

#OURPOWER





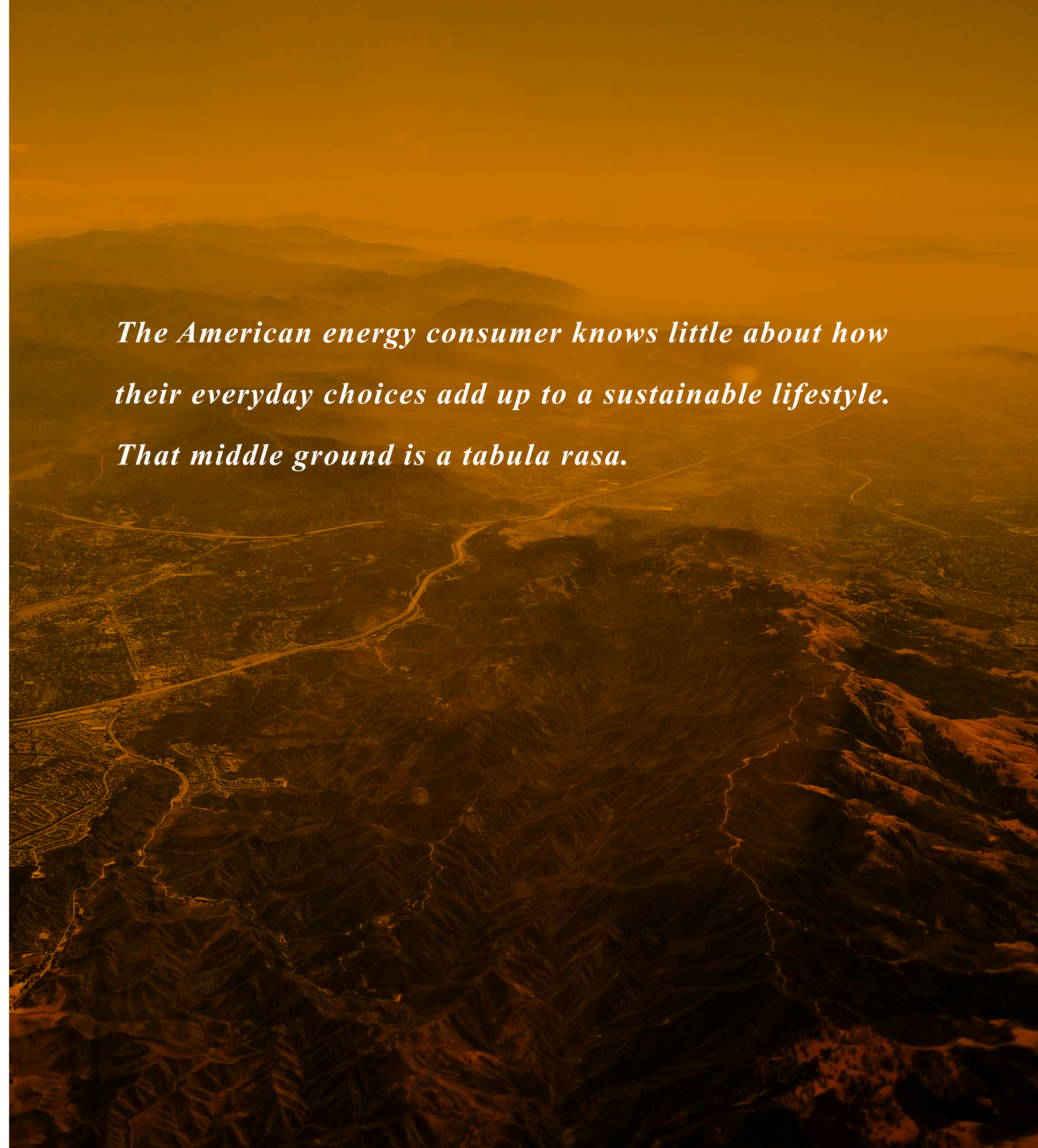
MISSION

OVERVIEW

Climate change has breached mainstream consciousness but sustainably conscious consumers have yet to manifest. There is a gap.

We know that there is a crisis. A small minority have mobilized to halt it. But most feel powerless to register meaningful change. The change required is costly for many: buy an electric car; install solar panels on your roof; go carbon neutral. What about everyday choices? Which of these, if adjusted, might make a difference?

The American energy consumer knows little about how their everyday choices add up to a sustainable lifestyle. That middle ground is a tabula rasa.



