

Orange & Rockland REV Demonstration Project: Customer Engagement Marketplace Platform

Q4 2018 REPORT

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Q3 2018 Report

1.0 Executive Summary

Orange and Rockland Utilities, Inc. (O&R or Company) submits this quarterly report on the progress of the demonstration project it is implementing as part of the Reforming the Energy Vision (REV) proceeding, as required by the Order Adopting Regulatory Policy Framework and Implementation Plan, issued by the New York State Public Service Commission (NYPSC or the Commission) on February 26, 2015.

This demonstration project, known as the Customer Engagement Marketplace Platform (CEMP), was designed to build partnerships with a network of third-party product and service providers to help increase customer awareness and education of energy consumption, motivate customers to participate in O&R programs, increase distribution and adoption of Distributed Energy Resources (DER) and develop new revenue streams for O&R and its partners.

The beginning of 2016 was the official launch of the My ORU Store offering a selection of Wi-Fi thermostats. Since then additional energy savings products have been added to the store ranging from LED lights, advanced power strips, connected home and water-energy saving devices. By mid-year, the offerings expanded beyond the sale of products to include no cost in-home energy assessments, as well as a variety of fixed-priced services provided by local contractors in the community. Weekly messaging highlighted new product introductions, seasonal promotions and limited time offers (LTO). Efforts to build awareness of the My ORU Store continued throughout the year and in Q4 the team included media buys in radio and digital advertising to promote the holiday shopping season.

In 2017, the focus shifted beyond building the product assortment and brand awareness, to furthering customer engagement through more targeted messaging. Post-transaction engagement strategies were designed and implemented to solicit feedback and design customized messaging. June marked the beginning of a unique collaboration with O&R and Suez Water NY (Suez) designed to help customers save water and energy while lowering their utility bills. Added incentives for mutual customers on water saving products were made available by Suez on the My ORU Store. By Q3, large appliances were introduced and home services were marketed to customers with comfort and cost-savings in mind. The fourth quarter was the My ORU Store's busiest holiday selling season since program launch. Dozens of new products in a variety of categories were introduced to customers along with numerous promotions and manufacturer discounts. The comprehensive marketing campaigns, included email, digital, social, print and radio, helped drive customers to the My ORU Store.

The start of 2018 was met with strong sales in January and February. Messaging shifted from a focus on promotions and holiday sales to one of product education and energy efficiency. Two of the largest outreach events of the year occurred this quarter which helped introduce new customers to the marketplace. A storm-filled March negatively impacted traffic and sales, but the project team was able to adapt with appropriate messaging.

In the second quarter of 2018, seasonal offers and limited time promotions helped drive sales in some of the key product categories. Growing partnerships with third party vendors provided an expansion of the product mix and allowed for more discounted pricing and promotional offers to stimulate customer interest and increase purchases. A more robust marketing plan with an integrated approach provided a broad reach to a larger audience of customers. Additional educational content about energy use during the warm summer months continued to drive engagement in the My ORU Advisor behavioral platform.

The third quarter began as a celebration of the 4th of July with extra savings on thermostats. The My ORU Store continued to offer seasonal limited time offers throughout the quarter with a back to school sale in August and a flash lighting sale during Labor Day weekend. By Q3, Level 2 EV chargers were introduced on the store to align with state goals for EV adoption. The project team continues to use an integrated marketing approach to optimize reach through a variety of touchpoints in an effort to build awareness and drive transactions on the My ORU Store.

The fourth quarter of 2018 marked the final months of O&R's first Rev Demonstration project known as the Customer Engagement Marketplace Platform. During Q4, the project team focused on launching new products, expanding marketing, education and outreach initiatives and maximizing sales through various seasonal and promotional strategies during the holiday season. Segmentation techniques were performed to divide the diverse customer base into smaller, more targeted groups for which specific email campaigns could be distributed. Limited time offers were presented to customers on popular products during Black Friday and Cyber Monday weekend. Incremental energy savings from the sale of efficient products and services in Q4 contributed to the residential energy efficiency portfolio goals for the year.

Cybersecurity and Personally-Identifiable Information Protection

Consistent with corporate instructions and Commission policy related to cybersecurity and the protection of personally-identifiable information (PII), each partner agreement executed for the implementation of the REV demonstration projects includes specific protections related to cybersecurity and PII. Assurance of this protection is critical in encouraging customers to sign up for new and innovative services offered by utilities.

2.0 Demonstration Highlights

2.1 Major Tasks Completed

- Launch of Additional Products and Services
- Seasonal Promotions/Limited Time Offers (LTOs)
- My ORU Advisor
- Suez Water

- Marketing Strategies
- Customer Insights

2.2 Activities Overview

Launch of Additional Products and Services

The My ORU Store had new additions to the Connected Home and Lighting categories during the fourth quarter. In terms of lighting, a new supplier, Simply Conserve was added to the marketplace to diversify the product offering available to customers and to help meet demand during the limited time offers on popular styles of LEDs. Festive string LED lights in multi-color and white varieties were added to the marketplace in time for the holidays.

