*

## Program Details

- 7x Half page four-color insertions in Asian language newspapers
- Los Angeles
  - Taiwan Times (Chinese Daily News) – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - Los Angeles Korea Daily – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - World Journal Los Angeles – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - Los Angeles Viet Bao – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
- San Francisco
  - San Francisco Korea Daily – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - Sing Tao Daily San Francisco – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - Viet Bao Northern California – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
- Added Value to be negotiated



**Timing:** 5/19/18 – 7/15/18

**Markets:** SF, LA



# Print: Hispanic In-Language Newspaper

*Drive efficient reach and awareness among Spanish language speakers by aligning with relevant publications in key California markets*

## Program Details

- 7x Half page four-color insertions in Spanish language newspapers
  - Los Angeles
    - Los Angeles Hoy Fin De Semana – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - Bakersfield
    - Bakersfield El Popular – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - Fresno
    - Vida En El Valle Fresno – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
    - Vida En El Valle Merced – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - Monterey
    - Salinas El Sol – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
  - Yuma
    - Yuma Bajo El Sol – 4/16, 5/6, 5/20, 6/3, 6/17, 7/1, 7/15
    - Added Value to be negotiated



**Timing:** 5/21/18 – 7/15/18

**Markets:** LA, Bakersfield, Fresno, Monterey, Yuma



# Print: Business Journals

*Generate awareness among small business owners when they are in a business mindset, aligning with contextual relevant California publications in priority markets*

## Program Details

- 8x Full Page insertions in
  - Sacramento Business Journals - 5/6, 6/3, 7/1, 8/5, 9/2, 10/7, 11/4, 12/2
  - San Francisco Business Journals - 5/6, 6/3, 7/1, 8/5, 9/2, 10/7, 11/4, 12/2
  - San Jose Business Journals - 5/6, 6/3, 7/1, 8/5, 9/2, 10/7, 11/4, 12/2
  - Los Angeles Business Journals - 5/6, 6/3, 7/1, 8/5, 9/2, 10/7, 11/4, 12/2
  - San Diego Business Journals - 5/6, 6/3, 7/1, 8/5, 9/2, 10/7, 11/4, 12/2
- Request Far Forward, Right Hand Page positioning
- Added Value to be negotiated



**Timing:** 5/7/18 – 12/2/18

**Markets:** Sacramento, SF, SJ,  
LA, SD

# Digital Evaluation Process

*Evaluated the consideration set based on the following criteria:*

## *Audience Reach & Index*

- ✓ comScore index
- ✓ Target reach
- ✓ Inventory

## *Targeting Capabilities*

- ✓ Ability to target core segments within California
- ✓ Data capabilities (1st and 3rd party)
- ✓ In language targeting capabilities

## *Historical Performance*

- ✓ Historical Performance (Viewability, VCR, traffic to site, lift in brand/intent metrics)

## *Value*

- ✓ CPM
- ✓ Added Value
- ✓ Share of Voice
- ✓ Accepts brand research tags
- ✓ Brand Safety

## *Recommended Partners*









# Digital Video: Hulu

*Drive broad awareness with non-skippable, premium video in one of the largest FEP streaming platforms*

## Program Details

- Move from broad targeting to genre for a more focused approach in Y2. Sample recommended genres:
  - QA: *Arts & Culture, Family, Food, Health & Wellness Sports, Music, Action & Adventure*
  - SP: *Comedy, Reality & Game Shows, Lifestyle, Video Games, Sports, Music, Action & Adventure*
  - RP: *Classics, Documentaries, Drama, News & Information, Sports, Music, Action & Adventure*
- Monthly genre reports from Hulu will be leveraged for campaign optimization
- Up-weight investment on ‘Branded Slate’ product (50% additional impressions in 2018) based on Millward Brown learnings which showed “Presented by” formats drove awareness & association with the state of CA

## Placements

- Premium Video: English & Spanish Language
- Branded Slate

**Timing:** 4/16/18 – 3/31/19

**Markets:** All

**Video Unit:** :30s

## *Branded Slate*



- Custom branded title card appears before video ad – “Presented by Energy Upgrade California”
- Appears in first pod before beginning of a show

**hulu**

# Digital Video: YouTube

*Skippable in-stream video coupled with Google's unique data enables targeted reach at scale on the largest short-form video platform*

## Program Details

- Continue to leverage *Affinity* and *Hispanic* targeting tactics to build on Y1 momentum through continuous optimization: Historical avg. VCR: **40%**, Hispanic: **45%** (YouTube benchmark is **25-35%**)
- Introduce new tactics in 2018 for further efficiencies:
  - *:06s Bumper Ads* deepen engagement and efficiently increase frequency
  - *Custom Intent Searchers* uses search query behavior (“energy saving ideas” etc.)
- Capitalize on YouTube’s unique measurement solutions: *Audience Testing* & *Search Lift* to inform budget weighting among audiences and measure intent in search queries

## Placements

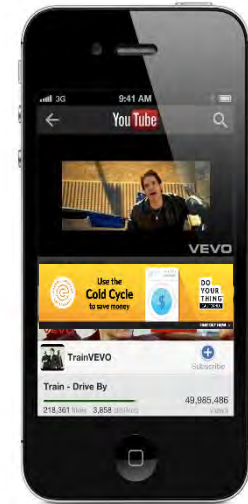
- Custom Affinity Targeting (QA, SP, RP)
- Hispanic Targeting
- :06s Bumpers: Retargeted & Affinity targeted (**New**)
- Custom Intent Searchers (*runs in Q1*) (**New**)
- Measurement: Audience Testing & Search Intent Lift (**New**)

**Timing:** 4/16/18 – 3/31/19

**Markets:** All

**Video Unit:** :30s and :15s

## **:06 Bumper Ad**



- In a study of 600+ Bumper campaigns, 9/10 Bumper Ads drove significant lift in Ad Recall with an avg. lift of **38%**
- In a study of 400+ Bumper campaigns, 6/10 Bumper Ads drove significant lift in Brand Awareness with an avg. lift of **9%**
- Source: YouTube internal data, Global 2016

# Digital Video: Amobee

*Identify key topics, associations and interests surrounding EUC to activate media based on real-time consumption*

## Program Details

- Build on progress of existing programmatic tactics which demonstrated above benchmark performance in 2H (9/25 - 12/31)
  - Pre-Roll Video: **78%** VCR (programmatic benchmark is **70%**)
  - Rich Media Carousel: **86K** engagements , **2%** Avg. Eng Rate (benchmark: **1.5%**) , **1.92** seconds, Avg. Time Spent
- Introduce Vertical Video in 2018 to test performance against growing consumer adoption (Planned for first quarter of media plan to test performance)

## Placements

- Cross Platform Pre-Roll Video
- Rich Media Mobile (*launches 5/7*)
- Vertical Video (*runs in Q1*) (**New**)

**Timing:** 4/16/18 – 3/31/19

**Markets:** All

**Video Unit:** :30s for Pre-Roll  
& Rich Media, :15s Vertical  
Video

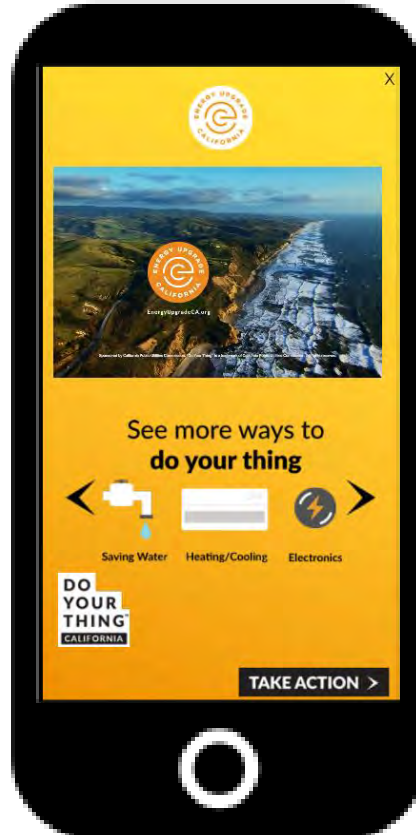
## *Vertical Video*



- Vertical video ads have up to 9 times more completed views than horizontal ([Snapchat](#))
- 94% of mobile users keep their devices in vertical mode ([Stanford](#))
- In the US, adults now spend 29 minutes a day watching video on mobile ([Cisco](#))

# Amobee: Mobile Rich Media Example

:30s Video  
Spot



Swipe-able  
Carousel



[Click Here](#)

# OMD Programmatic

*Real-time data-driven technology combines efficiency and scale with customized messaging and granular targeting capabilities*

## Program Details

- Continue to build on progress of Dynamic & Private Marketplace (PMP) display tactics which delivered customized messaging and high viewability rates in 2H, resulting in significant lift in *Intent* actions (see appendix)
- Introduce new tactics in 2018 for smarter targeting & increased frequency:
  - Site Retargeting increases message frequency & awareness
  - PMP Video builds on the success of PMP Display
  - Predictive Modelling leverages unique psychometric data

## Placements

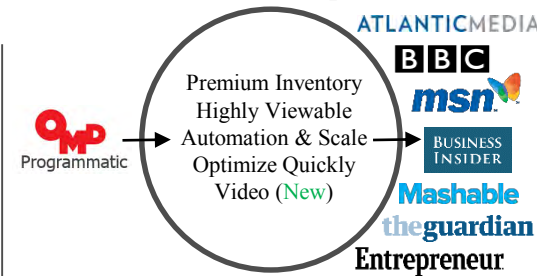
- Dynamic Display
- PMP Display (Contextually-targeted to core segments)
- Retargeting Display (New)
- Predictive Modeling (New)
- PMP Video (New)

**Timing:** 4/16/18 – 3/31/19

**Markets:** All

**Video Unit:** :30s (PMP Video)

## *Private Marketplace*



## *Site Retargeting*

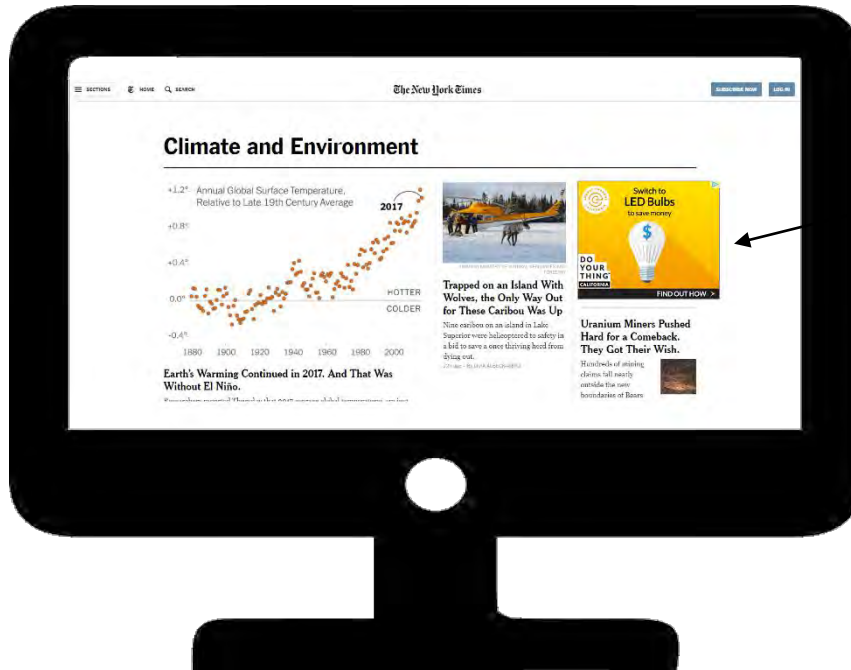


**OMD**  
Programmatic



# OMDP: Display Examples

Display banners are representative of Dynamic, PMP, Retargeting & Predictive Modelling tactics



300x250  
display unit



300x600  
display unit

# *OMDP: Dynamic Display Examples*

The following banners show how the copy and imagery change on each banner depending on which of our 3 audiences it is served to

## Quiet Advocates



## Spirited Promoters



## Rational Participants



# OMDP Continued: Pinpoint Predictive

*Leverage custom psychometric audience data to predict individual Californian's perceptions and likelihood of joining the movement*