OVERVIEW

Into the void NRG can project transformative thinking about the role everyday consumers can play to mitigate climate change. The choices need not remain gratuitously binary, radical West Coast environmentalism versus the coal or nothing swagger of the “drill baby drill” crowd. One can live sustainably without those choices feeling doctrinaire: we see a future where American consumers clamor for sustainable products and services as avidly as they desire iPhones. A change must take place, however, for this social movement to take root, a raising of the consumers’ energy IQ, a generation fixated on the provenance of the energy it consumes.

We propose a three-stage approach:

- **STAGE ONE:**
Establish trust and brand leadership.
- **STAGE TWO:**
Spark a discussion and a demand for new energy solutions.
- **STAGE THREE:**
Engage and sustain a movement while supplying a new demand for clean energy.

APPROACH

The successful approach does not aspire to immediately influence mindshare on climate change, but rather to rally more appetite for a clean lifestyle and planet.

Our approach recommends leveraging NRG's existing market position, taking advantage of the moment in time we're facing as a planet, educating about options, and inspiring people into action, and giving them plenty of choices on how to participate.

A self-sustaining effort – eventually – must involve more parties than simply NRG; recruitment for this program also requires a definable “ask” by NRG’s CEO, accountability, and operational discipline – by form of external management or dedicated internal resources. In order to effectively scale mindset, without extensive advertising dollars, we believe success will require unique, strategic-minded partnerships with consumer brands. We must utilize partner reach to help NRG disseminate our message, much the way Project Red teamed with The Gap on HIV/AIDS in Africa. To be successful we must:

- *Begin with a narrow but impactful focus – the most bang for the buck.*
- *Bite off ambitious bites of the apple – stretch for success but not be unrealistic about what we can achieve.*
- *Drive towards NRG's business and growth objectives.*
- *Be based in research and polling and have clear, measurable metrics.*
- *Take a phased approach designed to wake people up and change the way they think.*
- *Influence the climate change debate by influencing energy use.*

A person in a white tank top and patterned shorts is performing a handstand on a wooden beam in a desert landscape. The background features rolling hills and a clear blue sky. The word "AUDIENCE" is overlaid in large white letters across the center of the image.

AUDIENCE

OVERVIEW

“The Millennials are our youngest adult generation. They’re America’s most racially and ethnically diverse generation ever. More than four-in-ten are non-white, many the U.S.-born children of the big wave of Hispanic and Asian immigrants who began arriving half a century ago. They’re political and social liberals, they’re social media wizards, they’re highly educated, they’re not very religious, they’re slow to marry and have kids, and many are saddled with college debt and lousy jobs.”

Because of their difficulties getting launched in a tough economy, 46% have at some point boomeranged back to their childhood homes, where the refrigerator is stocked, the washing machine isn’t coin-operated, and all their dreams are on hold, but intact. Despite these economic woes, Millennials are the nation’s most dogged optimists. They believe their own best days are ahead – and so are America’s.”

- Pew Research, The Next America



OVERVIEW

“The movements that offer easily-accessible solutions to big problems are the movements that succeed.”



To realize our vision for the future – which is big, and bold—we need to mobilize an audience to action quickly. We need to educate and engage with a group of consumers who actually have immense buying power to influence the market and help us change the world. As NRG Renew and Home grow, we need an audience that will mature with those businesses. This demographic is challenging – they expect choice in all aspects of their lives. We reach this demographic by providing that so wanted choice. If we can teach this generation to think about energy choices in a way that will lead them to inspired and innovative products and services – much like those in the new NRG growth portfolio – we can ensure that the two (NRG businesses and millennial buying power) mature concurrently. People criticize Millennials for not really caring about climate change - the truth is, Millennials care a lot about climate change - they just have no idea what to do about it. They are overwhelmed by the challenges facing their generation and have no idea where to begin. The movements that address that overwhelmed feeling, the ones that offer easily accessible solutions to big problems - those are the movements that succeed.

RESEARCH

Key reasons why Millennials need to be our primary target audience:

Climate is key: 2/3 of Millennials believe climate change is real, with 75% of believers attributing climate change to human activity (*Poll by CGI and Microsoft*).

First adopters: 52% of Millennials rank far above or above average when it comes to being early adopters of technology. That means more than half of adults ages 18 to 34 want to be the first to have the latest electronic equipment ([*Digital Marketer Report, Experian Marketing Services*](#)).