In the Connected Home category, two new products from the Google suite were made available to customers; Nest Cam IQ Outdoor and the Google Home Hub. The Nest Cam IQ Outdoor camera provides customers with the comfort of knowing their home is secure with 24/7 live streaming from a smartphone. The IQ Cam can detect a person up to 50 feet away, then send a photo alert of who is at the door. Whether an unwanted visitor or a special delivery, the HD talk and listen feature allows guests at your door to hear you loud and clear.

The Google Home Hub offered on the My ORU Store provides O&R customers with control and connectivity to a variety of other home devices. It is compatible with more than 5,000 smart products from over 400 brands, from lights and cameras to TVs and more, all controlled from a single dashboard. With the Google Assistant built in, customers can use their voice to view their latest events and reminders, control smart devices, play songs, view photos, ask questions, and get visual, immersive answers from Google. As part of this product launch, other Nest products were bundled with the Google Home Hub, including the Nest Thermostat E, Nest Hello Video Doorbell and Nest Cam Indoor at a reduced price. (Appendix A)

Seasonal Promotions and Limited Time Offers (LTOs)

The fourth quarter of 2018 was filled with seasonal promotions and LTOs on the My ORU Store from Energy Efficiency Day to Green Monday, Black Friday and in between. The promotional tactics for the marketplace tied nicely into each of these events.

Simple Energy and Nest teamed up to offer a flash sale on Nest thermostats to celebrate Efficiency Day in October. This one-day special offer was exclusive to the marketplace and not offered in other retail stores. Discounts included \$50 off Nest Learning Thermostat and \$20 off Nest E, in addition to the Orange & Rockland smart thermostat instant rebates. (Appendix B)

The My ORU Store ran a seasonal promotion for the two weeks leading up to Halloween with discount on all Tier 2 advanced power strips (APS). The tie-in to this holiday was the theme of “vampire power” and educating customers about how an APS can help reduce this phantom load. That promotional period generated almost 12 MWh of savings from Tier 2 APS sales alone.

The promotion was so effective that the same number of units sold within two weeks equaled those sold in the entire ten months prior to this limited time offer. (Appendix B)

On November 6th the My ORU Store helped celebrate Alexa's "birthday" with a one day flash sale on ecobee4 smart thermostats with built in Alexa voice functionality. The single day promotion generated a lot of interest, with customers visiting the landing page 1,450% more times than they did the day prior to the sale. (Appendix B)

Black Friday specials featured a collection of our biggest sales of the year. The primary focus of the sale were smart thermostats, as these products drive the most conversions and are the most appealing from an average retail price standpoint. In addition to the deepest markdown on thermostats all year long, Nest offered dollar off discounts on their video surveillance products. The deals continued into Cyber Monday with a flash sale on A19 LEDs for \$1 a bulb.

December promotions included savings on Google Home Hub Bundles, holiday LED lights, ecobee thermostats and free shipping. Store communications capitalized on the biggest online shopping day of December — Green Monday, which is also known in retail as Cyber Monday 2. It gave the opportunity to promote the energy efficiency benefits of our products in conjunction with the deep discounts. Initial assumptions were that this approach would draw customers to the store and incentivize them to purchase, however that was not the case as there were no sales generated that day.

My ORU Advisor

The My ORU Advisor continued to play an integral role in customer energy education in the final quarter of the demonstration project. Emails and paper reports focused on seasonal messaging like heating season prep, but also wide-ranging energy efficiency practices not tied to a specific time of year. The project team found that many customers were unaware of the wasted electricity that results from "vampire energy" and as a result, designed campaigns focusing on educating customers about this important topic. With the behavioral pilot coming to a close, customers received their final reports from the My ORU Advisor, both in print and digital form. Messaging concentrated on commending them for their collective energy savings and reminding them to redeem their eligible rewards earned for their conservation efforts. (Appendix C)

SUEZ

The My ORU Store continues to support the SUEZ Conserve program by offering mutual customers combined instant energy and water saving rebates. Our partnership with SUEZ Water NY continues to strengthen as members of both project teams attend ongoing strategy sessions to discuss initiatives on the My ORU Store as well as the progress of the Suez Conserve program. Joint efforts are coordinated to achieve water and energy savings goals and increase sales of these measures.

Unexpectedly, low-flow toilets had the largest increase in sales with a 400% growth in units compared to prior quarter. Though volume is still relatively low, these products contribute a significant amount of water savings that help support the goals of the Suez Conserve program. The My ORU Store has also seen an influx of visitors coming from the SUEZ website with 6,628% more traffic than Q3 2018. This change has been a result of the teams strategically moving the link to a more prominent placement on the SUEZ landing page. (Appendix D)

Marketing Strategies

Paid advertising

To supplement My ORU Store weekly email communications, paid advertising was in market in Q4 through search engine marketing, social media and display through a combined effort from the marketplace vendor and O&R's advertising agency of record.