## Program Details

- Pinpoint Predictive is a unique data analytics engine that uses machine learning to transform surface-level behaviors into multi dimensional models of human personality
- First, EUC's existing data (Email addresses) are analyzed by the data engine
- Next, the engine characterizes this seed audience's unique psychometric signals
  - *See who's engaging > Look up their psychometric profiles > Characterize the campaign's unique psychometric signal*
- From this analysis, a psychometric fingerprint is created bases on these unique signals
- Lastly, Pinpoint creates a custom audience of people – one individual at a time – who best match the psychometric dimensions of engaged users - and sends them to our programmatic platform (OMDP) for activation in market

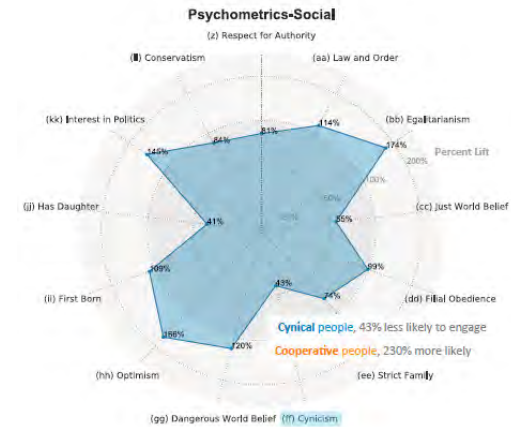
## Placements

- Psychometric “Thinkalike” Audiences

**Timing:** 4/16/18 – 3/31/19

**Markets:** All

## *Psychometric Fingerprints*



**pinpoint**  
PREDICTIVE

# Undertone

*Generate user interaction while amplifying brand awareness through a custom desktop rich media unit*

## Program Details

- Undertone specialize in meaningful and engaging creative, designed to capture attention and drive higher dwell times than traditional ad units
- The “Screen Shift” ad is a custom, full browser-width pushdown unit with a rich media canvas and a persistent header for re-engagement
  - Walks the user through information on how to create an energy efficient home and save money
  - Features and interactive user flow with tips on how to help our audience understand the process of saving energy
  - Language toggle included so users can easily move between English & Spanish

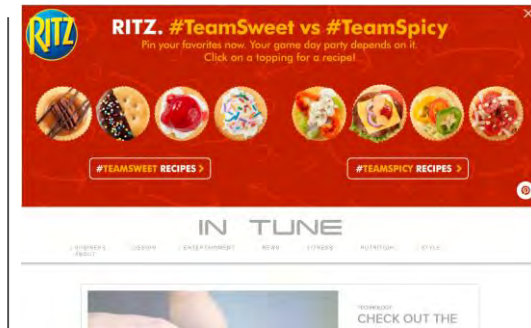
## Placements

- Screen Shift Rich Media unit (New)

**Timing:** 5/7/18 – 3/31/19

**Markets:** All

## Screen Shift



- Averages: **33%** Engagement Rate (Source: Undertone internal data)
- End Frame: Features clear and concise “Learn More” and “Start Over” CTAs

Undertone®

# *Undertone: Desktop Rich Media Example*

Pushes site  
content down



Interactive  
features

[Click Here](#)

# SambaTV

*Leverage best in class TV Retargeting technology to reach TV viewers with digital messaging to drive multi-channel exposure*

## Program Details

- SambaTV bridges the gap between TV and digital through proprietary ‘Automatic Content Recognition’ technology which captures viewer’s TV consumption data
- The partner demonstrated strong results when testing began in early January, exceeding benchmarks:
  - Display Viewability: **83%** (IAS benchmark: **60%**, EUC Campaign Benchmark: **70%**)
  - Video Completion Rate: **80%** (Campaign/Programmatic benchmark: **75%**)
- In 2018 we test a third tactic in Content Affinity: *Sports, Food, Music*

## Placements

- Cross-Device Display Retargeting (TV Schedule)
- Cross-Device Video Retargeting (TV Schedule)
- Content Affinity: Health & Fitness, Sports, Music, Travel, Cooking (**New**)

**Timing:** 4/16/18 – 3/31/19

**Markets:** All

**Video Unit:** :15s

### *Content ID*



*Video algorithms & machine learning instantly identify all TV content*

### *Device Map*



*Digital devices persistently mapped to the household*

# SambaTV: Manufacturers

*SambaTV's Automatic Content Recognition chip (ACR) is embedded within the following TV manufacturers*





# Pandora

*Drive awareness and frequency among multiple targets with 100% share-of-attention audio units in a premium listening environment*

## Program Details

- Develop Mobile Audio strategy further by introducing *Genre Targeting* as a compliment to our existing *Audience Targeting* (50/50 budget split to test performance)
- Genre's that over-index for our audiences include:
  - Alternative, Pop, Rock (*Quiet Advocates*), R&B, Rap (*Spirited Promoters*), Country (*Rational Participants*)
- Explore Connected Home audio as a new tactic in 2018
  - Pandora have experienced **10X** growth in Connected Home over the past 6 years, now at **10M** unique users
  - Opportunities to customize messaging specifically for Connected Home to make experience more contextually relevant (Pandora can help create custom spots)

## Placements

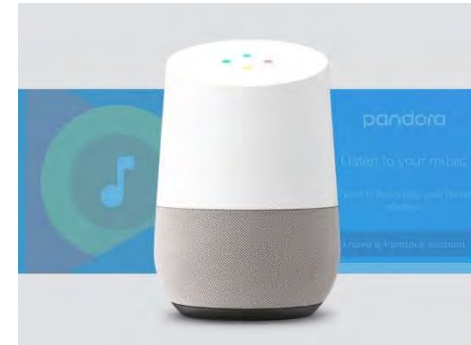
- Mobile Audio
- Connected Home (*runs in Q1 + Q2*) (New)

**Timing:** 5/7/18 – 3/31/19

**Markets:** All

**Audio Unit:** :30s & :15s

## *Connected Home*



- *Connected Home represents 14% of all Pandora traffic and is growing*
- *The Connected Home app is built into 2K+ devices such as Amazon Echo & Sonos smart speakers*
- *58% of Pandora users listened in the past week for an avg. of 4 hours & 34 minutes on smart speakers*

*Source: Pandora internal data*

# Social

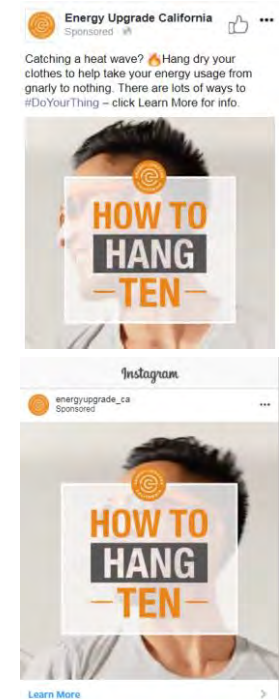
*Create social awareness around the EUC Create social buzz around the Energy movement. Generate awareness of EUC brand and Do Your Thing messages*

## Program Details

- Facebook and Instagram feed posts of images and video ad units across Desktop and Mobile
- Supporting English and Spanish language. Reflective of Facebook audience proportions, 30% 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
- Partner with 4C to manage Paid Social campaigns and run TV Sync
  - TV Sync allows us to sync Paid Social ads with our TV spots
- Target California Homeowners 18+
- Partnership with 4C for TV sync and Campaign Management

**Timing:** 4/16/18 – 3/31/19

**Markets:** All

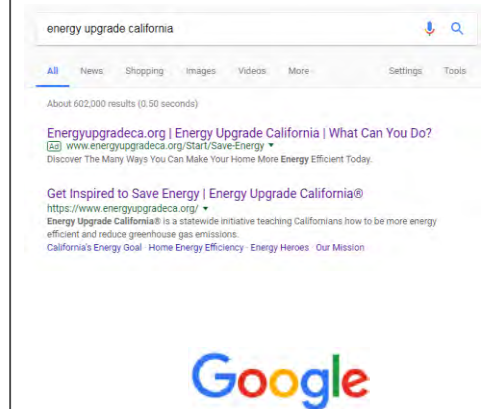


# Paid Search

*Always on tactic driving volume traffic of people searching branded and non-branded terms to EUC's website so they can learn more about energy saving tips*

## Program Details

- Continue evergreen approach running branded/non-branded campaigns to drive traffic to site
- Expand on search terms whenever there's a new EUC landing page
  - Coordinate with PA's, ensuring we're not competing against the same terms and driving up costs
- Continue supporting both Mobile and Desktop placements, for English and Spanish



**Timing:** 4/16/18 – 3/31/19

**Markets:** All

# Brand Study

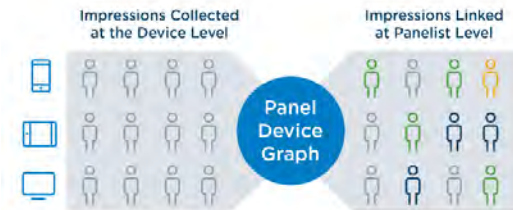
*Continue Millward Brown brand study in Year 2 with addition of paid social*

## Program Details

- Control and exposed research study that will survey people based on exposure to the campaign
- Identify which media tactics are impacting brand metrics (e.g. familiarity, overall opinion, brand perception, etc.)
- Includes access to monthly dashboard, interim results and end of campaign reporting

**Timing:** 4/16/18 – 3/31/19

**Markets:** All

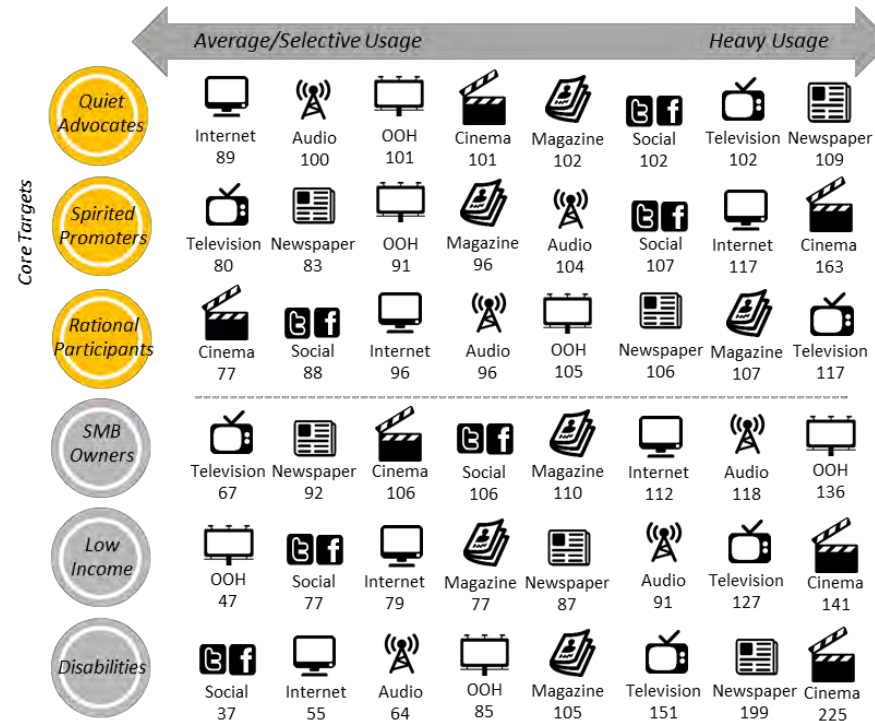


# *Appendix*

# Target Media Consumption

Media consumption varies across segments, will help inform and guide channel selection.

- Maintain Television coverage for all markets to build awareness. For Tier II markets, expand beyond TV as affordable and ensure in-language media and messaging for top multicultural markets.
- Include other channels based on market and segment media consumption.