Millennials also support dramatic social shifts, such as same-sex marriage, gun control and marijuana legalization, more than any other generation. Millennial support for these issues was a leading contributor to President Obama's election. (*Pew: The Generation Gap and the 2012 Election*)

Demand Choice: Millennials prioritize convenience, and the largest element of that is personalization. They desire products that can be customized to their lifestyle and priorities, and one of the greatest challenges utility companies now face is how to deliver customizable energy (*Brookings: How Millennials Could Upend Wall Street and Corporate America*).

Demand technology to manage: Millennial values are turning the consumer market into a creator market. They want to create choice where there was none before. Products and services making this easier will be the killer apps of the future. Any product or service that facilitates flexibility is going to have a great chance in the millennial market. (*Fast Company*)

Appreciate incremental savings: 61% of Millennials are still getting financial help from their parents. Due to being saddled with high student loans, Millennials choose to rent, rather than buy, at rates far out-pacing any previous generation. Yet rent has gone up 50% in major metropolitan areas in the last ten years. As a result, Millennials are more strapped for cash than their baby boomer parents were at their age. *(Fast Company and Survey: American Institute of Certified Public Accountants and the Ad Council)*

Sheer Volume: There are more 23-year-olds — 4.7 million of them — than any other age, according to census data from June. The second most populous age group was 24, and the third was 22. There is no official age range for millennials but the generation generally is defined as being born between the early 1980s and early 2000s. By 2020, they will account for one-third of the adult population. While baby boomers, not surprisingly, outspend millennials by a wide margin, millennials already represent \$1.3 trillion in consumer spending, out of total spending of

nearly \$11 trillion, according to a study by Moosylvania, a digital marketing company in St. Louis. [*\(NY Times: Marketers Are Sizing Up the Millennials\)*](#).

Buying Power: Millennials are proving to be very socially conscious. They purchase products and services from businesses that directly align with their social beliefs — especially the environment — and expect their employer to do so as well. According to the [U.S. Chamber of Commerce Foundation](#) reports on millennial annual purchasing power widely range between \$125 billion and \$890 billion. A more consistent estimate is \$200 billion of direct purchasing power and \$500 billion of indirect spending, largely due to the influence on the spending of their mostly baby boomer parents. With Millennials' peak buying power still decades away, it is critical that NRG engages with this target directly and swiftly to build customer loyalty for years to come. In the U.S., by 2030, Millennials will likely outnumber baby boomers 78 million to 56 million—and they are forming lifelong shopping preferences and habits now *(How Millennials Are Changing the Face of Marketing Forever)*

STAGE ONE



BREATH OF FRESH AIR

This stage of the campaign will lay the foundation for a movement by creating an open, honest and transparent dialogue about the energy industry and especially NRG.

Rooted in education, we will capitalize on activities already underway to engage our audience, solidifying support and moving towards the movement.

OBJECTIVES

- Create audience buy-in and drive acceptance that the current energy status quo must change.
Establish NRG as a transparent, honest player determined to shake up the industry and create a new energy order.

THE ASK

- At NRG, we have a vision of a new energy future...one where consumer choice is paramount and clean energy powers us. We're not there yet, but we're working on it. We want you to be a part of a monumental shift in how we think about and use energy, and help us inspire others to join us. Together we can change the world.

ANTICIPATED OUTCOMES

- A strong, supportive network of allies that are inspired and motivated to enter a dialogue about the current state of our energy industry.
- An audience poised for action, ready to mobilize for Phase 2 NRG positioned as a brand you can trust— authentic, transparent and educational.
- A more widespread impression of NRG as an industry leader inspiring change, and an understanding that we might be part of the problem, but we are trying to change that.
- Atypical national discussions about the energy industry.

SAMPLE ACTIVITIES

INNOVATION GREENHOUSE

- Launch an educational program bringing together tomorrow's brightest leaders to recreate the cities of today with the energy of tomorrow.

EARNED MEDIA

- Continue to drive and secure high profile earned media opportunities for David Crane and NRG bench with unlikely outlets like Rolling Stone to discuss his vision and question the current system. Clearly lay out the potential for the future of the company and of the industry, inspiring our audience to listen, engage and follow NRG's lead. Ensure talking points incorporate a broader vision and not just business announcements. Continue to tie company news to bigger things.

PAID ADVERTISING SPEND

- Create unique, innovative ads the question the current energy order and encourage honesty. Turn advertising, a form of communication that has been stereotyped for dishonesty and manipulation into a metaphor for the kind of clean, connected, people-first energy system NRG aims to build.