The search engine marketing or "SEM" strategy that was implemented for the My ORU Store was an "always on" approach. SEM was used throughout the year to promote the store through paid advertisements that appeared on search engine results pages. O&R's agency bid on keywords that customers might enter when searching for products and services. This allowed these ads to appear alongside results for multiple search queries. The ever-changing list of short and long-tail keyword phrases were evaluated on an ongoing basis to improve metric performance. Paid search was an effective channel for driving traffic to the store in Q4 2018. This advertising tactic generated 462% additional sessions, 461% more new users, and a 3,652% increase in revenue than prior quarter.

Sponsored posts on Facebook reinforced messaging around the key seasonal sales periods of Black Friday and holiday gift giving. While paid search was very effective in bringing traffic to the store, social media was not as successful. When compared to Q4 2017, there was a 91% decrease in users from Facebook. With the challenges of increased costs and competition from other major retailers vying to reach the same customers, this medium became significantly less effective in reaching customers during the busy shopping season. As a result, the project team deployed organic posts on Orange & Rockland social media accounts of Facebook and Twitter as a complement to this approach. (Appendix E)

Other Marketing Initiatives

O&R utilized direct mail to reach a broad base of customers, particularly those without email addresses. Two bill inserts featured the My ORU Store in Q4 2018. The first insert, mailed in October focused on fall savings and encouraged customers to visit the marketplace to find

solutions to help improve their comfort at home, save money on utility bills, and support environmental stewardship. In a second insert delivered to customers in November, the focus was on informing customers about the specific deals available on the My ORU Store during the holidays. (Appendix F)

The project team utilized internal communications to keep the My ORU Store top of mind to all O&R employees, whether in the field or office. Various promotions were publicized by corporate communications to company employees. This quarter, an advanced power strip flash sale was marketed through internal video message boards and connected home bundles were published in an internal newsletter. (Appendix G)

The project team also used external emails as a way to promote the store to those customers who may not be subscribed specifically to the My ORU Store email list. In Q4, one of the corporate communications emails promoted the Sealed HomeAdvance program, which advised customers how to reduce drafts in their home through specific comfort upgrades. The email performed well with a 21.87% open rate and a 10.80% Click-to-Open Rate (CTOR) as compared to industry benchmarks of 24% for open and 4.8% CTOR rates. (Appendix G)

A member of the project team took part in two on-air interviews with local radio stations, WALL Radio and WGNV/FOX Radio. During the course of the discussion, the topics covered were energy efficiency and products and services available for purchase on the marketplace.

Events

The project team believes that community outreach helps increase awareness of the marketplace through a very personal grassroots approach. Throughout the year, O&R employees participated in a number of outreach events in order to educate customers on energy efficiency and build awareness of the variety of offerings on the My ORU Store. Specifically the fourth quarter focused on many family-friendly events including; Pearl River Day, the Lamont- Doherty Open House, Hudson Valley Kidz Expo, Warwick Apple Fest and South Orange Town Day. Members of the project team were on hand at the Green Meadow Fall Fair to talk with customers about ways to save energy at home and participate in O&R's energy efficiency and demand response programs. In total, fourteen residential events were attended in the fourth quarter where customers were informed about the My ORU Store.

Customer Insights

Members of the My ORU Store project team continue to utilize Orange & Rockland's online advisory panel, ORYou Exchange to conduct primary research with customers. This online community gives O&R customers the opportunity to provide their feedback and opinions on all things pertaining to O&R and the energy industry. Customers participate in surveys and forum

discussions, which allow the project team to gain insight of their needs and preferences as it relates to the My ORU Store. The platform provides gamification, with participants earning rewards for completed activities. When customers provide input, they earn points to redeem gift cards. The more regularly a customer participates, the more points they can accumulate.

In Q4, several survey activities were fielded to members of the panel to gauge their interest in electric vehicles (EV) and to inquire if a tool that helped determine if they are a good candidate for an EV would make a good marketplace platform enhancement. Examples of this tool were provided to the panel for feedback.

Participating advisory panel members overall felt that:

- The tool is comprehensive and provides helpful information that they are likely to ask when/if considering an EV.
- The tool appears to be missing critical information, such as cost savings, differences between charging stations, battery life, home charging station setup costs, etc.
- Anything additional that can be added to provide context for cost and engage a customer's sense of curiosity about EVs, such as a head-to-head comparison between recommended EVs and common gas-powered vehicles, would be a welcome addition.
- Orange & Rockland is a trusted outside source of information regarding electric vehicles and if interested, they would turn to them for information.

"The tool itself seems very comprehensive; walking you through a series of questions to see how likely a fit an electric car would be for you, comparing the different types of cars, as well as where you can go to fill up/recharge your car. I would highly recommend people using it to help themselves in deciding whether this type of car is for them or not. Plus, since it's coming from an outside source, not a car company, people may trust it more."

"I think the tool could be helpful for people who are already interested in or considering the purchase of an EV. It would be more helpful to provide estimated cost of charging at home - allow people to input avg. mileage / month to figure out amount of voltage and calculate estimated electricity usage / cost - so the consumer can compare that to their current gas bills. That, along with upfront cost and rebates, can help provide a more comprehensive picture of cost."