# *Flighting & Communication Goals*

---

## *Flighting Approach*

- Seek continuity through the year to drive momentum behind the EUC movement and keep it top of mind
  - Minimize hiatus periods to no more than 2 consecutive weeks
- Heavy up for key media moments and key seasonal moments throughout the year

## *Communication Goals*

- Maintain minimum weekly GRP levels in TV – 50 GRPs/week
- Maximize reach during the year at the 3x frequency level



# Market Prioritization

Revisited market prioritization taking into account shifts in energy use, TV viewership, negotiated EUC media rates across markets

- Tier I and II mirror original prioritization, with slight shifts within each Tier
  - The Central Valley includes the Sacramento-Stockton-Modesto, Fresno-Visalia and Bakersfield DMAs, will receive Tier I media support
- Key markets for Hispanic and Asian audiences remain unchanged

Tier	DMA	Weighted Index	% Of CA Households	General Market Rank	Hispanic Market Rank	Asian Market Rank	Old Rank
1	Palm Springs	261	1%	1	4	5	1
1	Los Angeles	201	45%	2	5	2	2
1	Bakersfield	174	2%	3	3	11	3
1	San Francisco-Oak-San Jose	135	21%	4	10	1	4
1	Sacramento-Stockton-Modesto	107	11%	5	9	4	6
1	Fresno-Visalia	99	5%	6	2	10	5
1	San Diego	87	9%	7	8	3	7
2	Santa Barbara-Santa Maria-San Luis Obispo	79	2%	8	7	9	9
2	Eureka	73	1%	9	12	12	11
2	Monterey-Salinas	70	2%	10	6	6	10
2	Chico-Redding	67	2%	11	11	8	8
2	Yuma-El Centro	65	1%	12	1	7	12

# Target Audience Overview

Targets are similar in demographic profile, vary in attitudes and mindset

	Quiet Advocates			Spirited Promoters			Rational Participants		
	Motivated by doing good/altruistic factors			Time strapped & career driven, outward perception is very important			Conservative mindset, don't like to take risks		
Age & Gender	<div><div><div>M</div><div>45%</div></div><div><div>F</div><div>55%</div></div></div>			<div><div><div>M</div><div>55%</div></div><div><div>F</div><div>45%</div></div></div>			<div><div><div>M</div><div>53%</div></div><div><div>F</div><div>47%</div></div></div>		
Race	Average Age 46			Average Age 38			Average Age 51		
Education Level	<div><div>Caucasian109</div><div>African American62</div><div>Asian89</div></div> <div>37%Hispanic</div>			<div><div>Caucasian77</div><div>African American145</div><div>Asian147</div></div> <div>39%Hispanic</div>			<div><div>Caucasian117</div><div>African American88</div><div>Asian75</div></div> <div>32%Hispanic</div>		
Household Income	<div><div>12<sup>th</sup> Grade or Less102</div><div>High School Equivalent81</div><div>Some College, No Degree93</div><div>Associate Degree114</div><div>Bachelors Degree102</div><div>Post Graduate Degree138</div></div>			<div><div>12<sup>th</sup> Grade or Less87</div><div>High School Equivalent109</div><div>Some College, No Degree120</div><div>Associate Degree88</div><div>Bachelors Degree93</div><div>Post Graduate Degree84</div></div>			<div><div>12<sup>th</sup> Grade or Less107</div><div>High School Equivalent91</div><div>Some College, No Degree88</div><div>Associate Degree112</div><div>Bachelors Degree114</div><div>Post Graduate Degree93</div></div>		
Attitudinal Statements	<div><div>Under \$30K73 (13%)</div><div>\$30K - \$74108 (37%)</div><div>\$75K - \$149K101 (31%)</div><div>\$150+111 (19%)</div></div>			<div><div>Under \$30K107 (19%)</div><div>\$30K - \$7495 (32%)</div><div>\$75K - \$149K104 (32%)</div><div>\$150+95 (17%)</div></div>			<div><div>Under \$30K104 (19%)</div><div>\$30K - \$7496 (33%)</div><div>\$75K - \$149K121 (37%)</div><div>\$150+66 (11%)</div></div>		
	<div><div>Health Conscious &amp; Involved in the Community</div><div>I regularly eat organic foods - 127</div><div>I try to buy foods that are grown or produced locally - 114</div><div>I look for recipes online (Last 30 days) - 118</div><div>I'd rather prepare a meal than eat in a restaurant - 111</div><div>I am very interested in the fine arts - 118</div><div>Spending time with my family is my top priority - 105</div><div>Belong to a School or College Board Organizations/Clubs - 164</div></div>			<div><div>Passionate about Entertainment &amp; Technology</div><div>I follow the latest trends and fashions - 174</div><div>I love keeping up with celebrity news and gossip - 205</div><div>I often take the opportunity to discuss my knowledge of technology or electronic products with others - 148</div><div>I strive to achieve a high social status - 201</div><div>I don't mind giving up my personal time for work - 143</div><div>My goal is to make it to the top of my profession - 161</div><div>I enjoy being the center of attention - 216</div></div>			<div><div>Interested in saving money</div><div>I'm a "spender" rather than a "saver" (Disagree) - 113</div><div>Buying American products is important to me - 117</div><div>My number one goal when shopping is to save as much money as possible - 110</div><div>I like to learn about foreign cultures (Disagree) - 162</div><div>I am willing to pay more for a product that is environmentally safe (Disagree) - 146</div></div>		

# *Income Qualified Assistance Programs*

## CARE/FERA Programs

- Low-income customers that are enrolled in the CARE program receive a 30-35 percent discount on their electric bill and a 20 percent discount on their natural gas bill.
- Eligible customers are those whose total household income is at or below the income limits indicated below.

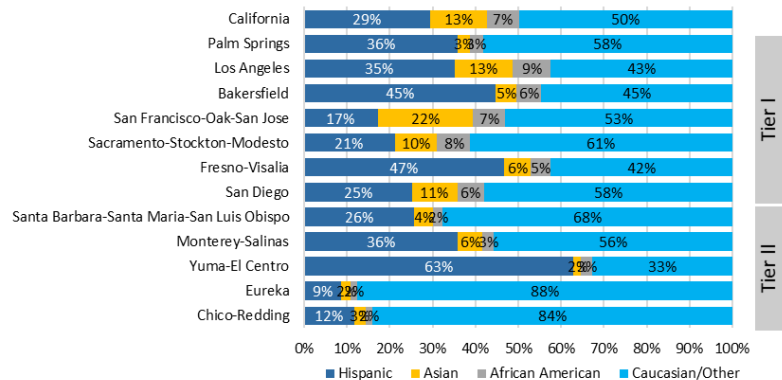
<b>CARE Income Guidelines</b>	
<i>Household Size</i>	<i>Income Eligibility Upper Limit</i>
1-2	\$32,480
3	\$40,840
4	\$49,200
5	\$57,560
6	\$65,920
7	\$74,280
8	\$82,640
Each Additional Person	\$8,360
* Effective June 1, 2017 to May 31, 2018	

# Total Market Approach

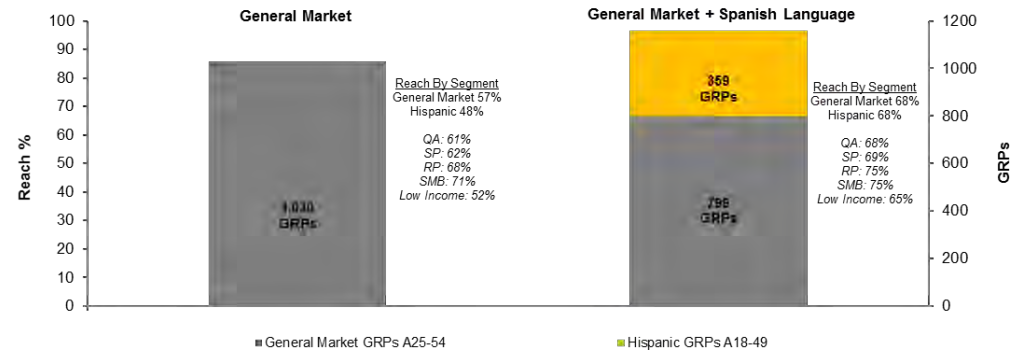
Maintain total market approach to planning to reach multicultural segments in key markets

- Evaluated gap analysis to determine the appropriate level of Spanish Language TV to place in market to deliver equal reach to Hispanics and General Market
- By including Spanish Language TV to close that gap, we're able to improve both our Hispanic as well as GM reach against A25-45 and all core segments

Multicultural TV Households by Market



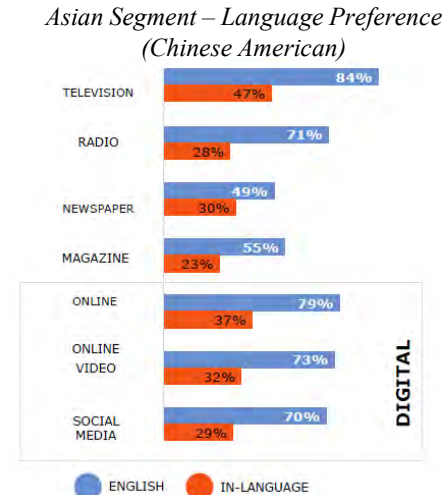
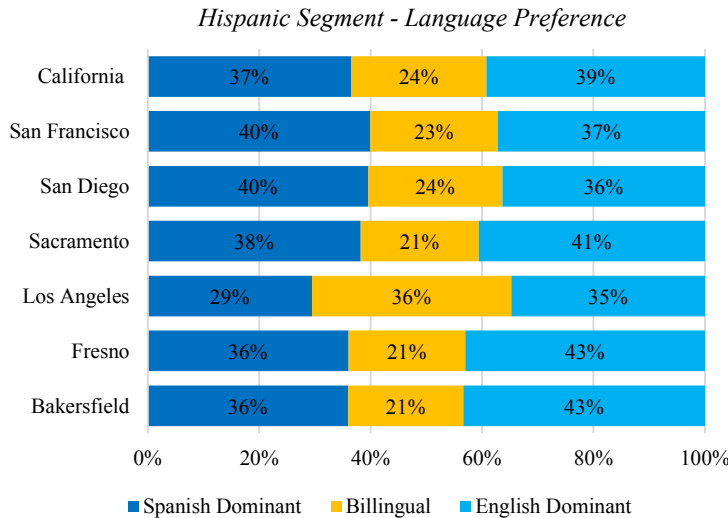
TV Gap Analysis



# 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



# Interim MB Brand Study Results: Channel Exposure

All channels contributed to campaign success, with TV and Print responsible for the most substantial gains in awareness and positive opinions

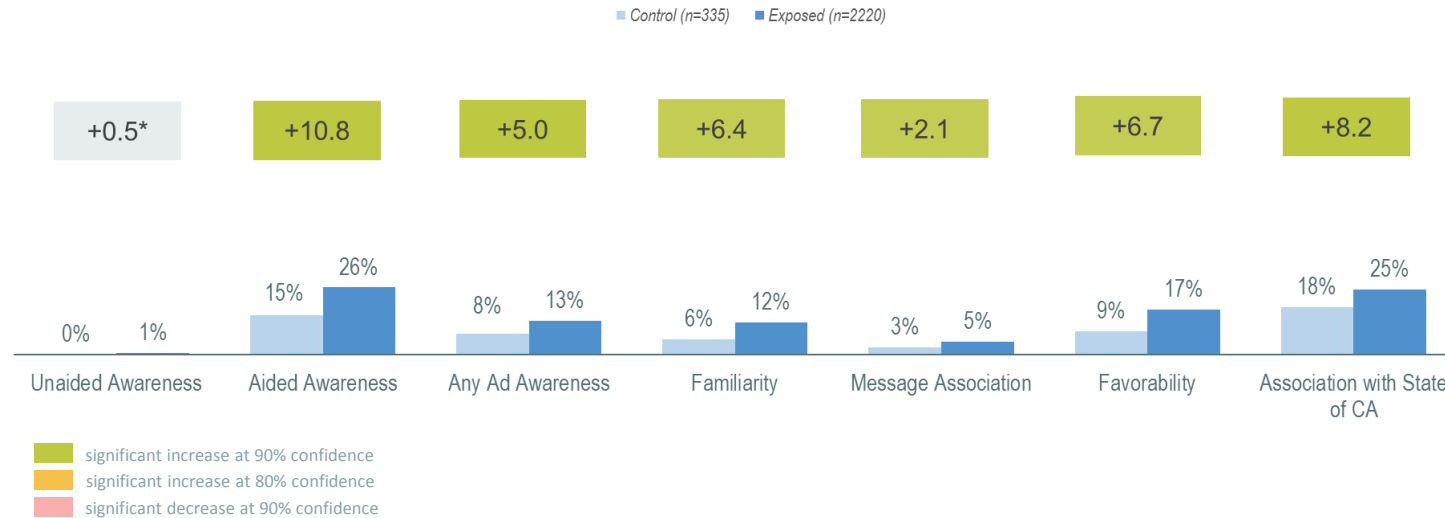
Brand Metrics								
	Any Digital		Any TV		Any Print		Any Out of Home	
	Ctrl	Δ	Ctrl	Δ	Ctrl	Δ	Ctrl	Δ
Unaided Awareness	1%	-1.1%*	0%	0.3%*	3%	-2.9%*	1%	-0.8%*
Aided Awareness	25%	3.7%	17%	8.6%	45%	11.4%	29%	4.2%
Any Ad Awareness	12%	1.7%	10%	3.3%	29%	14.7%	13%	11.6%
Familiarity	14%	1.6%	7%	4.8%	33%	9.0%	16%	6.8%
Message Association	7%	-2.3%	3%	2.1%	9%	4.2%	9%	-1.6%
Association with State of CA	27%	0.4%	17%	8.5%	36%	2.7%	33%	-2.8%
Favorability	15%	5.2%	11%	5.7%	35%	14.7%	19%	5.7%
Sample Size	261	268	477	2047	103	195	330	470

 significant increase at 90% confidence  
 significant increase at 80% confidence  
 significant decrease at 90% confidence

