

## ESRC E3 Alliance – 2014 Networking Roundtable Series

A four part series of information sharing and networking roundtable sessions were hosted by the Environmental Sustainability Resource Center (ESRC) for State E3 Project Leads in U.S. EPA Regions 3 and 4. Sessions were held bi-monthly from February 2014 through August 2014.

Participants representing funded E3 projects, the U.S. EPA and the ESRC engaged in conversation about the various aspects and experiences with moving the E3 initiative forward by providing state, regional and national perspectives. Discussion topics were identified from a series of one-on-one calls with the E3 project leads in the fall of 2013 that contributed to identifying the focus of the session discussions.

Session topics for the series included:

- Session 1: E3 Project Overviews and Initiative Updates
- Session 2: Funding E3 Programs
- Session 3: E3 Implementation
- Session 4: Marketing the E3 Concept

All of the sessions were recorded and have been posted to the ESRC web site at:

<http://esrconline.org/e3-resources/e3-alliance-2014-networking-roundtable-series/>

### Session 4 – Marketing the E3 Concept

Session Date: August 26, 2014

The topic of this session was "Marketing E3". The discussion centered on marketing strategies being utilized to promote E3 and the challenges faced in effectively communicating E3 to potential clients. The discussion addressed topics such as messaging, marketing materials developed, and various approaches to effectively marketing E3 services.

#### Agenda

- Introductions (15 minute segment)
  - "What challenge, if any, do you experience in marketing E3?"
- HQ E3 Update (11 minute segment)
- Discussion Topics (14 minute segment)
  - Messaging
    - Value Proposition
    - Elevator Pitch
  - Marketing Strategy (11 minute segment)
    - Branding
    - Materials Developed
    - Communicating the Message
    - Partner Organizations
- Wrap-Up & Next Steps (3 minute segment)



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### Introductions

Each E3 project representative was asked to respond to the question "What challenge, if any, do you experience in marketing E3?"

- The following projects provided responses:
  - Pennsylvania SBDC
  - PennTAP
  - Virginia Manufacturing Technology Center (MTC)
  - E3 West Virginia
  - West Virginia Division of Energy
  - Georgia MEP
  - Kentucky E3 (KPPC)
  - Innovate Mississippi
  - North Carolina State University – Industrial Extension Service
  - South Carolina DHEC
  - EPA Region 3
  - EPA Region 4
  
- Responses from participants included:
  - The challenge is to explain what E3 is through the orientation of the client about the three different E's and providing the background to that as there doesn't appear to be familiarity with E3 as a national framework for what is trying to be done.
  - The first outreach objective is to try to develop interest that opens the door for one-on-one explanations of E3 assessing who is ready to go back to.
  - The biggest challenge is garnering the trust of the industrial manufacturing sector to allow the assessment teams into their facilities. There seems to be more trust in the small business and government building communities.
  - Some of the struggles with developing interest in the E3 assessments is the client's understanding and belief that there is enough value to disrupt their schedule for a couple of days. Having the time and belief that it is worth it seems to be the biggest challenge.
  - Fortunate to partner with Oglethorpe Power for marketing. But the biggest challenge is to match up with companies that understand LEAN sufficiently to see the value of the E3 program.
  - It takes a lot of effort and patience to get through to a prospective E3 client, if at all, to where they become interested to commit to the process. It seems a more effective communications process that can resonate quicker with them is needed to at least resonate with them. There seems to be a front-end challenge when it comes to communicating E3 as a service.
  - Did not anticipate the amount of marketing resources that it was going to take to generate interest in E3. The apparent broadness of the E3 concept has been a challenge for companies to grasp and make a commitment to, especially when the partnerships include safety and environmental quality representation.
  - Not all companies are ready to respond to E3 from either an operational or financial standpoint to actually implement recommendations. A client's ability to look at the full value chain of what E3 does can be a challenge.



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- Understanding the fear and the time commitment component along with recruiting the right manufacturers, those not circling the drain but also having opportunities for improvement, was key to marketing E3.
- Finding the right audience to market to have been a challenge.