3.0 Key Metrics

Fourth quarter sales fell short of last year's performance representing a 49% decrease in gross product retail sales and a 62% decline in units sold. The biggest declines were in the thermostat and lighting categories. Typically, the fourth quarter is the My ORU Store's busiest sales period with holiday shoppers taking advantage of manufacturer sales over Black Friday and Cyber Monday weekend.

While November was our highest grossing month of the year to date, it failed to live up to last year's performance. Overall, gross retail revenue was down 50% with units sold declining 62% year over year. The biggest reductions were in the lighting and thermostat categories, down 86% and 84% respectively. Both lighting and thermostat messaging and pricing were comparable to last year, but sales still came short of 2017. The project team identified two potential reasons for this decline. The first challenge was customer fatigue. Throughout the year, email marketing focused heavily on lighting and thermostats. This repetition may have led to disinterest and/or customers having already met their annual rebate quantity limit. Another area of decline was revenue derived from email. The project team identified audience segmentation as a factor that may have negatively influenced results. The pool of customers targeted this year during the holidays was a significantly smaller audience size than last year. Either of these could have largely affected customers receiving our marketing messages, thereby lowering 2018 sales performance.

New users accounted for 81% of all website visitors this quarter, demonstrating that our advertising initiatives, marketing efforts and outreach events are continuing to attract first-time visitors to the website. The ratio of new visitors to returning visitors shows effectiveness of inbound digital marketing techniques across the web. This is an indication that marketing efforts and promotions are continuing to drive brand awareness to the My ORU Store and entice new customers to visit. However, as this marketing mix diversifies, conversion rates overall have seen a decline as customers are purchasing at a slower rate. The e-commerce conversion rate across channels declined from 2.74% to 1.48% year over year.

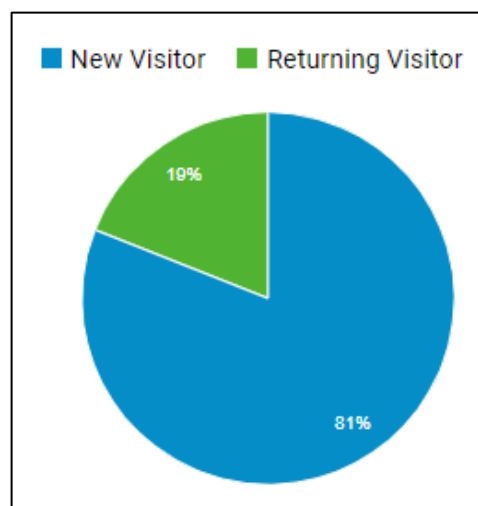


Chart: Q4 2018 Visitor Breakdown

When evaluating the sources of My ORU Store visits, the primary driver of traffic was from paid search. This channel represented 23% of all users and contributed to a 22% increase over Q4 2017. Paid Search customers convert at a 0.74% rate. One of the channels with the highest conversion rates was email at 1.58%; however, there was a 45% decline in users from this channel year over year. It has been identified that fewer customers received email communications this year versus last year. To prevent unsubscribes, Q4 emails were sent to segmented groups of highly engaged customers, which shrunk the potential pool of shoppers significantly.

Referral traffic has continued to grow as a highly successful acquisition channel. It now represents nearly 20% of all customer visits, up from 11% in Q4 2017. The majority of this traffic originated from the O&R company website, oru.com at 78%, followed by the Suez Conserve website, mysuezwater.com, at 12% of the traffic for the quarter. The project team continues to see positive ramifications when more references to the marketplace are added, and will continue to look for ways to incorporate the My ORU Store URL where applicable.

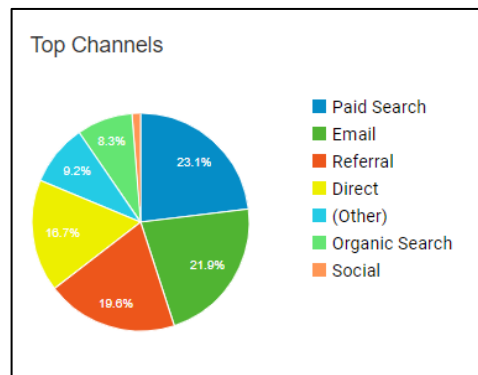


Chart: Q4 2018 Acquisition Channels

Tracking the average page depth of the site through a Web analytics platform such as Google Analytics is one of the ways to measure visitor engagement. Page depth is the average number of pages that visitors view during a single session. Page Depth creates a histogram of values by number of pages, ranging from 1 - 20+, which are then applied across visitor sessions. The intersection of the two shows the number of pages viewed in a session. As noted in the chart below, the majority of sessions in Q4 do not go beyond viewing one page on the My ORU Store. This statistic can be interpreted as customers not highly engaged with the content on that page. The page most visited on the My ORU Store is the homepage. In turn, customers are disengaging when arriving on the home page because content there is not resonating with them. The project teams are working together to design a more impactful homepage through visual and content enhancements to improve customer engagement.