10

# Interim MB Brand Study Results: Brand Metrics

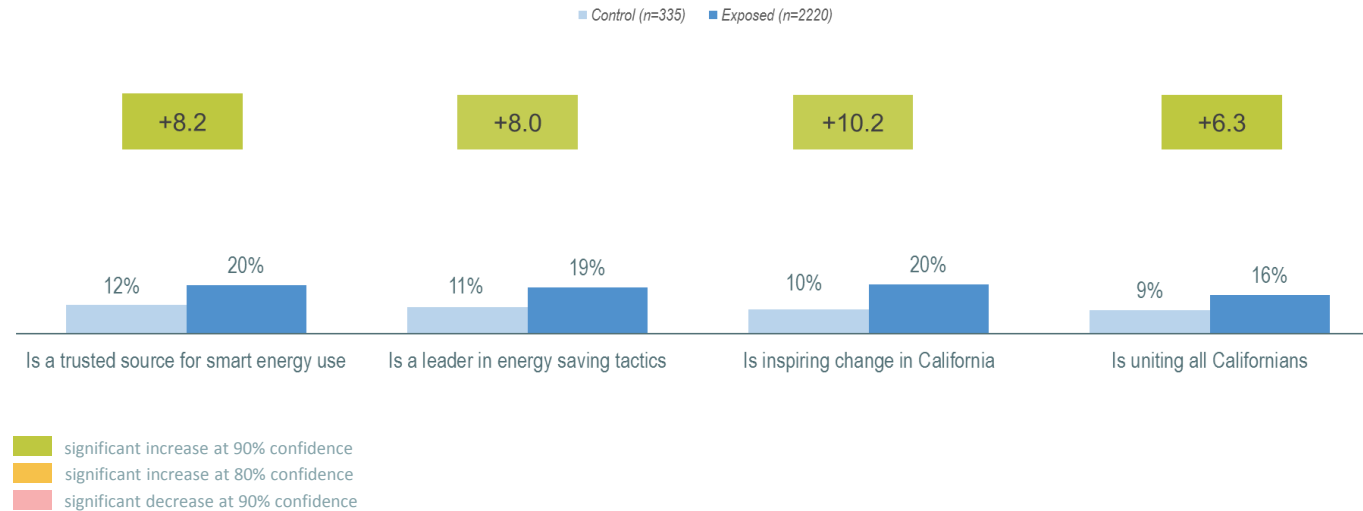
- The OMD multi media campaign successfully launched the Energy Upgrade California initiative, generating Awareness for and Favorability of the cause
- While Familiarity with the cause is low to start, exposure served to double respondent knowledge of Energy Upgrade





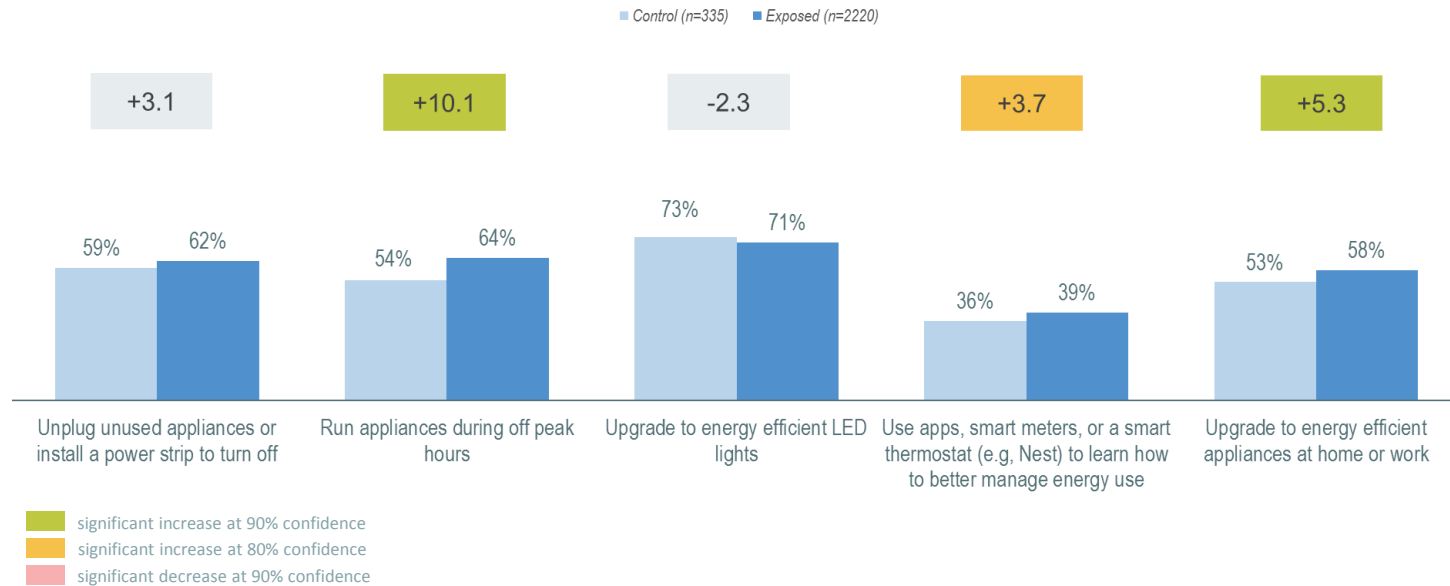
# Interim MB Brand Study Results: Brand Attributes

- The campaign helped build foundational perceptions of EUC as a leader and trusted source for energy use
  - Respondents were also influenced to agree Energy Upgrade is motivating and uniting Californians
  - Low baselines for all Brand Attributes support the need for additional education and continued branding efforts



# Interim MB Brand Study Results: Brand Actions

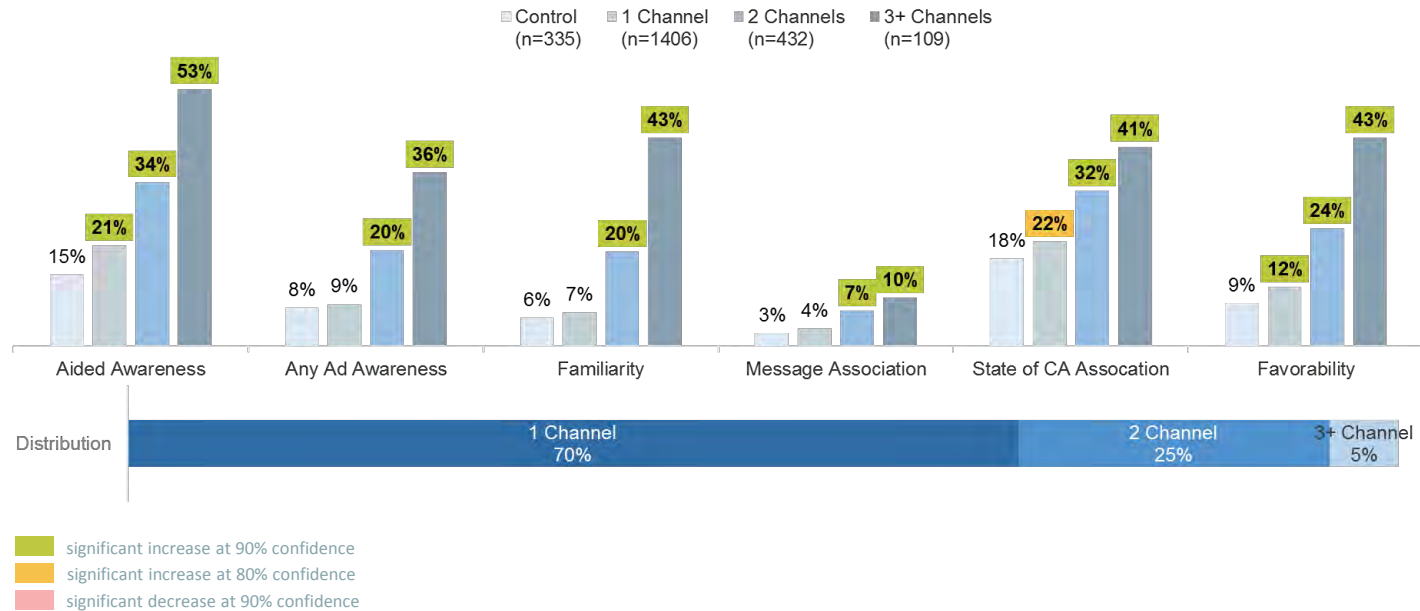
- Advertising inspired behavioral change by persuading Californians toward running appliances in off-hours and trading them in for new, more energy smart models
- Adoption of smart-home temperature instruments was also directionally impacted



# Interim MB Brand Study Results: Multi-Channel Exposure



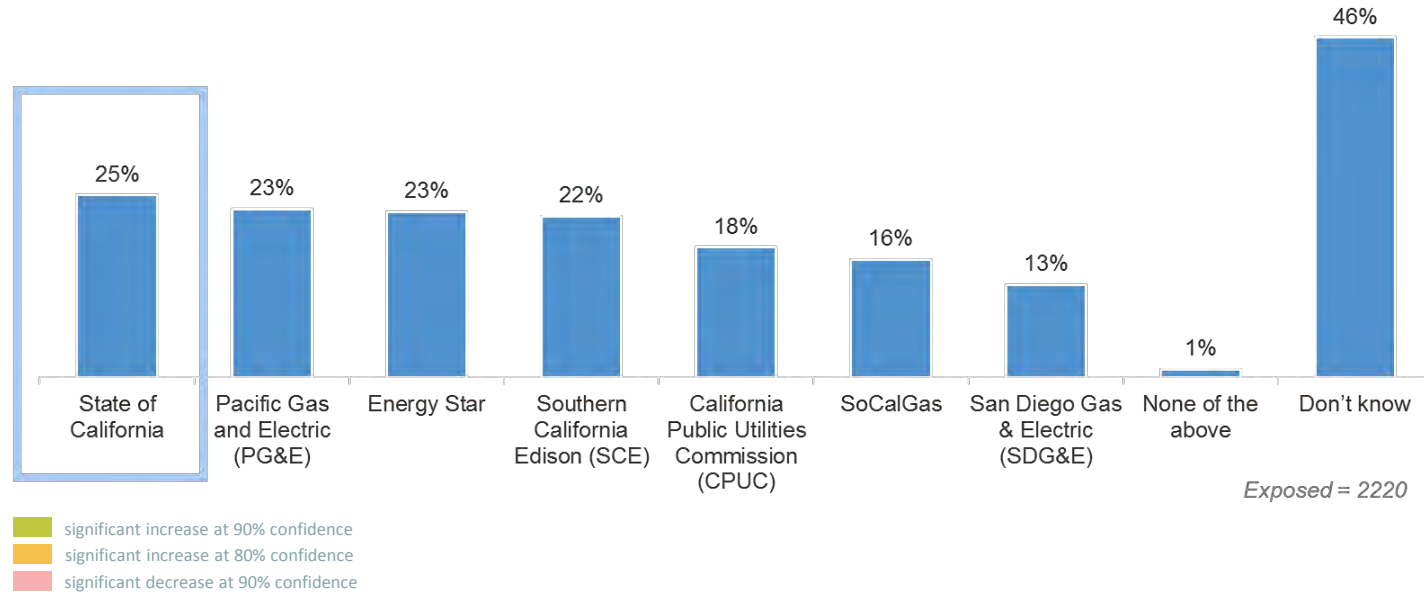
- Multi-channel exposure had a greater impact on key metrics than a singular media touchpoint
- 2+ channels were needed to significantly drive ad recall, Familiarity, and Message Association, but most respondents (70%) were exposed to only one



# Interim MB Brand Study Results: Association with California



- The State of California was the institution most associated with backing the EUC initiative
- Nearly half were unsure of Energy Upgrade's main supporter



# Interim MB Brand Study Results: Creative Type

- Rich Media was the most persuasive tactic, while exposure to Branded Slate Videos earned the highest marks in Awareness
- Success of the Branded Slate signals importance of sponsored buys to highlight the Energy Upgrade California brand
- Given unstable data we will continue to monitor for future campaigns