### EPA Headquarters Update

Tom Murray with EPA Headquarters provided some connection points of what EPA is doing that relate to moving E3 forward:

- EPA is working on laying out what is being called a glide path that is another look at E3, looking at where E3 has come from and where it is going, and some of the challenges that are beginning to be presented, both negative and positive, to determine a process for moving forward.
  - There are other sustainability type of efforts that have come onto the scene over the last couple of years. Examples include:
    - The IMCP from the White House that looks very similar to E3.
    - The sustainable communities program and other community-based programs.
      - Want to make sure that E3 is viewed properly within the context of those developing programs.
  - A lot of communities out there have found that using the E3 framework that they are finding different uses that were not perhaps traditionally thought of when E3 first started.
    - We should wrap our arms and brains around this positive development so that we understand where the boundaries are out there for what we call E3 and perhaps what we should no longer call E3.
- MEP is going through a similar exercise to take a look at some of the MEP work in the sustainability area.
  - Brian Lagas, NIST MEP representative on the call addressed what they are doing.
    - Core group of MEPs who have been active in sustainability E3 and profitable sustainability issues out of Wisconsin.
    - Look at MEP centers as the connector.
    - Seeing what the successes achieved in Alabama or North Carolina and share coaching sessions, play books, tools and frameworks that have proven to be successful.
      - Lessons learned from those centers to help other MEP centers trying to get their arms around what sustainability really looks like.
    - Working with center directors who are looking at a much bigger picture.
      - How do they integrate into the larger growth conversation and move from reactive point solutions to getting a growth trajectory for the company.
    - Having to work with the MEP centers in terms of what messaging they take to their clients.
      - Looking at this as an opportunity for a longer term engagement and to highlight some successes that are in the system and not duplicate those.



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- To take these models and help share those resources with the MEP system.
  - Have key leaders and commitment from NIST MEP driving this effort forward.
  - Realize that it needs to be a flexible framework and not cookie cutter it for all 50 states. Have more of a rural focus in some parts of the country.
  - Trying to capitalize on the resources available.
- The MEP effort should help a lot with the overriding challenge expressed on this call of “How do you get in the door?”, “How do you sell the program?”
  - Where there is a MEP lead in this effort the exercise that Brian just described is going to be very helpful.
  - We need to go back and review the original roles and responsibilities that got us started in E3.
    - Lesson learned with E3 in Columbus.
      - The SBDC was probably in the best position to go into the facility first.
        - Do a financial assessment
        - Provide counseling
        - Help get them up to a point (of readiness) where E3 would then become valuable.
- As we move through the various E3 community exercises there are some really good lessons learned with successes and failures.
  - Mostly on the success side, to find those successes and capture them so they can become part of the marketing programs around the country.
  - It’s more than just going in and talking about what the 3 E’s stand for and hope that the company really has an appreciation of sustainability.
    - It’s really the almighty dollar and talking about how to save money that opened up other opportunities available with E3.
      - Looking at new technologies.
      - Expanding their markets.
      - Hiring new employees.
    - This should also be built into the marketing package.
- A couple of things in follow-up to session 3.
  - In Louisiana, the work with some of the local finance organizations has really taken off.
    - Should learn a lot from this experience on the best approaches for local financing organizations and foundations.
      - How to approach them significantly better than in the past to get their involvement in E3.
  - E3 on the Mississippi River working through a community college in Illinois.
    - They are fully committed.
    - Currently waiting for the funding to get it started.
    - Should open up some new vistas for E3.



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### Messaging

What is the e3 messaging to get out there to get the clients on board? What is the value proposition and how can it be pitched?

- Anna Mangum with NCSU IES shared some insight on how North Carolina markets E3.
  - The resources and messaging approach has evolved with the program over the last four years.
  - Key considerations included the cultural, political landscape and the rural manufacturing market being served.
  - Common to all the different partnerships that come together to serve under an E3 engagement is the primary motivation for the manufacturer, helping them save money in the short term and increase the health of their business for the long term.
  - Created a new three minute video pitch to communicate the value proposition of E3.
    - How NCSU communicates to all the different entities that are partnered together to serve under the E3 approach in North Carolina.
    - Come up with a concise message.
  - Do not spend a lot of time talking about the federal or state agencies and what the acronym of E3 stands for.
    - Focus on sharing that it is to strengthen manufacturing in the United States through a myriad of partnerships.
  - We took it and made it fit our state by engaging the manufacturer in a process to assess, transform and sustain their operations.
    - Intentionally describe this as a process because that is what manufacturing leadership understand.
      - They are very process oriented and they understand those three aspects used to describe E3 as a process.
  - Fortunate that North Carolina E3 is being led by the MEP.
    - Strong relationships and perception in the community and with different partners.
    - Know that most of the folks out in the field come from a business background, having worked years in manufacturing.
    - Have to communicate that there are different partners involved to deliver E3.
    - Have to emphasize the “non-compliance” component.
  - Anytime you are creating a message for an audience, you want to put yourself in their shoes.
    - Manufacturers are very process oriented.
      - Leadership is going to want to know the nuts and bolts of what E3 is.
        - Have everything laid out, charts, figures, numbers, value proposition.
        - Have a clear and concise format.
- ESRC reviewed other E3 project web sites in Regions 3 and 4 to understand what E3 messaging was available.
  - West Virginia uses “Supporting manufacturing leadership through sustainability”.
    - New E3 brochure



