

# ENERGY SOLUTIONS CENTER

## Strategic Plan 2016-2019

### **Mission Statement**

Building Energy Value and Customer Loyalty with Innovative Natural Gas Solutions

### **Critical Success Factors**

Accelerate the Introduction & Deployment of New Gas Solutions that Improve Customer Productivity, Reliability, Competitiveness, and Comfort

Strengthen Ability of Energy Utilities to Achieve Excellence in Serving All Customer Segments

Enable Energy Customers to Achieve Efficiency, Conservation, and Environmental Goals Through the Use of Natural Gas

Ensure the Organizational and Financial Sustainability of the Energy Solutions Center

The *Energy Solutions Center Inc.* is the only organization in North America exclusively dedicated to the marketing, sales, and customer support needs of energy utilities that distribute natural gas.

As a member-driven, market development organization of utilities and equipment manufacturers, ESC brings improved, energy-efficient gas solutions to residential, commercial, and industrial customers.

These solutions help to maintain the competitiveness, efficiency, productivity, and profitability of

an array of North American businesses and industries, and save energy, enhance reliability, and improve comfort for all energy users.

The Center develops tools, materials, and resources to enhance the success of utility marketing, sales, and customer support staff in delivering more satisfactory solutions to their natural gas customers.

ESC assists its members in partnering with customers, government, the non-profit sector, building managers, architects and engineers, and other energy stakeholders that seek to use our natural gas resources more wisely and efficiently.

ESC's primary education and training venue, the Technology and Market Assessment Forum, attracts participants from throughout North America seeking better ways to bring new gas solutions and energy efficiency to their customers.

The Energy Solutions Center is a 501(c) 6 non-profit organization headquartered in Washington, DC and governed by its Board of Directors.



## *Critical Success Factor #1*

*Introduce gas technologies and disseminate solutions that improve ESC members' growth and retention strategies*

<i>Strategy</i>	<i>Implementation</i>
<p>Identify equipment and market needs from ESC member's perspective to identify opportunities</p>	<ul style="list-style-type: none"> <li>- Determine effective means to collect information from ESC members</li> <li>- Collect, analyze, summarize, and distribute results to ESC members</li> <li>- Establish a benchmarking tool to identify member best practices in utilizing ESC products</li> </ul>
<p>Identify and share new equipment and systems opportunities from R&amp;D organizations, universities, and private developers</p>	<ul style="list-style-type: none"> <li>- Position TMAF and consortia to optimize synergies between equipment developers/manufacturers and Idc marketing/sales teams</li> <li>- Facilitate working relationships between research organizations, equipment manufacturers, utilities, and end-users</li> <li>- Increase support for technology demonstrations at customer locations</li> </ul>
<p>Develop marketing partnerships with equipment manufacturers to introduce market ready equipment and solutions to diverse customer segments</p>	<ul style="list-style-type: none"> <li>- Improve ESC's model of leveraging funds and building partnerships to accelerate market introduction of new technologies</li> <li>- Reinvigorate the Equipment Manufacturers Council and seek alliances with trade associations representing customers interested in new energy solutions</li> <li>- Lend support to public policy efforts that may accelerate the development and use of new gas equipment &amp; systems</li> <li>- Create innovative partnerships with equipment manufacturers, architects, and engineers and their professional associations to accelerate the delivery of new gas solutions to customers</li> </ul>
<p>Enhance ESC's role as the knowledge center for new and existing gas equipment and solutions from around the world</p>	<ul style="list-style-type: none"> <li>- Collect and distribute knowledge on new gas systems in a manner that enhances the role and reputation of the utility professional in addressing customer needs, and ultimately providing the customer with the best solution</li> <li>- Innovate with new communication vehicles and new audiences to more broadly convey the benefits of natural gas</li> <li>- Increase ESC technical staff presence at professional conferences and meetings</li> </ul>

## Critical Success Factor #2

*Strengthen the ability of the natural gas industry to achieve financial and business objectives for all customer segments*