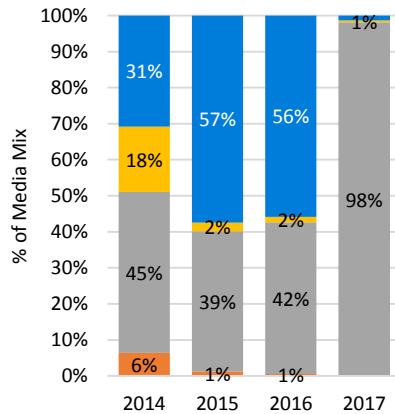
Brand Metrics	Control	Branded Slate Video	Pre-Roll/Mid-Roll Video	Rich Media Display	Standard Display
		Δ	Δ	Δ	Δ
Unaided Awareness	1%	-1.4%*	-1.4%*	0.4%*	-1.4%*
Aided Awareness	25%	11.0%	-2.7%	1.9%	4.0%
Online Ad Awareness	6%	6.1%*	1.6%	-0.6%*	0.5%
Familiarity	14%	1.5%	-3.0%	0.9%	0.7%
Message Association	7%	-4.1%*	-1.1%*	-5.3%*	-3.9%
Association with State of CA	27%	-5.6%	-2.5%	-5.0%	2.6%
Favorability	15%	5.8%	-1.7%	8.3%	2.9%
Sample Size	261	33^	66	55	153

- significant increase at 90% confidence
- significant increase at 80% confidence
- significant decrease at 90% confidence

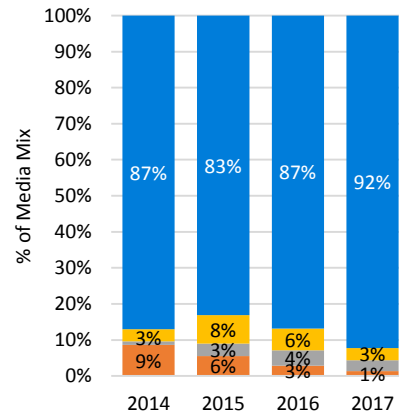
# Category Media Mix: IOUs

We looked at the IOUs media mix over the past 4 years, with the exception of So Cal Gas all IOUs had a heavy mix of local TV

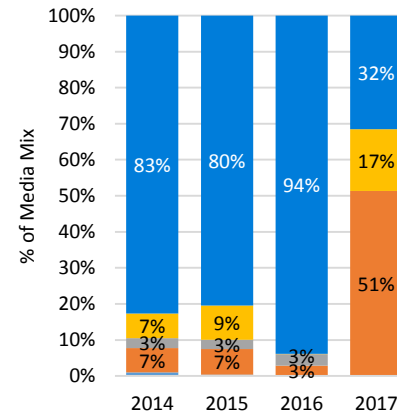
SOUTHERN CALIFORNIA EDISON



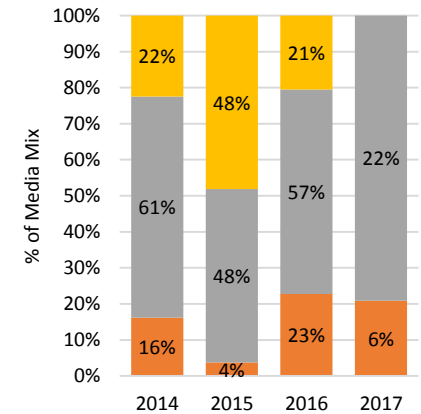
PG&E



SAN DIEGO GAS & ELECTRIC

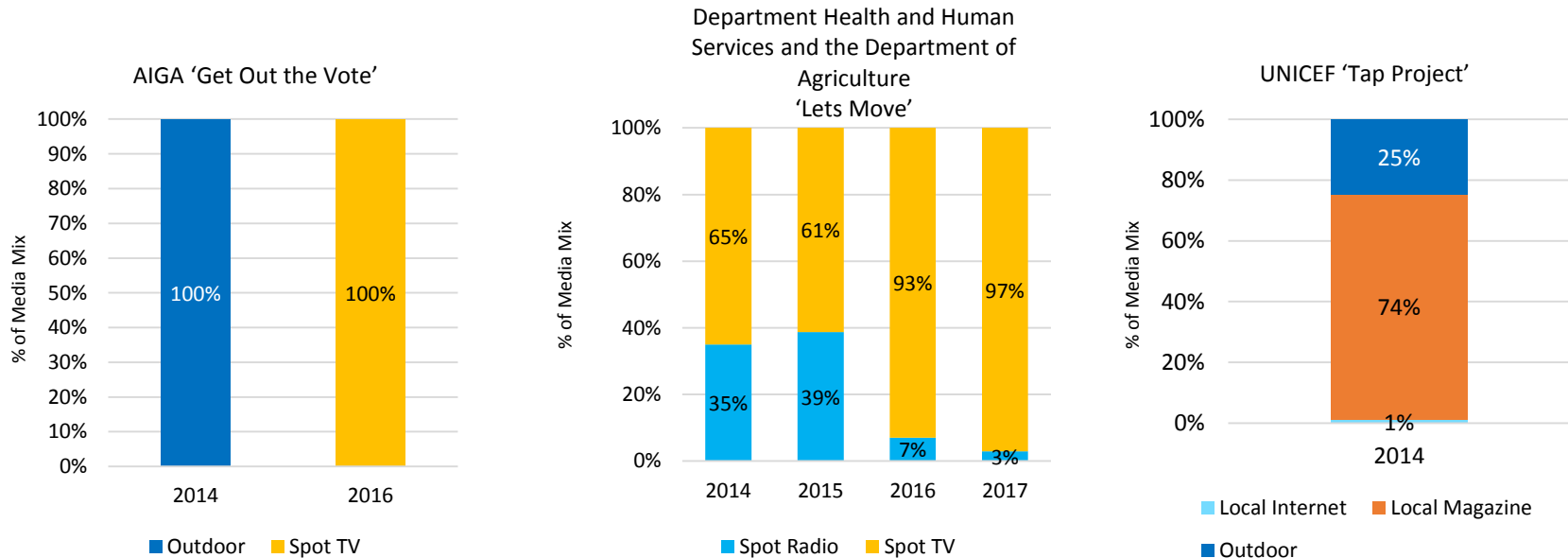


SOUTHERN CALIFORNIA GAS CO



# Category Media Activity

We looked at Other successful “movement inspiring” campaigns to understand their media mix





# Communication Goals: Optimal Frequency

Brand inputs to determine frequency

How much are we trying to change brand perception? ?



How difficult is the message? ?



What is the quality of the creative? ?



Does the creative have a brand or offer focus? ?



How many competitors are there in the market? ?



What is the level of competitive advertising in the category? ?



How often does someone make a purchase/visit? ?

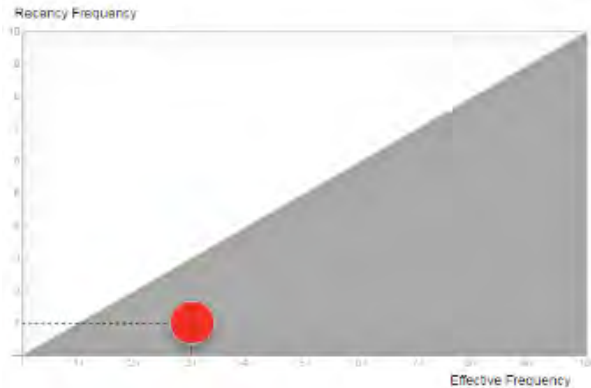


How many weeks does someone spend considering a purchase? ?



# Communication Goals: Optimal Frequency

Target needs to see the ad 3 times, 1 time in the last 2 weeks, and they remember it at a rate of 85% per week



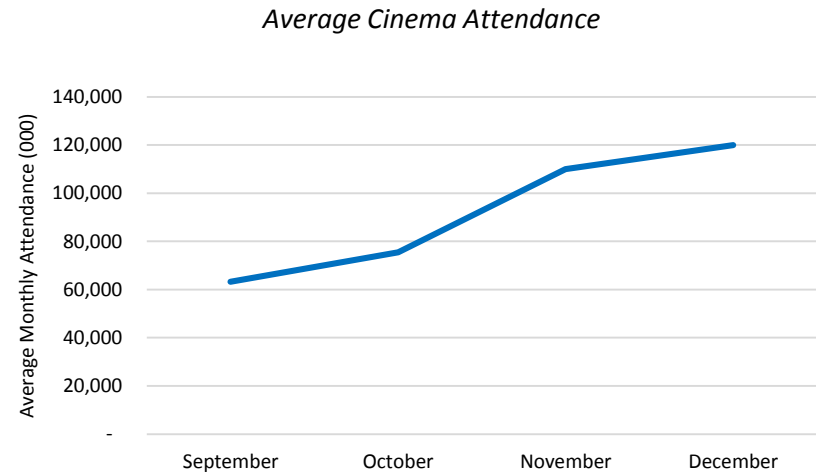
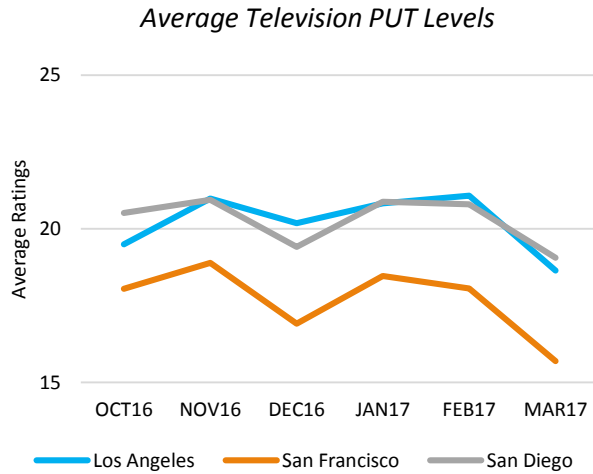
**Recency Frequency:** How many times does a typical consumer need to be exposed CLOSE TO THE POINT OF TAKING ACTION in order to generate the desired response

**Effective Frequency:** how many times OVERALL does a typical consumer need to be exposed in order to generate the desired response



# TV PUT Levels

- On average, PUT levels (People Using Television) dip during December
- Cinema attendance increases during the holidays, peaking in December

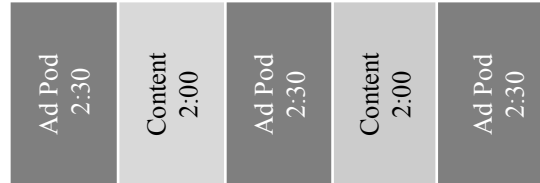


# Cinema: Regional Lobby Network



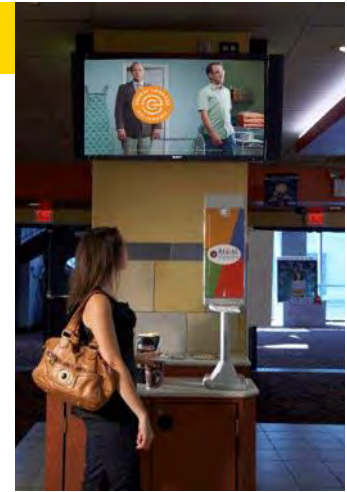
## LEN Programming

- Two pieces of 2:00 content separated by 2:30 ad pods



- Continual loop from theater open/close

*42" HD Flat Screens in high-traffic lobby areas*



# Cinema: Release Calendar

## May 4, 2018

### Avengers: Infinity War 3D



**Rating:** NR  
**Studio:** Disney  
**Starring:** Chris Hemsworth, Chris Pratt, Samuel L. Jackson, Josh Brolin, Vin Diesel, Zoe Saldana, Mike Bautista, Bradley Cooper, Peter Dinklage, Tom Holland, Benedict Cumberbatch, Robert Downey, Jr.  
**Director:** Anthony Russo  
**Genre:** Action Adventure, Superhero  
**Summary:** The Avengers and their Super Hero allies must be willing to sacrifice all in an attempt to defeat the powerful Thanos before his blitz of devastation and ruin puts an end to the universe.

### The Desert Bride



**Rating:** NR  
**Studio:** Unknown  
**Starring:**  
**Director:** Unknown  
**Genre:** Human Interest Drama, Workplace Setting  
**Summary:**

### The Guardians



**Rating:** NR  
**Studio:** Unknown  
**Starring:**  
**Director:** Unknown  
**Genre:** Human Interest Drama, Period  
**Summary:**

## May 11, 2018

### Action Point



**Rating:** NR  
**Studio:** Paramount  
**Starring:** Johnny Knoxville, Camilla Wolfson, Bridgette Lundy-Paine  
**Director:** Tim Kirkby  
**Genre:** Human Interest Comedy, Buddy  
**Summary:** A daredevil designs and operates his own theme park with his friends.