Page Depth ?	Sessions ?	Pageviews ?
<1	34	0
1	17,869	17,869
2	3,348	6,696
3	1,779	5,337
4	845	3,380
5	548	2,740

Chart: Q4 2018 Engagement

The high usage residential customers participating in the My ORU Advisor behavioral pilot were responsible for more than 76,000 logins to the online Advisor portal since the launch in 2016. To date, customers have redeemed nearly 680 rewards, earned over 13,400 badges and completed nearly 3,400 home profiles. Email engagement remained strong as click and click-to-open rates trended above industry benchmarks, demonstrating that consumers continue to actively seek out information about energy efficiency and saving money.

3.1 My ORU Store Metrics

My ORU Store		
Ecommerce Metrics	Q4	% Var LY
Sessions	26,352	-26%
Users	19,186	-16%
New Users	81%	0%
Page Views	58,179	-41%
Transactions	389	-60%
Units Sold	604	-63%
Conversion Rate	1.5%	-46%

My ORU Store		
Email Performance	Q4	IA*
Email Open Rates	31.2%	18.3%
Email Click Rates	2.3%	1.6%
Email Click to Open Rates	5.6%	6.4%
* Industry average (IA) -2016 Epsilon Email Benchmarks - Retail Specialty Category		

My ORU Store		
Savings Metrics	Q3	YTD
kWh	66,996	187,041
kW	15.8	50.1
Therms	3,271	10,008
Rebate dollars paid	\$5,529	\$16,811
Total # of Rebates paid	390	1,092
* Quarterly savings are analyzed and reported in the following quarter		

My ORU Store		
Product Categories	% Total Sales Units Q4	% Total Sales Revenue Q4
Advanced Power Strips	33.4%	40.6%
Connected Home	2.9%	5.2%
LED Lighting	21.3%	8.1%
Home Services	27.0%	29.2%
Other	5.0%	4.3%
Wi-Fi Thermostats	6.4%	11.4%
Water Saving Devices	4.0%	1.2%

My ORU Store		
Visits by Channel %	Q4	% YTD
Email	21.9%	22.8%
Direct	16.7%	20.1%
Referral	19.6%	15.5%
Organic Search	8.3%	6.3%
Paid	23.1%	28.8%
Social/Other	10.4%	6.5%

3.2 My ORU Advisor Metrics

My ORU Advisor		
Ecommerce Metrics	Q4	YTD
Logins	5,152	21,765
Unique Logins	3,304	12,311
Tips	691	9,434
Badges Earned	0	1,772
Home Profile Completed	21	505
Reward Redemption	13	211
Unsubscribes	142	823

My ORU Advisor		
Visits by Channel %	Q4	% YTD
Email	58.0%	76.8%
Direct	13.8%	11.0%
Referral	0.8%	2.5%
Organic Search	6.2%	2.4%
Other	21.2%	7.3%

My ORU Advisor		
Email Performance	Q4	IA*
Email Open Rates	18.7%	17.59%
Email Click Rates	1.1%	1.44%
Email Click to Open Rates	5.7%	8.08%

* Industry average (IA) -2016 Epsilon Email Benchmarks - Retail Specialty Category

3.3 Demand Response Metrics

To date, smart thermostats purchased from the My ORU Store represent 11% of the total enrollments in O&R's Bring Your Own Thermostat Program (BYOT), with 295 customers connecting 348 smart thermostats. The energy savings from these Wi-Fi thermostats represent up to 295 kW of demand reduction when a load reduction event is called. The project team is working on streamlining the demand response enrollment process and improving the customer experience through automation and improved functionality on the marketplace.

Demand Response/BYOT		
Metrics	Q4	PTD*
# of Customers Enrolled	17	295
# of Connected Devices	22	348
kW Savings	17	295
* Program to Date (original launch October 2015)		

4.0 Strategic Objectives

To prevent “email fatigue” in the fourth quarter, the My ORU Store email list was segmented in order to reach the most engaged customers. When contacts are overloaded with too many emails, they can experience email fatigue and subsequently unsubscribe from future communications. In order to prevent this and find the appropriate balance, the project team used list segmentation to divide an email contact list into smaller “segments” according to certain shared characteristics and distribute relevant messaging accordingly. With email as a primary method of communicating with customers, it is crucial to minimize disinterest and reduce unsubscribe rates.

In order for the My ORU Store product pricing to remain competitive in the flurry of deep discounts offered by retailers, both online and in store, the project team provided customers a combination of manufacturer-funded rebates, limited time sale pricing, and energy efficient rebate incentives. These discounts were widely promoted in email communications during the fourth quarter. Knowing many O&R customers are price sensitive and savvy shoppers, these discounts were offered to help overcome some barriers to purchasing.






















On social media, O&R’s advertising agency implemented a Facebook campaign that featured broader content to promote holiday savings as a means to bring in new customers. Previous campaigns focused on specific product sales, which were less effective, and a new strategy was tested to measure the effectiveness of an ad with more mass appeal.

Given that customers expressed through the ORYou Exchange that there was difficulty navigating through the vast product category of lighting on the My ORU Store, the project teams quickly worked on making website improvements to alleviate some of these pain points and improve the customer’s overall shopping experience.