<i>Strategy</i>	<i>Implementation</i>
<p>Increase the competency and professionalism of marketing/sales staff focused on the achievement of business objectives</p>	<ul style="list-style-type: none"> <li>– Continue to improve training and testing modules for utility marketing employees and affiliate members</li> <li>– Conduct monthly webinars and tips on using ESC website tools</li> <li>– Expand outbound communications</li> <li>– Improve methods of filtering and disseminating TMAF Information</li> <li>– Increase the skill mix of members to convey the financial, environmental, operational, and reliability advantages of natural gas over other fuel sources</li> </ul>
<p>Identify and develop successful marketing, sales, and customer relationship strategies and approaches that can be adopted by member utilities</p>	<ul style="list-style-type: none"> <li>– Increase the ability of utility professionals to make the business case to customers regarding the use of natural gas</li> <li>– Ensure that consortia tools and products incorporate and simplify financial and contractual considerations relative to a customer’s needs for reliable, cost effective gas service</li> <li>– Introduce state-of-the-art customer relationship strategies and methodologies used by leading businesses</li> <li>– Offer opportunities to seek greater insights into customer strategies and decision-making</li> </ul>
<p>Identify opportunities to include National Accounts -- restaurant chains, big box, supermarkets with food prep, and lodging -- as an ESC base offering to increase burner tips in North American national account facilities</p>	<ul style="list-style-type: none"> <li>– Assess opportunities in NA Markets. Assess other NA target markets</li> <li>– Develop database of national account contacts at member utilities. Develop database of rebates available to NA customers</li> <li>– Single Point of contact for national accounts</li> <li>– Pro-actively visit national accounts at their meetings</li> </ul>

### *Critical Success Factor #3*

*Enable ESC members to contribute customer efficiency and environmental goals through the use of natural gas*

<i>Strategy</i>	<i>Implementation</i>
Seek opportunities to increase customer and public understanding of the <u>positive</u> role natural gas plays in addressing climate change	<ul style="list-style-type: none"><li>- Articulate specific environmental benefits of natural gas</li><li>- Include within ESC marketing materials themes conveying the positive impact of the direct use of natural gas such as efficiency, cost, and environmental benefits of site vs source concept</li><li>- Collaborate with AGA, GTI, and other potential partners</li><li>- Promote the use of emerging gas technologies such as CHP and NGVs</li><li>- Stress role of natural gas in reducing pressures on electricity grid capacities during peak usage period</li></ul>
Enhance the recognition and role of renewable natural gas technologies and market opportunities”	<ul style="list-style-type: none"><li>- Promote the concept of renewable natural gas. Quantify benefits of low carbon footprint of Renewable Natural Gas</li><li>- Identify RNG production, capture, and cleanup technologies such as anaerobic digesters</li><li>- Identify &amp; communicate potential market for new biomass opportunities</li></ul>
Identify & evaluate products and technologies to support member energy efficiency efforts for various customer segments	<ul style="list-style-type: none"><li>- Educate members and customers about new energy efficient gas equipment and solutions such as CHP and heat pumps</li><li>- Build alliances with energy efficiency organizations</li><li>- Ensure that ESC offers greater information on energy efficiency products and strategies</li><li>- Educate ESC members about the role of natural gas in zero net energy facilities</li></ul>

## Critical Success Factor #4

*Ensure the organizational and financial sustainability of the Energy Solutions Center*

<i>Strategy</i>	<i>Implementation</i>
<p>Maintain ESC as a member- driven, market focused organization that provides value, benefit, and a positive return on investment to its members</p>	<ul style="list-style-type: none"> <li>- Encourage members to take ownership of ESC to create a vibrant and robust organization</li> <li>- Reassess the direction, goals, and tactics of ESC as necessary to ensure relevancy to the membership</li> <li>- Help members to determine and articulate the value, benefits, and ROI received from ESC participation</li> <li>- Seek innovative methods for encouraging, receiving, and acting on membership feedback and needs</li> </ul>
<p>Ensure the Center's financial integrity</p>	<ul style="list-style-type: none"> <li>- Emphasize the obligations of the board to ensure the Center's financial integrity</li> <li>- Adhere to a board-approved investment policy for funds in ESC accounts</li> <li>- Maintain a dues structure that is fair and equitable, while keeping annual dues as low as possible to enhance membership retention and growth</li> <li>- Strive to ensure that revenues equal expenditures on an annual basis</li> <li>- Continue to establish consortia and other initiatives that allow members to fund programmatic activities, products and deliverables outside the Center's annual operating budget</li> <li>- Encourage existing members to take an active role in new membership recruitment</li> </ul>
<p>Ensure an equitable and effective system of governance and membership participation</p>	<ul style="list-style-type: none"> <li>- Educate members about the functions and roles of an effective board of directors. Encourage the designation of board members that have strategic and financial organizational experience.</li> <li>- Encourage member companies to increase the number of individuals participating in ESC initiatives and to strengthen efforts to transmit ESC products and services to all their employees</li> </ul>