### Breaking In



**Rating:** NR  
**Studio:** Universal  
**Starring:** Gabrielle Union, Billy Burke, Richard Cabral  
**Director:** James McTeigue  
**Genre:** Suspense Thriller, Kidnapping/Hostage  
**Summary:** A woman fights to protect her family during a home invasion.

### Life Of The Party



**Rating:** PG-13  
**Studio:** Warner Bros.  
**Starring:** Melissa McCarthy, Gillian Jacobs  
**Director:** Ben Falcone  
**Genre:** Human Interest Comedy, Unknown  
**Summary:**

# Cinema: Release Calendar

---

**May 18, 2018**

## Deadpool 2



**Rating:** NR

**Studio:** Fox

**Starring:** Ryan Reynolds, Josh Brolin, Morena Baccarin

**Director:** David Leitch

**Genre:** Action Adventure, Superhero

**Summary:** Wisecracking mercenary Deadpool battles ninjas, the yakuza and a pack of aggressive canines as he embarks on a new adventure.

**May 25, 2018**

## Solo: A Star Wars Story 3D



**Rating:** NR

**Studio:** Disney

**Starring:** Alden Ehrenreich, Woody Harrelson, Thandie Newton, Emilia Clarke

**Director:** Phil Lord

**Genre:** Action Adventure, Science Fiction

**Summary:** Han Solo and Chewbacca's adventures before joining the Rebellion, including their early encounters with Lando Calrissian.

# Cinema: Release Calendar

## June 15, 2018

### On Chesil Beach



**Rating:** NR  
**Studio:** Bleecker Street  
**Starring:** Saoirse Ronan, Anne-Marie Duff, Emily Watson  
**Director:** Dominic Cooke  
**Genre:** Romantic Drama, Relationship  
**Summary:** The drama, which takes place in the UK in 1963, revolves around two repressed virgins in their early twenties whose attempt to consummate ends badly. Their futile attempt at lovemaking leads to doubt and recriminations.

### Superfly



**Rating:** NR  
**Studio:** Unknown  
**Starring:**  
**Director:** Unknown  
**Genre:** Action Drama, Unknown  
**Summary:**

### The Incredibles 2 3D



**Rating:** NR  
**Studio:** Disney  
**Starring:** Holly Hunter, Samuel L. Jackson, Sarah Vowell  
**Director:** Brad Bird  
**Genre:** Family, Animated  
**Summary:** Bob Parr (Mr. Incredible) is left to care for Jack-Jack while Helen (Elastigirl) is out saving the world..

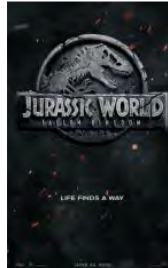
### Tag



**Rating:** NR  
**Studio:** Warner Bros.  
**Starring:** Jeremy Renner, Ed Helms, Annabelle Wallis  
**Director:** Paul Thomas Anderson  
**Genre:** Human Interest Comedy, Science Fiction  
**Summary:** A small group of former classmates organize an elaborate, annual game of tag that requires some to travel all over the country.

## June 22, 2018

### Jurassic World: Fallen Kingdom



**Rating:** NR  
**Studio:** Universal  
**Starring:** Chris Pratt, Bryce Dallas Howard, Jeff Goldblum  
**Director:** Juan Antonio Bayona  
**Genre:** Action Adventure, Science Fiction  
**Summary:** When the island's dormant volcano begins roaring to life, Owen and Claire mount a campaign to rescue the remaining dinosaurs from this extinction-level event.



# Cinema: Release Calendar

June 29, 2018

## I Feel Pretty



**Rating:** NR

**Studio:** STX Entertainment

**Starring:** Emily Ratajkowski, Michelle Williams, Amy Schumer, Rafe Spall

**Director:** Abby Kohn

**Genre:** Human Interest Comedy, Unknown

**Summary:** A head injury causes a woman to develop an extraordinary amount of confidence and believes she's drop-dead gorgeous.

## Uncle Dew



## Sicario 2: Soldado



**Rating:** R

**Studio:** Sony

**Starring:** Josh Brolin, Benicio Del Toro, Isabela Moner

**Director:** Stefano Sollima

**Genre:** Action Drama, Crime Theme

**Summary:**

## Valley Girl



# Cinema: Release Calendar

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## July 4, 2018

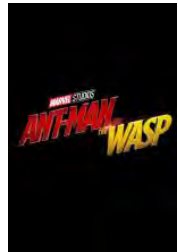
### The Purge: The Island



**Rating:** NR  
**Studio:** Universal  
**Starring:**  
**Director:** Unknown  
**Genre:** Horror, Unknown  
**Summary:**

## July 6, 2018

### Ant Man and The Wasp 3D



**Rating:** NR  
**Studio:** Disney  
**Starring:** Evangeline Lilly, Paul Rudd, Michael Douglas, Michael Pena  
**Director:** Peyton Reed  
**Genre:** Action Adventure, Science Fiction  
**Summary:** As Scott Lang balances being both a Super Hero and a father, Hope van Dyne and Dr. Hank Pym present an urgent new mission that finds the Ant-Man fighting alongside The Wasp to uncover secrets from their past.

# City Business Journals Subscribers

On average, 90% of subscribers work at companies with under 500 employees while 53% work at companies with less than 25 employees

- 60% of subscribers on average are in top management, C-level, owners or partners

<i><b>Company Size (Employees)</b></i>	<i><b>Silicon Valley Business Journal</b></i>	<i><b>San Francisco Business Journal</b></i>	<i><b>Sacramento Business Journal</b></i>
Under 5	31%	25%	31%
5-19	22%	24%	26%
20-99	22%	22%	25%
100-499	12%	18%	11%
500+	13%	11%	7%
<i><b>Position</b></i>	<i><b>Silicon Valley Business Journal</b></i>	<i><b>San Francisco Business Journal</b></i>	<i><b>Sacramento Business Journal</b></i>
Top Management, C-level, Owner or Partner	58%	58%	64%

# YouTube Measurement: Audience Testing

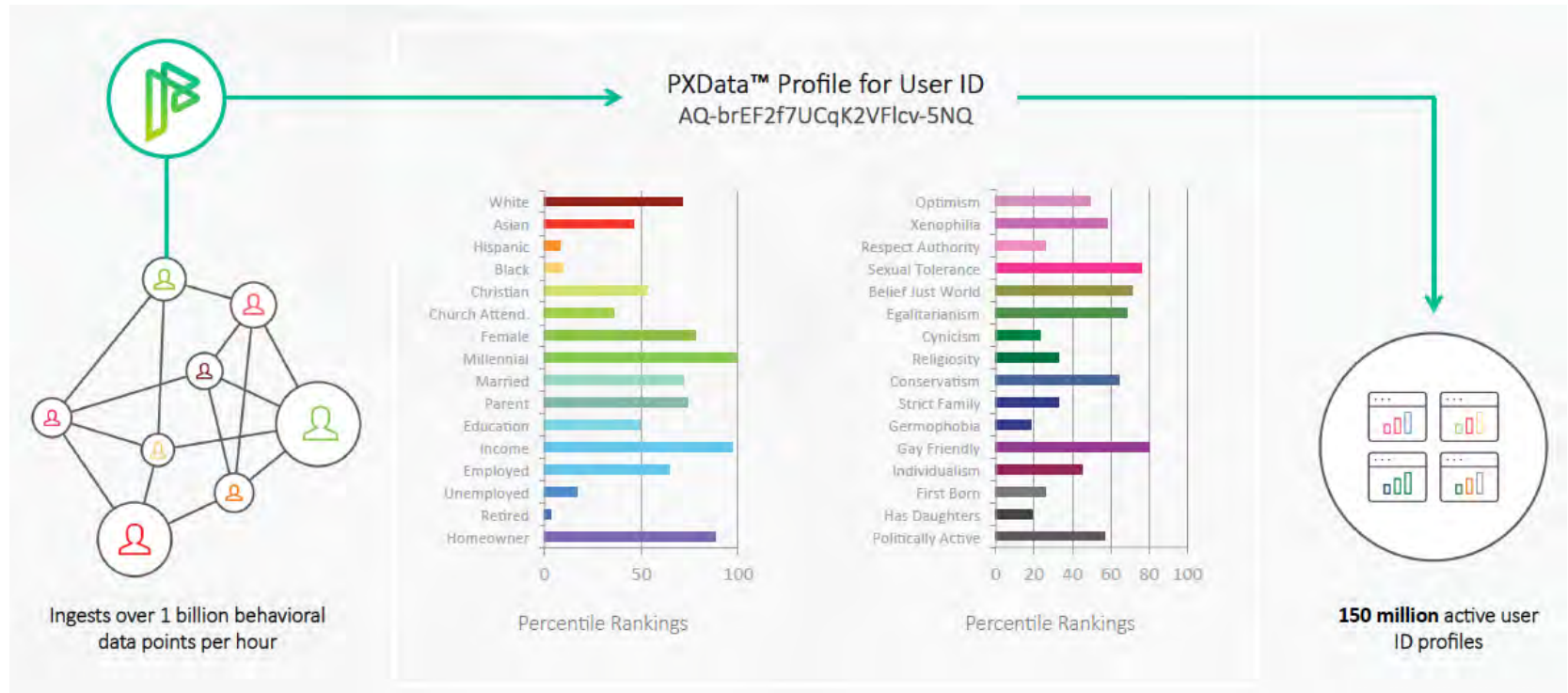
- Dedicate the first two weeks of the campaign to Audience Testing which shows us how much budget it took to drive significant lift in key metrics such as Awareness and Ad Recall among each of our audiences
  - ‘\$/Awareness’ refers to the cost associated with making 1 person in our target audience aware of EUC
- We will then leverage the results to inform how much budget we should allocate to each audience segment based on the most efficient targeting

## Audience Comparison

TARGET SEGMENT <small>Size &amp; Detail</small>	BRAND LIFT				SEGMENT EFFICIENCY	
	Ad Recall Lift		Awareness Lift		\$ / Ad Recall	\$ / Awareness
<b>Younger</b> <small>Males   18-35   Gamers</small> <small>Audience Size: 30M</small>	Control Level	15.3%	Control Level	25.3%	\$4.60	NA
	Exposed Level	15.8%	Exposed Level	25.3%		
	Relative Lift	3.3%	Relative Lift	0.0%		
<b>Middle</b> <small>Males   18-35   Movie &amp; TV lovers</small> <small>Audience Size: 30M</small>	Control Level	13.5%	Control Level	18.8%	\$0.67	\$0.52
	Exposed Level	16.0%	Exposed Level	22.0%		
	Relative Lift	18.5%	Relative Lift	17.0%		
<b>Older</b> <small>Males   25-35   Travel buffs, Foodies, Health &amp; Fitness buffs</small> <small>Audience Size: 16M</small>	Control Level	12.4%	Control Level	21.9%	\$0.41	NA
	Exposed Level	16.5%	Exposed Level	21.9%		
	Relative Lift	33.1%	Relative Lift	0.0%		
Overall					\$1.89	NA