With an opportunity to drive more referral traffic to the marketplace through website links, the project team made it an objective to conduct regular audits of company and partner websites in order to improve My ORU Store visibility and increase store traffic.

The O&R project team worked directly with manufacturers to offer rebates that were not originally in marketing plans to help lift sales in declining categories, specifically with advanced power strips.

5.0 Checkpoints/Milestone Progress

Checkpoint *	Projected Date	Completion Date	Progress Status
Marketplace Launch	1/15/2016	2/2/2016	  
Add Additional Products	2/5/2016	3/30/2016	  
Add Fixed Price Services	2/5/2016	6/29/2016	  
Marketplace Quarterly Check in	3/22/2016	5/1/2016	  
Launch HERs and Engagement Platform	5/7/2016	6/12/2016	  
Add Variable Priced Services	4/1/2016	In Progress	  
* These timelines are pending and subject to change as the program evolves			
 Complete  In Progress  Delayed			

6.0 Work Plan & Budget Review

Despite customer and contractor interest, platform enhancements to support variable priced services were not realized during the REV demonstration period, as there were delays in developing the platform functionality to support this offering. With the launch of an online solution to promote electric vehicle adoption, the project teams are working to create an interactive tool that will eventually accommodate additional third party providers who can install EV chargers.

6.1 Expected Changes

	2015		2016												2017												2018							
Phase	November December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September
Phase 0: Implementation - Design and develop program components																																		
Phase 1: Launch – Implement marketplace with limited offerings																																		
Phase 2: Category Expansion – integrate data analytics and implement complete line of product and offerings.																																		
Phase 3: Decision on Project Expansion – evaluate program performance to determine next steps.																																		
Phase 4: Revenue Optimization – streamline product and service line to maximize revenue opportunities.																																		
Phase 5: AMI Integration – upon implementation of AMI evaluate rate design plans for peak time rebates, TOU analytics, integrate TOU enrollment.																																		
Project Schedule - Ongoing																																		
Completed																																		

The rollout of AMI in Rockland County is in progress and, to date, 68,879 gas and 98,264 electric smart meters have been installed in the O&R service territory. Data will be available for integration with the marketplace at a later date.

6.2 Challenges

- Social advertising in Q4 is generally more expensive than any other time of year. Higher intent to purchase among holiday shoppers means that CPMs and CPCs (costs per thousand and costs per click) skyrocket because advertisers are all vying for valuable

consumer impressions. This means that advertising buys cost more to reach less customers. With retailers all targeting the same customers, conversion rates suffer on social media channels like Facebook.

- In Q4, the My ORU Store experienced a decline in revenue with the most significant reductions in the lighting and thermostat categories, down 86% and 84% respectively. Both messaging and pricing were comparable to last year; however, sales still came short of expectations. Throughout 2018, much of the email marketing focused heavily on lighting and thermostats sales. Given that many customers received this messaging on a regular cadence, this repetition may have led to customer disinterest in fourth quarter leading to a sharp decline in sales.
- Building and maintaining brand awareness is an important part of marketing success. Awareness is the first stage in the customer funnel stages (awareness » consideration » intention » purchase). The challenge with managing marketing decisions with brand awareness as the primary metric is that it is possible to generate awareness only, without changing consideration, purchase intention or purchase decisions.
- In previous surveys conducted with the ORYou Exchange, customers have expressed that the website is not the easiest to navigate. With a category so extensive like lighting, it is hard to navigate through the various bulb types and color varieties without the use of sort, filter, or search functions. While some adjustments were made, like having all products on one page, and all variations of a product listed under one product detail page, further enhancement would improve the customer shopping experience.
- Every customer has some level of price sensitivity. Price-sensitive customers tend to be expert comparison shoppers. They will research multiple websites looking for the lowest possible price before making a purchase decision. They also tend to be very informed in regards to the various features and aspects of the products they are interested in. My ORU Store customers are no different. Therefore, when rebates are reduced or sale prices are not compelling, customers do not make a purchase.

7.0 Work Plan & Budget Review

Actual costs to date will be filed confidentially and concurrently with the filing of this document.

7.1 Phase Review

The program has met most key milestones described in the work plan exhibited in previous reports.

7.2 Updated Budget

The program reports expenditures under budget primarily due to position vacancies early on during the beginning phases of the project's launch.

7.3 Lessons Learned

- The My ORU Store email list was segmented in order to reach the most engaged customers and prevent email fatigue in the fourth quarter. Therefore, less customers received emails this year compared to last year, which in turn negatively impacted sales. Future emails will be sent to all relevant recipients to ensure messaging is not too restrictive.
- Sending consistent promotions throughout the year helped to boost sales in previous quarters, but repeated promotions lead to declines in the fourth quarter as customers have already made their purchase earlier in the year.
- Future advertising will be a blend of both broad, brand awareness campaigns and specific product promotions to appeal to both new and returning customers to help drive traffic and increase conversions.
- Visual and content development made to the category and product detail pages on the marketplace helped improve the customer's shopping experience, but more enhancements should be made to stay current in this highly competitive ecommerce industry.
- Referral traffic increases exponentially as more visible references to the store are made on Company and partner websites.
- To match the success of last December, the project team should have reinstituted the "December Dollars" promotion from 2017. Customers that made a qualifying purchase on Cyber Monday in 2017 received \$25 to be spent on purchases on the marketplace before the end of the year. This LTO led to sales of 34 qualified thermostats and additional incremental business.