- **Sincerely, NRG (Examples to follow)**

Based on David Crane's no-BS approach, NRG will establish itself as an honest leader in the move towards renewables by being open and transparent with consumers. The company will publish a hand written letter to the public about NRG's own challenges and the potential for a better future, together. Signed "Sincerely, NRG" (Phase 2 Shareholder letter). Could include outdoor advertising/banner ads with teasers like:

- "We admit, we emit."
- "Are you Carbon Neutral? Neither are we."
- "Our total carbon emissions this year: A lot."

- **Love, NRG**

NRG's gift to you: a breath of fresh air in a climate of hot air. Green space pop ups in major cities and metro areas designed to provide people with a place to relax and unplug – Green grass, clean water, maybe an oxygen bar even. Street and subway seating or waiting areas by bus stops. All signed "Love, NRG." TV Spots with lowered volume, presenting fresh airy good clean feelings. Signed: Love, NRG.



To energy users everywhere:

My name is David Crane. I'm the CEO at NRG, an energy company that powers almost 42 million homes right here in America. I'm writing to tell you, we're sorry.

We're sorry that America's energy is controlled by very few people. That there's just over 1,000 electrical utilities generating power for nearly 125 million US homes. We're sorry that our energy grid is outdated. The current grid system hasn't changed much since Thomas Edison invented the lightbulb. And we're sorry that we're killing the planet with our pollution and emissions every year.

We want to make it right. We truly believe that innovation is long overdue. But innovation can only come with honesty, transparency and an invitation to you, our energy users, to take control of your own energy futures.

Let me let you in on a secret: You may think you get your power from us, but that's only partly true. We get our power from you. Your voice can demand new energy sources. Your choice can move America from the coal-fueled past into a bright and renewable future. You're more powerful than you may realize. That's why we want to stand behind you.

We know we can't quit the old methods overnight. It will take years, but we're committed to working with you on new forms of sustainable power like solar and wind. 100% clean energy. 100% affordable energy. This is our shared future and we want to build it with you.

Sincerely,


Are you Carbon Neutral? Neither are we.

Sincerely,


We admit. We Emit.

Sincerely,




STAGE TWO

GET RID OF THE GRID

The current structure of energy consumption is dead. Literally. Institutions who refuse to innovate and think differently are leading our environment towards destruction. But the general public is not paying attention.

Using guerrilla-style marketing tactics, we can set the tone for a new conversation about energy by effectively "calling out" Big Energy with a notice: "Your time in power is coming to an end." This compelling campaign will force people to think about the energy they consume and where it comes from. It's time for people to take matters into their own hands, and to demand to control their energy destiny.

It's time to power the people.

Once people have stood up and taken notice, we can mobilize an established audience, grow and ignite our movement, inspire consumers to take control of their energy use and demand big changes in energy production and consumption. We are going to ask people something very similar: consider your energy use, one day a week. We've gotten the attention of millennials, and now it's time to mobilize to action.

OBJECTIVES

- Spark a reaction from Millennials and inspire consumers to question authority regarding energy production and consumption.
- Position the current grid and fossil fuel systems as old, outdated and inefficient;
- Motivate a target audience of millennials, urban dwellers and change-seekers to consider their relationship with energy in a real and different way.
- Inspire our target audience to question the energy status quo and ask questions, begin to advocate for a new energy order rooted in choice, transparency and honesty from the industry, government and private sector.
- Educate on the actual options for energy choice;
- Leverage corporate and private sector partners outside of the industry who face the same challenges.
- Connect a new energy future with ideas of “light, clean, & efficient.”

THE ASK

- Take notice. Demand change. Take control of your energy use and demand big energy stop deciding how you consume energy.
- Understand where your power comes from. Learn about who keeps the lights on, who keeps you cool in the summer and warm in the winter.
- Ask questions. Demand options. Choose responsibly.

ANTICIPATED OUTCOME

- An educated and inspired call to action that underscores the urgency behind a shift in the current energy status quo.
- A socially and globally conscious inspired movement driven by a banded group of disruptors lead by NRG.
- A motivated audience that is driven by a desire to revolutionize energy use and call for a clean energy tomorrow.
- A noticeable shift in the way consumers think about and use energy.