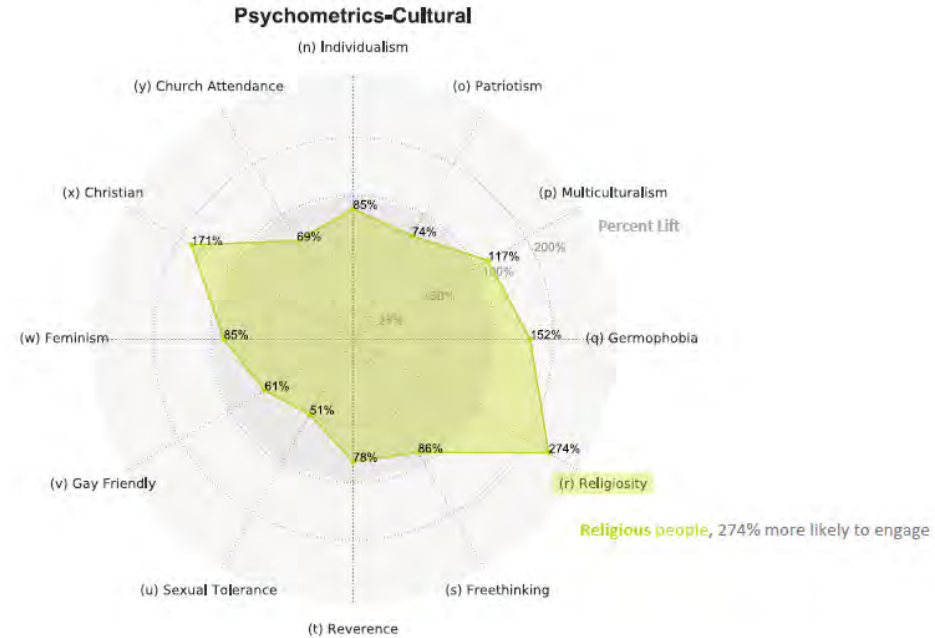
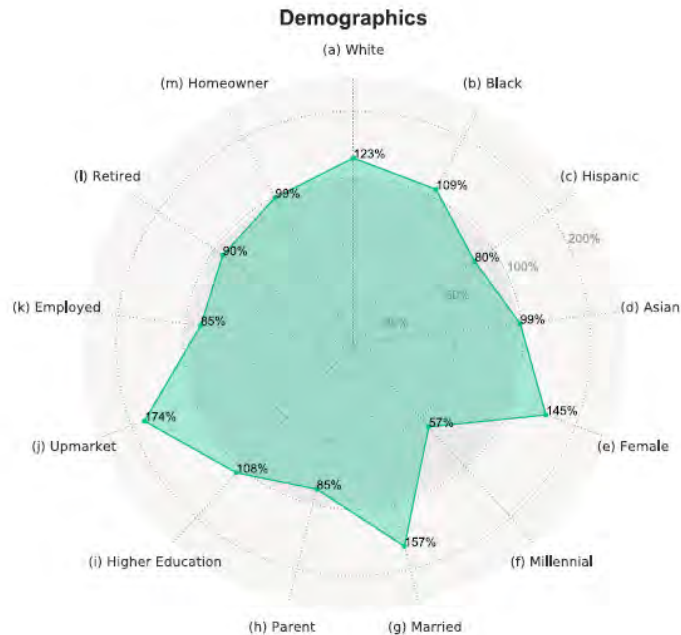
# Pinpoint Predictive: Psychometric Modelling

- Individual psychometric models are generated by Pinpoint's Data Analytics Engine



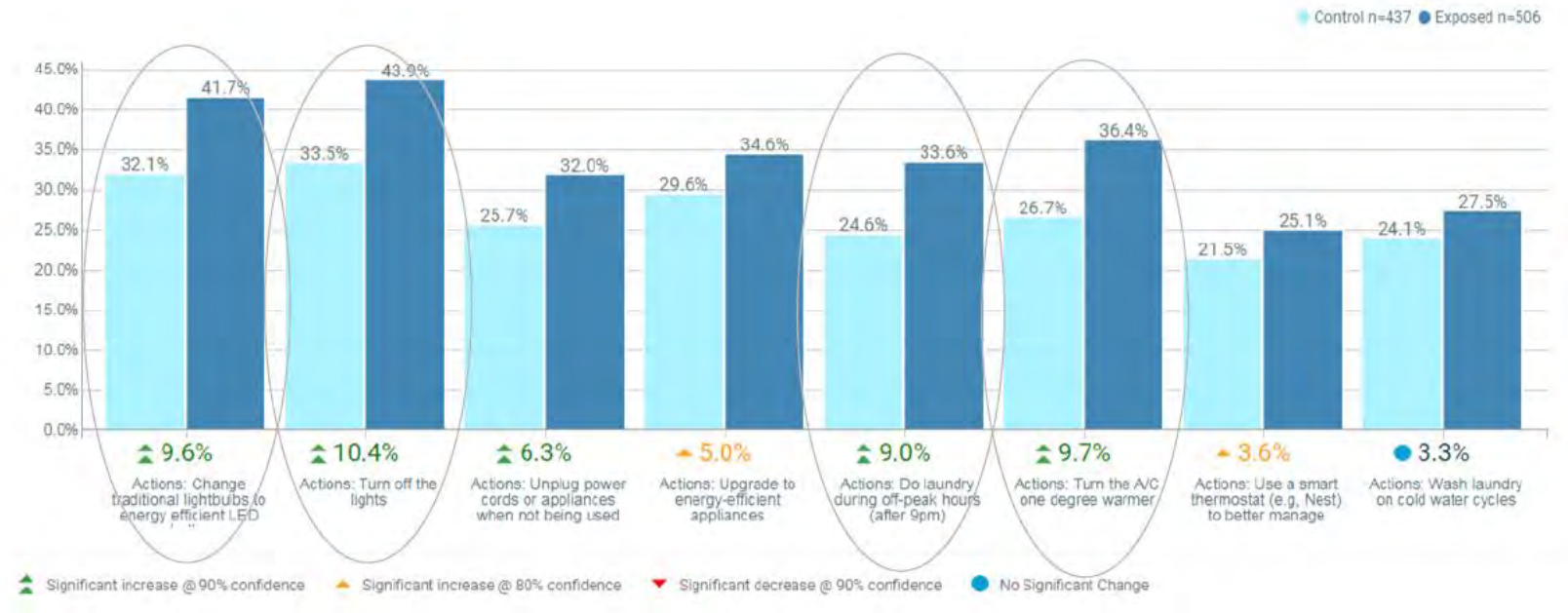
# Pinpoint Predictive: Psychometric Modelling

- Sample Fingerprints:



# Millward Brown: OMDP - Intent to Act

- In our November monthly report (month before we began seeing high baselines for control groups), almost all of our Intent to Act metrics saw significant lift at 3%+, with the highest reaching 10%+ (Turn off the lights)

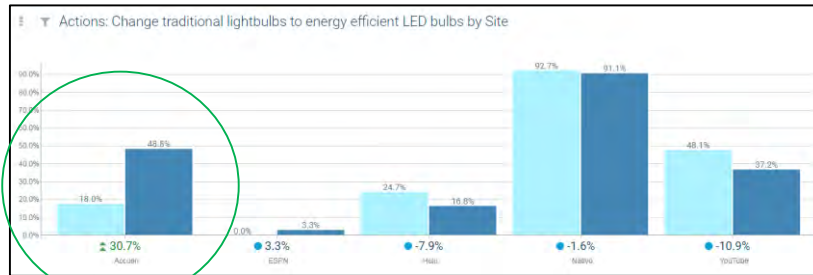




# Millward Brown: OMDP - Intent to Act

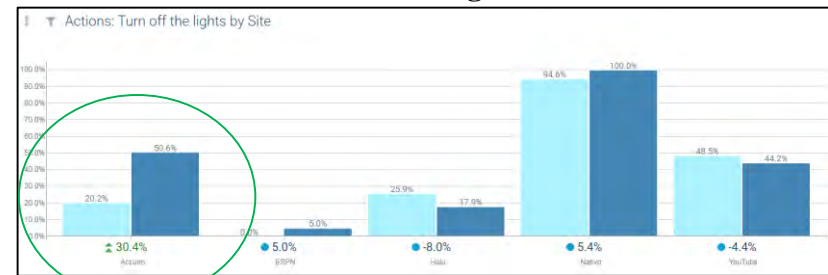
- Reviewing this data at the partner level we see that OMDP (Accuen) was responsible for the majority of this large shift (report range: 4/26/17 – 12/10/17)
- In 2018 we will continue to leverage and build on these OMDP tactics which have proved successful in 2H

## LED bulbs



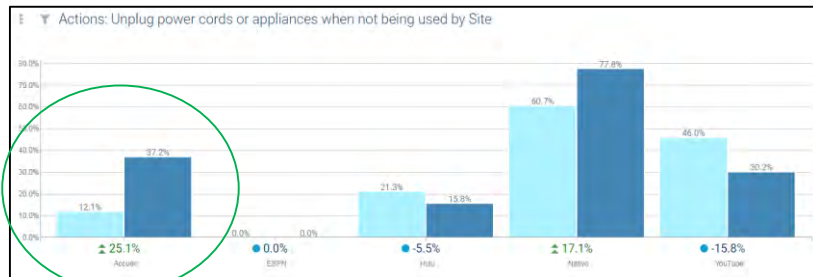
OMDP (Accuen)

## Turn off lights



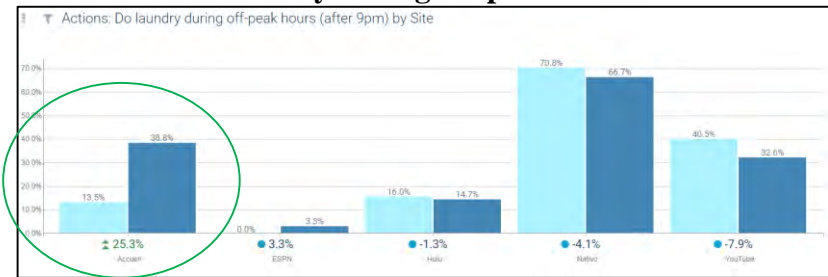
OMDP (Accuen)

## Unplug power cords



OMDP (Accuen)

## Laundry during off-peak hours

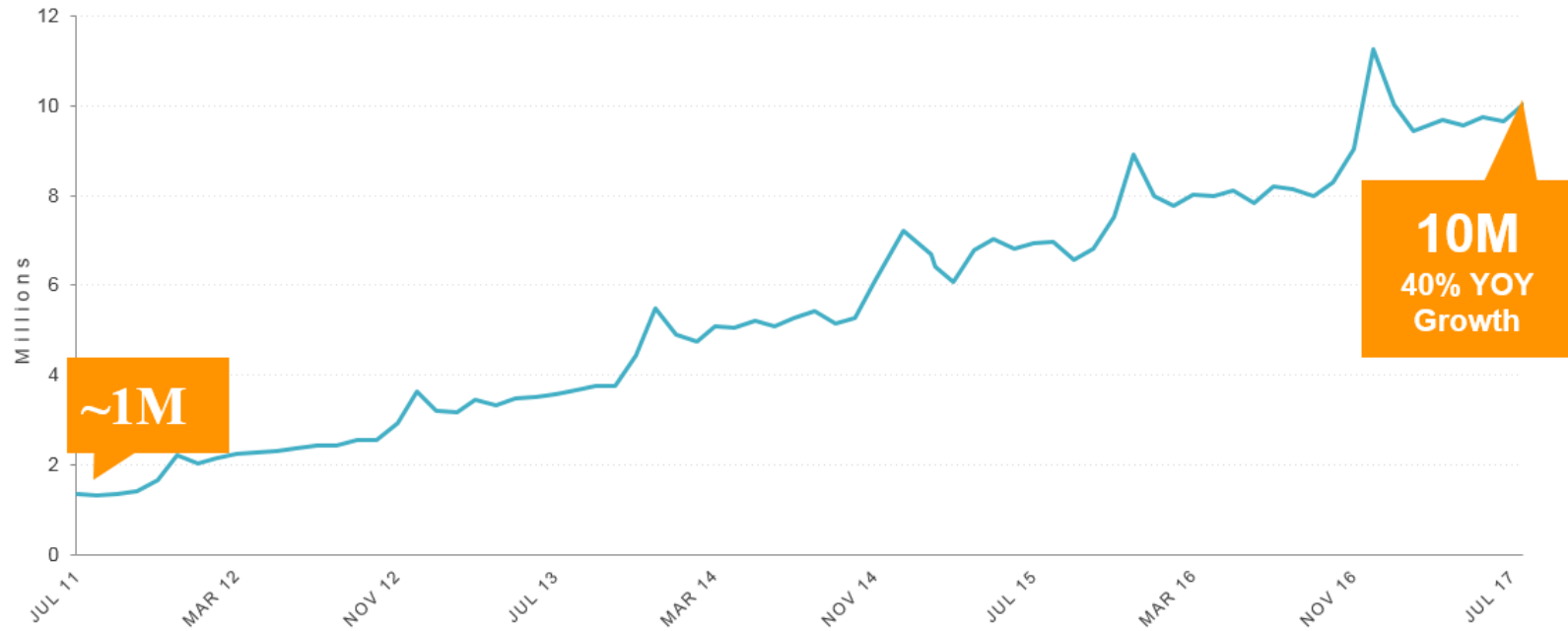


OMDP (Accuen)