7.4 Recommendations

The project team suggests the following recommendations:

- Continue to work with Simple Energy to develop website functionality enhancements that will improve the overall customer shopping experience and lead to quicker conversions
- Pursue more manufacturer rebate opportunities to help lower costs for customers
- Expand the product and service offering available to customers to maintain interest and provide them a variety of options
- Add additional marketplace features to reinforce company's position as a trusted energy advisor as well as to enhance the customer's overall experience
- Explore incremental opportunities to increase exposure through internal and third party website links
- Keep a multi-faceted marketing approach to appeal to the diverse customer base; segment messaging when needed
- Continue efforts to increase O&R customer email address list as a means to educate and promote offerings on the My ORU Store

- Expand the existing marketplace platform to support the expanded energy efficiency goals and other corporate initiatives

8.0 Reforming the Energy Vision Demonstration Project Summary

Background

New York's Reforming the Energy Vision (REV) invited utilities to test new and innovative business models for modernizing and animating the New York energy market and encouraging customers to actively participate in energy issues.

In Q3 2015, Orange & Rockland received approval from DPS staff to launch the first of several REV demonstration projects. This project also known as the Customer Engagement Marketplace Platform (CEMP) involved the implementation of an online marketplace that encouraged customer participation in DER and EE offerings and generated new utility revenue opportunities through the engagement of third-party partnerships. At the beginning of 2016, the My ORU Store, a component of the CEMP, was launched as an ecommerce website selling products and services to the public, many with instant rebates available through energy efficiency and demand response programs. By mid-year, an online engagement portal launched known as the My ORU Advisor. This platform was designed to increase customer awareness of energy consumption through education and help motivate customers to participate in O&R programs. Targeted customers with high energy usage within O&R's service territory received e-mail or paper reports comparing their monthly consumption to similar and efficient households.

Objectives

Through Orange and Rockland's partnerships with Simple Energy and a network of third party product and service providers, a platform was developed that would support multiple REV initiatives including increasing customer awareness and education of energy consumption issues; motivating customers to participate in O&R programs; increasing distribution and adoption of distributed energy resources (DER); and developing new revenue streams for O&R and its partners.

Hypotheses

There were four hypotheses tested throughout the implementation of the demonstration project. Results are provided below for each test statement.

Test #1

An O&R-sponsored program that matches specific DER and energy efficiency (EE) solutions to eligible customers will drive greater adoption.

Results:

O&R launched an ecommerce marketplace as well as an online engagement portal promoting energy efficient solutions to customers. This suite of online tools provided customers with the knowledge needed to better understand their energy usage and make informed decisions to purchase energy efficiency products and services. By creating customer awareness, products and services can be purchased, an installer can be selected with the entire process completed through a single streamlined transaction, designed to provide a customer friendly journey.

Cumulatively, in the past 3 years, O&R customers purchased more than 11,800 products and services directly from the My ORU Store. From the 6,600 transactions processed, more than 1.2 million kWh of energy savings and 52,000 therms were achieved. Additionally with the partnership of O&R and SUEZ Water NY and the co-rebating of water-energy saving products to mutual customers, there was significant incremental water-energy savings realized which also helped support Suez's water conservation goals; more than 1,000 gallons saved per day since the collaboration began in June 2016.

Test #2

The O&R brand will encourage customers to participate in the purchase of products, services and offerings.

Results:

Since the launch in early 2016, there were more than 230,000 visits to the My ORU Store, by over 150,000 customers. This generated more than 615,000 page views and over 11,000 units sold.

Referral traffic driven specifically from the O&R company website, the online community, and the My ORU Advisor has contributed to more than 22,000 site visits from customers.

Test #3

This project will determine the potential for additional revenue generating opportunities and identify the potential for future opportunities.

Results:

Additional sales revenue was generated by Simple Energy, Orange & Rockland and other third party partners providing in home services. O&R partnered with a few local contractors in the community to provide home services including equipment tune-ups as well as in home audits and whole home projects. These services have been promoted to O&R customers through advertising and corporate communications.

Test #4

Help O&R Identify what additional motivational tools are required to engage and drive purchasing decisions towards DER and EE solutions.

Results:

Rebate incentives, deep discounts, reward programs and educational tools are among some of the strategies implemented to motivate behavior and engage customers. Target messaging and data analytics were used to find the right products and services to meet the specific needs of each customer. Utilizing customer support via phone and live chat, post purchase transaction surveys, retargeting emails, and abandoned cart messaging have all stimulated customer engagement. Continued efforts to keep the product mix varied, the website easy to navigate, and the transaction process seamless and convenient, have also contributed to repeat sales and lasting engagement.

