



An Exelon Company

# PECO Smart Ideas for Your Business

*Trade Ally Focus Groups*

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## Agenda

- ✓ Market Research and the Focus Group
- ✓ Methodology and approach
  - Structure and content
- ✓ Topics and objectives
  - Responses and comments
- ✓ Results
- ✓ Actions

## Focus Groups

- ✓ Enable group interaction
  - Individuals with common interest
  - Information on specific issue
  - How or why people hold certain beliefs
- ✓ What they can tell you
  - Insight into why certain opinions are held
  - Ideas to improve planning and design of new programs
  - Means to evaluate existing programs
  - Assistance to develop strategies for outreach
- ✓ What they cannot tell you
  - Valid information about individuals
  - How things have changed over time
  - Information that can be generally applied

## Research Study Structure

- ✓ Participant list strategy
  - Active and inactive TAs, OEMs and distributors, rebate hunters, small and large contractors
  - Expected opinions about the program to vary from group to group
- ✓ Recruiting process
  - DNV KEMA provided scrubbed candidate lists
  - Introductory email from Smart Ideas mailbox, followed by outbound calls
- ✓ 6 focus groups
  - Moderator discussion guides tailored to each group
  - 3 days, 2 groups per day, 4 and 6 pm

## Program Awareness

1. Objective: construct effective campaigns to drive awareness to increase program participation and recruit additional trade partners to expand program reach
- ✓ How did contractors become aware of the program?
  - Email broadcast (also identified as preferred communication channel)
  - PECO website
  - Smart Ideas residential ads
  - **“Word-of-mouth”**
  - Association contacts
  - Larger customers (managed accounts)

## Program Awareness



*“I think PECO reached out to us because we’re part of the Electrical Contractors Association... we got some information from them to start”*

## Lead Generation

2. Objective: replicate, intensify and reinforce successful business development and sales tactics
- ✓ How does the program help contractors get more business?
  - Illustrate improved project ROI and shorter payback periods
  - Demonstrate lower initial project cost
  - Promote ongoing energy savings
  - **Quantify reduced maintenance costs and lifecycle costs**
  - Educate about PR value of being green
  - Benefits of improved visual/work environment, productivity and morale

## Lead Generation

*“I lead with the payback and new technology...improved quality of lighting and all of the benefits – reduce or eliminate maintenance costs...the rebate is bundled. it is on the spreadsheet and accelerates your ROI or payback”*





## Trade Ally Program Perception

3. Objective: identify program benefits and value gaps; capitalize on benefits and fill the gaps
  - ✓ Benefits of Trade Ally program?
    - “Credibility”, “legitimacy” and “exclusivity”
    - Education and training
    - Website listing
    - Access to program team support, SMEs
  - ✓ Value gaps in Trade Ally program?
    - Process and administration issues
    - Waitlist

## Trade Ally Program Perception

*“We became a trade ally to help lend credibility to explain to clients that we could help them through the process”*



## Incentive Program Participation

4. Objective: increase project application submissions from contractors
- ✓ Why have they submitted projects?
  - Can apply incentives as credit to customer bids for a competitive edge in bid process
  - **Incentives help “open the door” and “close the deal”**
    - o Use lighting as the gateway EE measure
  - Program incentives shorten project payback periods
  - Program brings sense of urgency to customer decision
  - Incentive application process is a value-add for customer

## Incentive Program Participation (cont.)

- ✓ Why haven't they submitted projects?
  - Waitlist
  - Rebate levels too low; not worth completing paperwork
  - **Application is intimidating**
  - Takes too long for customer to receive payment
  - Absence of incentives for energy consultants

## Incentive Program Participation

*“It makes paybacks better. It makes the returns better. It makes a more saleable project”*



*“The paperwork, the inspection, the post-inspection.*

*You might have to tell somebody you might not get your check for six months...”*

## Program Design

5. Objective: identify areas to add or reinforce education and training offerings
- ✓ Level of understanding of the program and incentives?
  - Most are generally familiar with SEI and particularly familiar with program details in their technical area
    - o Differ to well-versed staff in other areas as needed
  - Compared to other programs, SEI is “better”, “well run” and “easy to use”
  - Most familiar with program website, application, incentive reference sheet and case studies
  - **Website cited as most comprehensive source for program information; also program team (“KEMA”)**

## Program Design

*“...develop a theme to specifically go after design teams; engineers, architects, owners...those are the people making the decisions before the job event gets off the ground”*



## Application Design and Process

6. Objective: streamline application process to make it as fast and easy as possible
- ✓ Understanding and perception of application process?
  - Most are familiar with the program application and find it easy to complete
  - Offer enhanced application training sessions
  - Provide additional application support
  - Simplify PA Technical Reference Manual (TRM) forms
  - Create shorter applications for smaller (or partial) projects
  - **Create electronic application or fill-able PDF with e-signature**



## Application Design and Process

*“I spend a lot of time calling my various engineers saying what is the latest on this job...”*



## Generating More Projects

7. Objective: identify areas of opportunity to increase project submissions from contractors
  - ✓ How can we motivate contractors to submit more projects?
    - Make incentives kWh savings-based vs. measure-based
    - Reward energy consultants
    - Shorten approval times and pay incentives faster
    - Provide status updates on projects in process
      - o Single program team point of contact for each project
    - **Create networking opportunities**
    - Recognize and reward contractors
    - Offer performance-based contractor incentives

## Generating More Projects

*“...the advisory group could bring...information to the table and maybe make PECO aware of the benefits...they’re in the field...in the trenches everyday”*



## Key Discoveries

- ✓ Word-of-mouth (WOM) works
- ✓ More than just money
  - pitches and proposals are increasingly sophisticated
- ✓ Importance of “credibility, legitimacy and exclusivity”
- ✓ Rebates bring sense of urgency to decision process
- ✓ Project application is intimidating and inefficient
- ✓ Program understanding is not comprehensive
- ✓ Seeking recognition and rewards
- ✓ Want quick, easy access to project info and assistance

## Key Initiatives

- ✓ Communications
  - Regular email broadcasts, networking events
  - Co-branding and sales collateral
- ✓ Training and education
  - Sales skills track, new technology track
- ✓ Incentives and rewards
  - Bonuses and limited time offers
  - Harness feedback and provide recognition
- ✓ Process improvements
  - Online application: enter, edit and track info in real time
  - Trade Ally website: direct access to proprietary info