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- “To help communities strive in a new era focused on sustainability and working together to promote sustainable, environmental and energy practices and economic growth throughout West Virginia.”
- “It’s galvanizing West Virginia’s economy, energy, environment and community through sustainable practices.”
- Could use some help in bringing it down to a level that not only addresses the industrial manufacturer community but also community leaders.
- Federal E3 uses “A sustainable growth strategy”.
  - Strengthening manufacturing in the United States.
- Georgia MEP
  - E3: Lean-Green Assessments
    - Leveraging E3 as an addition to lean tools as a way to strengthen a robust lean process.
    - Spring off of the value stream mapping and tie it together with the energy and sustainability services group. Both are provided under the E3 umbrella.

### Marketing Strategy

- Branding
  - Some projects have adopted the federal logo and some have developed their own identity.
    - Kentucky developed a modified version of the federal logo to achieve more of a statewide feel to it.
    - West Virginia modified the E3 branding when developing the E3 charter and PowerPoint master.
  - North Carolina did not modify the federal logo for purposes of marketing the program.
    - Did develop a marketing packet/marketing guide for the manufacturers after the assessment process.
      - To help them best utilize the E3 brand for their purposes.
      - To help control the brand in the state
      - Support the manufacturers with communicating to their stakeholders as part of the E3 process.
- Materials Developed
  - Brochures
  - Web sites / content
  - Videos
  - Television show (West Virginia)
    - “Environment Matters”
  - Case studies
- Communicating the Message
  - Virginia holds E3 peer events to attract prospective E3 clients.
    - Blanket their service area with flyers with different subject matter experts presenting.



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- Will have an energy and environmental theme.
- Get from 18 to 25 attendees.
- Do a lot of face-to-face promotion as well.
- Agenda
  - Short commercial for the MEP center.
  - What an E3 technical assessment is.
  - Recommendations plus implementation successes.
  - Peer presentations by those who have had an assessment.
- Have about 700 contacts in data base.
- South Carolina MEP
  - Held workshops on E3 in June.
    - 20 manufacturers invited
    - Collaboration between Duke Energy, South Carolina DHEC and MEP.
    - Premise of lean training.
      - Actually did an onsite assessment exercise.
        - Provided manufacturers an opportunity to see some of what E3 was about.
    - Were able to get a couple of interested clients from these two workshops.
  - Kentucky did a similar approach working with Duke Energy to generate interest in E3 on the client level.
- Partner Organizations
  - Georgia has used the training facilities of Oglethorpe Power to call in account personnel from the various EMC's around the state.
    - Training on lean manufacturing.
    - Various energy systems that would be encountered if mostly industrial clients.
    - Empower these folks so they can talk to their accounts and help them identify what the issues are and know when to bring the MEP in to talk about possible solutions.
  - West Virginia also works with Appalachian Power Company with tailored programs for energy efficiency built in to the utility now.

### Next Steps

- Production of the ESRC E3 Alliance Roundtable sessions
  - Video recordings of each session with closed captioning hosted on the ESRC web site.
  - Develop a summary document of each session.
  - Publish the E3 Project Profiles content on the ESRC web site.
  - Next fiscal year have funding available to conduct a couple of webinars or roundtable type of events.
    - Topics to be determined and potentially sourced from the information shared in this series.
  - Series survey for feedback on your participation.



## ESRC E3 Alliance – 2014 Networking Roundtable Series

### Session 4 References

- NCSU IES E3 Videos  
<http://www.ies.ncsu.edu/solutions/manufacturer-resources/e-3/e3-videos/>
- Federal E3  
<http://e3.gov/index.html>
- Georgia Tech E3: Lean-Green Assessments  
<http://gamep.org/services/sustainability/e3-lean-green-assessments/>
- West Virginia E3 sites  
<http://www.dep.wv.gov/sustainablewv/e3/pages/default.aspx>  
[http://www.wvmep.com/more\\_success4.htm](http://www.wvmep.com/more_success4.htm)
  - Television show “Environment Matters”  
<https://www.youtube.com/user/WVEnvironment>
- Kentucky E3 Initiative web page with customized branding  
<http://kppc.org/customized-technical-services/kentucky-e3-initiative-2/>
- ESRC E3 Resources  
<http://esrconline.org/e3-resources/>
- ESRC E3 Project Profiles  
<http://esrconline.org/e3-resources/e3-project-profiles/>