# Pandora: Connected Home Growth

- Unique users on Connected Devices grew 10x in 6 years



# OMDP: Representative Site List

10TV.COM	CHELSEANEWS.COM	FASTCOMPANY.COM	KTVB.COM	RAMCHARGERCENTRAL.COM
12NEWSNOW.COM	CWTV.COM	FFTODAY.COM	LA.EATER.COM	RATEMDS.COM
6PM.COM	CYCLEWORLD.COM	FOODNETWORK.COM	LACOccINELLE.NET	RCGROUPS.COM
97THEWAVE.CBSLOCAL.COM	DAILYMAIL.CO.UK	GAMERANX.COM	LAPTOPMAG.COM	RENT.COM
979KICKFM.COM	DAILYRECORD.COM	GAMESFREAK.COM	MAIL.COM	ROADANDTRACK.COM
9GAG.COM	DATALOUGE.COM	GENIUS.COM	MAPMYFITNESS.COM	RUNNERSWORLD.COM
A10.COM	DC.EATER.COM	HEAVY.COM	MBC.COM	SALTWATERSPORTSMAN.COM
ABC2NEWS.COM	DEPARTURES.COM	HERALDONLINE.COM	MEDIAFIRE.COM	SAMAA.COM
ABC57.COM	DEPORTES.ABOUT.COM	INDIA.COM	MENSJOURNAL.COM	SAVEUR.COM
ABCNEWS4.COM	DICE.COM	INFODOG.COM	MSNBC.COM	SMOSH.COM
ABS-CBN.COM	ELLE.COM	INKEDMAG.COM	NASCAR.COM	TAPPEDOUT.NET
ACTIVE.COM	ELPAIS.COM	JANGO.COM	NATIONALPOST.COM	TEAMTALK.COM
ACURAWORLD.COM	ES.YAHOO.COM	JOBSITE.CO.UK	NCAA.COM	TECHHIVE.COM
AOL.COM	ESPN.CO.UK	JOCOOKS.COM	ONETRAVEL.COM	TELEMUNDO.COM
APPLE.COM	ESPN.COM	JOURNALSTAR.COM	ONLINECLOCK.NET	TEMPTALIA.COM
BARRONS.COM	ESSENCE.COM	KALB.COM	OSNEWS.COM	TOTALMOTORCYCLE.COM
BAYT.COM	ESQUIRE.COM	KATC.COM	OURBESTBITES.COM	TOURISM.ABOUT.COM
BBC.CO.UK	FABSUGAR.COM	KELOLAND.COM	PARENTING.COM	TWCC.COM
BFMTV.COM	FACTSLIDES.COM	KGUN.COM	PCMAG.COM	WFTV.COM
CHEAPOAIR.COM	FANGRAPHS.COM	KOHL.S.COM	RACHELRAY.COM	YACHTWORLD.CO.UK

# *OMDP: PMP Site List*

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Quiet Advocates	Spirited Promoters	Rational Participants
AOL	Atlantic Media	Atlantic Media
Atlantic Media	BBC	BBC
BBC	Entrepreneur	Bloomberg
Gothamist (CA cities only)	ESPN	Business Insider
NPR	Lifewire	Conde Nast
The Balance	Mashable	Hearst
The Economist	Rolling Stone	Meredith Digital
The Guardian	The Balance	NY Times
Totally Her	The Guardian	Oath
Trip Savvy	Trip Savvy	Politico
Refinery29	Under Armour	PopSugar
MSN	Washington Post	The Guardian
Outlook	Ziff Davis Tech	Trip Savvy

# *Amobee: Representative Site List*

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ABC7.COM	CNN.COM	FREEP.COM	MSNBC.COM	SLATE.COM
ABCNEWS.COM	CNNMONEY.COM	GLOBALPOST.COM	NBCNEWS.COM	THEATLANTIC.COM
ABOUT.COM	CONSERVATIVETRIBUNE.COM	HUFFINGTONPOST.COM	NDTV.COM	THEBLAZE.COM
ACCUWEATHER.COM	CSMONITOR.COM	IBTIMES.COM	NEWSDAY.COM	THEDAILYBEAST.COM
AJC.COM	DAILYCALLER.COM	IFLSCIENCE.COM	NEWSMAX.COM	THEGUARDIAN.COM
AL.COM	DAILYDOT.COM	IJREVIEW.COM	NEWSWEEK.COM	THEHILL.COM
ALJAZEERA.COM	DAILYFINANCE.COM	INC.COM	NEWYORKER.COM	THESTREET.COM
ANCHORFREE.US	DAILYMAIL.CO.UK	INDEPENDENT.CO.UK	NPR.ORG	THEWEEK.COM
AP.ORG	DALLASNEWS.COM	INVESTOPEDIA.COM	NYDAILYNEWS.COM	TIME.COM
BANKRATE.COM	DISCOVERY.COM	LATIMES.COM	ODOMETER.COM	TODAY.COM
BIZJOURNALS.COM	DRUDGEREPORT.COM	LEGACY.COM	OREGONLIVE.COM	TOPIX.COM
BLACKAMERICAWEB.COM	ECONOMIST.COM	LITTLETHINGS.COM	ORLANDOSENTINEL.COM	UPI.COM
BLOOMBERG.COM	ELITEDAILY.COM	MARKETWATCH.COM	PHILLY.COM	UPWORTHY.COM
BUSINESSINSIDER.COM	ENTREPRENEUR.COM	MEDIAITE.COM	POLITICO.COM	USATODAY.COM
BUYERSELLERTIPS.COM	EXAMINER.COM	MENTALFLOSS.COM	RARE.US	USNEWS.COM
BUZZFEED.COM	FOOL.COM	MIC.COM	RAWSTORY.COM	VOX.COM
CBSLOCAL.COM	FORBES.COM	MILITARY.COM	REUTERS.COM	WEATHER.COM
CBSNEWS.COM	FORTUNE.COM	MLIVE.COM	RT.COM	WEATHERBUG.COM
CHRON.COM	FOXBUSINESS.COM	MONEYTREND.TV	SALON.COM	WN.COM
CNBC.COM	FOXNEWS.COM	MOTHERJONES.COM	SEEKINGALPHA.COM	WSJ.COM

# *Undertone: Site List*

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Quiet Advocates	Spirited Promoters	Rational Participants
Comedy Channel	In Touch	The Active Times
Elle	Elle	New York Times
IMDb	IMDb	Homes.com
Travel Channel	You Beauty	Reader's Digest
Prisa	USA Today	Marie Claire
Marie Claire	Marie Claire	Music Radar
Men's Health	Variety	Elsalvador.com
Health	Music.com	Woman's Day
Woman's Day	Cosmopolitan	El Bravo
Rolling Stone	Men's Fitness	El Bocon
La Nacion	Milenio	Milenio
El Pais	El Tiempo	La Nacion
Latin Post	Latin Post	Latin Post

# Considerations

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Considered but not recommended channels and partners

Channel/Partner	Rationale
Magazine	Prioritized City Business Journals given shift in SMB target
Radio	Prioritized OOH over radio given efficiencies and longer flight afforded with OOH
DRTV	Evaluated for efficiencies, don't recommend due to market conditions with election year and buying constraints
Digital (Spotify)	No ability to be tracked by our Millward Brown brand study
Digital (iHeart Radio)	Under-indexed against our audience (avg. comScore index: 89)
Digital (Vox Media, Vice Media, BuzzFeed, Nativo)	Custom Content was evaluated, but budget is better spent on Awareness tactics to drive significant lift in aided awareness and familiarity metrics
Digital (AlphonsoTV)	Evaluated for TV Retargeting. SambaTV performing well in current campaign

# Glossary

Term	Definition
<b>ADUs</b>	Audience Deficiency Units
<b>TV Billboard</b>	A brief announcement, usually 3, 5 or 10 seconds in length, and usually earned by advertisers paying extra for the program being ordered
<b>CPM</b>	Cost per thousand - The cost to reach 1,000 target consumers
<b>CPP</b>	Cost per point - The cost for delivering one GRP or one percent of the target audience
<b>Dayparts</b>	The time segments that divide the TV day for ad scheduling purposes
<b>GRPs (TRPs)</b>	Gross Rating Points - The sum of all rating points in a media schedule
<b>HUT</b>	Households using television
<b>HUT Level</b>	Number of households with TV set on. (000)/ Total HH universe = % HUT
<b>Make-good</b>	A spot offered by a station in place of a regularly scheduled announcement that did not run or was improperly aired
<b>PUT</b>	Persons Using Television : A measurement of the total number of people in the target audience who are watching television for five minutes or longer during an average quarter-hour. PUT is generally expressed as a percent
<b>Rating</b>	Percent viewership out of a specific universe
<b>Average Frequency</b>	the number of times an ad is delivered to the same browser in a single session or time period. This can be capped to manage how often a given user receives the same offer
<b>CTA</b>	Call to action. The element of a campaign that prompts the user to perform an action and directs them on how to do so. Most common CTA is a hyperlink with a message such as "Click here to buy now!"
<b>Click</b>	The number of times that users clicked on an ad. In DFA, a click is recorded even if the user does not actually reach the landing page.
<b>Click Thru URL</b>	The link to a website where a user is taken after clicking on a advertisement. Meant to expand on the service or product mentioned in the initial ad by providing more information.
<b>CTR</b>	Click Through Rate. The ratio measure of ad clicks to ad impressions.
<b>Contextual Targeting</b>	Ads are matched to content, usually related to the advertiser.
<b>Conversion Rate</b>	The % of people who convert from prospective customers
<b>CPA</b>	Cost per action. Cost of advertising based on a visitor taking some specifically defined action in response to an ad. "Actions" could include a click, filling out a form, or completing a video. An ideal method of payment for advertisers who want to guarantee the number of customers generated as a result of an ad.
<b>CPC</b>	Cost Per Click. Performance based, where the advertiser pays based only on the number of user clicks. This system provides an incentive for publishers to target ads correctly (often by keyword), as the payment depends not upon the ad being seen but upon the viewer's responding and following the hyperlink. Common in search marketing.
<b>CPE</b>	Cost per engagement. Cost of advertising based on the number of engagements within a unit. Pre-determined with publisher.
<b>CPM</b>	Cost per thousand impressions. A price given for each thousand impressions of a banner seen.
<b>CPU</b>	Cost per Unique, the calculated cost of reaching a new individual
<b>CTR</b>	Rate at which users take action on a banner by clicking through to the landing page. The percentage of impressions that resulted in a visitor.

# Glossary

Term	Definition
<b>Custom/ Engagement Unit</b>	Types of rich media units that require tailored builds by publishers or creative agency and are meant to drive engagement, opposed to an action.
<b>DFA</b>	The Google Double Click ad server that Carat uses to manage the entire scope of digital campaigns. DFA is a technology and service that places advertisements on web sites, which streamlines workflow for planning, trafficking, targeting, serving, optimization and reporting.
<b>DMP</b>	Data Management Platform. A system that allows the collection of audience intelligence by advertisers and ad agencies, thereby allowing better ad targeting in subsequent campaigns
<b>DSP</b>	Demand Side Platform. A technology platform that provides centralized and aggregated media buying from multiple sources including ad exchanges, ad networks and sell side platforms, often leveraging real time bidding capabilities of these sources
<b>Engagement</b>	A measurable action taken on an ad by the user, through expansions, video plays, playing a game, sharing to social feeds, etc.
<b>Impression</b>	A measure of how many times an advertisement is displayed.
<b>KPI</b>	Key Performance Indicator- A defined performance measurement to evaluate success of a campaign (Video Plays, CTR, CPRN, Cost per Unique)
<b>PMP (Private Marketplace)</b>	Invitation-only RTB auction owned by a single publisher open to a select few buyers; also called a private exchange, private auction, closed auction or PMP
<b>Pre-Roll</b>	Online video ad that plays before the start of another piece of video content. Typically seen in :06s, :15s or :30s lengths
<b>Re-Targeting</b>	Ads are delivered to users who have visited a specific site or clicked on an Ad. For example, a person could visit the WDW booking page, but not complete a purchase. This user could be identified out on the internet and presented with an advertisement to complete their purchase.
<b>RTB (Real Time Bidding)</b>	A data-driven programmatic buying model allowing Advertisers or their Agencies to bid on digital media (display, video, mobile, social, etc.) in real-time, at the impression level
<b>Rich Media Units</b>	Ads with which users can interact more than just with one click. For example, an ad that expands, features video, or has a click to call functionality
<b>Retargeting</b>	Targeting users who have previously visited energyupdrageca.com or who have previously been exposed to EUC messaging
<b>VCR</b>	Video Completion Rate, the rate at which users watch the video in its entirety
<b>Vertical Video</b>	Online video formats designed to be viewed in vertical/portrait orientation