SAMPLE ACTIVITIES

GETRIDOFTHEGRID.ORG

#OURPOWER

- An action-oriented, public education campaign driving people to consider #OurPower. In the same vein as “Meatless Mondays” - #OurPower would be a weekly reminder to cut back on as much traditional grid-based electricity usage as you can. It gives everyone an easy way to make a simple change that can decrease their energy bill, make them feel like they are part of a larger movement, and connect with their friends on a cause-focused level.
 - #OurPower will need easily accessible and affordable solar / sustainable power solutions to succeed.
 - A “Gridless Starter Kit” with a solar lamp and some electric-less ideas could be a good product tie-in, available for purchase on the site.
 - Celebrity social tie-ins are key.
 - Starter kits can be sent to high profile “influencers” as a way to get the message out.

- All collateral leads to getridofthegrid.org (or similarly titled site). All physical collateral will lead to a comprehensive web presence, including a central site which will evolve with each phase, beginning with the following content:
 - Education about the current state of the grid
 - Call to action - “Take control of #OurPower”
 - Relevant links to products / services that enhance sustainability
 - Social feed with “#OurPower” content
 - Education tool-kit (resources to distribute to teachers and school systems about mission)
 - Gritty photo series to display how behind the grid is. Not much has changed since Thomas Edison invented the light bulb in 1879. We’ve moved forward - time for energy to catch up.
 - When your poles and wires went up, this was the hot new car.
 - When your energy grid was installed, this lady couldn’t vote.
 - When your energy grid was installed, sore throats were treated with leeches.

DEAD ENERGY CAMPAIGN

- Tombstones placed on energy manhole covers will have the following epitaphs to the dead energy below. All will end with the tag: “Get rid of the Grid” and a URL or hashtag.
 - “Clean in name, less in source. The world moved on, as car for horse.”
 - “Old and mired, alas, retired.”
 - “Old king coal was a dirty old soul. Now we place him back where we found him. Rest in peace.”
 - “In the ground from whence you came. The earth is dying and you’re to blame.”
- Build small coffins around power outlets, our users will have to plug in to a coffin to charge their phone.
- Full-sized tombstone stickers can be placed around power outlets.
- “Dead Energy” warning labels can be produced for our audience to place on power outlets of their choice
- Classic, newspaper-style obituaries placed in target print materials: magazines, leaflets, actual newspapers

VIDEO DOCUMENTARY

- Highlighting the energy paradigm shift

PUBLIC SUPPORT

- Develop champions (NRG, like-minded companies, third parties, etc.)
- High profile endorsements from celebrity activists, supporters
- Launch a “Rally Series” on college campuses to call for the support of clean energy in their university and city



 **OURPOWER**
Starter kit

When your energy grid
was established, she
couldn't vote.

#OURPOWER



**When your energy grid was established,
this car was brand new.**



#OURPOWER





[ABOUT](#)

[GO GRIDLESS](#)

[GRIDLESS Tuesdays](#)

[FOLLOW](#)



When your energy grid was established,
leeches were remedies
for sore throats.

[Learn more about your grid.](#)

COMMIT to go GRIDLESS

[SIGN UP](#)

MacBook Pro

NEENAH FOUNDRY CO.

R.I.P.
W.I.P. CO.

NEENAH, WI

A photograph of a large crowd of people at a concert or festival, with their hands raised in the air. The image is overlaid with a dark blue tint. The text "STAGE THREE" is centered in white, bold, uppercase letters.

STAGE THREE

SUSTAINABLE LIFESTYLE

For a sustainable movement, we must maintain momentum that drives towards a sustainable energy future. Encourage ongoing engagement and support for the cause through education, transparency and honesty. Work with cross-vertical partners to drive a broad conversation that is industry-agnostic about energy use.

OBJECTIVES

- Maintain movement momentum and expand;
- Inspire actionable commitments from consumers, private sector and government to leave the grid; and
- Drive the conversation about our energy future from consumers to government and beyond.

THE ASK

- Make a commitment. Honor your commitment. Encourage others to do the same.

ANTICIPATED OUTCOMES

- A sustained conversation about the state of our current energy system.

SAMPLE ACTIVITIES

- Public forum/speeches/visibility activities convening major thought leaders across industries
- Working groups to address challenges and opportunities in businesses
- Petition to government/challenges to other companies to join up and make significant commitments to change the way they use energy.

CONCLUSION

CONCLUSION

The cultivation of this new generation of informed energy consumers is not a radical idea. It is the inevitable corollary to the disruption poised to transform the industry. NRG has the opportunity to midwife this new generation, bring it into the world sooner than expected, driving greater consumer demand for clean energy and boosting brand equity for NRG in the process.