Throughout the three year demonstration period, Orange & Rockland tracked savings achieved, sales and ecommerce metrics, and gathered data on customer engagement. Developments were made over time as the project team analyzed this information to develop future strategies and implement creative initiatives. A number of wide-ranging comprehensive lessons learned included the following:

Lessons learned

- New technology and higher priced point products require more touch points with customers and as a result, they are often not as quick to convert. The project team has learned that incorporating educational messaging is critical to overcoming these barriers of adoption.
- The project team learned after testing several campaigns for both the My ORU Store and My ORU Advisor that incentivizing customers helps drive engagement.
- The project team made enhancements to the O&R company website including adding multiple tiles for additional placement on the Company's home page. This modification led to a significant increase from referral traffic from oru.com.
- Incorporating more hands-on product displays at outreach events has proven successful with engaging customers and allowing opportunities for employees to interact and educate customers about product features and benefits. Better understanding of the product led to higher conversion rates and more purchases as demonstrated by sales increases in the items featured at the Rockland and Orange County Home Shows.
- Bill inserts with specific focused messages are still a very effective method for reaching customers and driving them to take action.

- Varying email frequency and focusing certain messages to a more select recipient list helped minimize email fatigue and reduce unsubscribe rates.
- The ease of instant rebates at the point of purchase has driven adoption of more energy efficient measures as demonstrated in the monthly savings reported from the marketplace.
- Targeted messaging has proven to be successful when reaching customers and driving purchases; personalized messages resonate well and the project team recognized an opportunity to utilize customer data, from internal and external sources, to customize communications.
- Limited time offers (LTOs) and consistent introduction of new products are paramount to generating interest and maintaining lasting customer engagement. The team continues to source new technologies and manufacturers in the market to expand the current product assortment.
- The project team continues to use sales promotions, limited time offers, and added rebate incentives to drive customer interest. Key learnings since the launch continue to prove that O&R customers react strongly to sales, and price is often a key factor in their decision to purchase. Also, limiting promotional time periods stimulates a call-to-action and marketing focused around price can be very effective if that price is perceived as attractive to the customer.
- Leveraging weather conditions and seasonal time periods are effective in promoting home energy assessments. Focused messages on comfort and bill savings are the key drivers to increase the number of customers enrolling in an in-home audit.
- Quantity limits on rebated energy efficient products are necessary to ensure adequate installation rates and appropriate cost effectiveness of a measure, however, it presents some challenges when it comes to driving higher sales in a highly competitive ecommerce environment.
- When My ORU Advisor campaigns focused on alerting customers to complete tips and claim gift rewards waiting for them improved participation. This messaging increased customer engagement and even encouraged customers to log on for the first time to the online portal. The team recognized the value of including rewards in the messaging to help drive engagement.
- The team's focus groups with local contractors helped gather information and gauge interest in participating on O&R's marketplace.

- To broaden reach and build awareness of the My ORU Store, an integrated marketing approach is critical in meeting customers where they browse, shop and search.
- It is important to establish the brand identities of the My ORU Store as a one stop shop for all energy efficiency needs and Orange & Rockland as the trusted energy advisor. These brand promises need to be heavily promoted through educational tools, marketing initiatives and community outreach.
- The project team was able to utilize the ORYou Exchange, O&R's online community to gain valuable customer feedback about products, services and programs of interest to them.
- Improving website functionality with increased filter and search features are critical to improving the customer experience on the My ORU Store.
- Soliciting feedback from customers about their shopping experience is a useful way to gain valuable insight and to increase brand loyalty.
- Enhanced buyer guides provide customers with useful product comparisons and information to help inform their product purchase decisions. This education supports the position of O&R as our customers' trusted energy advisor.
- Using analytics to better understand customers' needs and interests is a critical component in marketing the most suitable products and home services to them.
- The project team has found value in collaborating with Suez Water NY through joint initiatives in support of conservation and energy efficiency goals.
- The project team finds value in continuing to explore opportunities to promote the My ORU Store through other department touchpoints with customers.
- The vanity URL created for Sealed to redirect customers to the co-branded virtual audit page has proven successful in increasing lead generation for the home energy audits and comfort package programs.
- Deploying automated email campaigns around items that require more touchpoints, such as connected home products, helps increase conversion rates.
- Pursue more manufacturer rebate opportunities to help lower costs for customers.
- Keeping O&R employees informed about the latest store offerings helps to build brand ambassadors of the marketplace. Also by educating customer support representatives

about the latest energy efficient products and services provides them the tools to increase awareness among customers.

Project Metrics

My ORU Store				
Ecommerce Metrics	2016	2017	2018	Total
Sessions	62,834	78,101	97,348	238,283
Users	36,307	46,785	70,057	153,149
New Users	78%	80%	85%	81%
Page Views	175,031	218,235	221,844	615,110
Transactions	2,597	2,117	1,913	6,627
Units Sold	5,374	3,648	2,793	11,815
Conversion Rate	4.1%	2.7%	2.0%	2.9%

My ORU Store				
Savings Metrics	2016	2017	2018	Total
MWh	436	593	255	1,285
MW	35.6	101	56.9	193.5
Therms	18,835	17,227	16,347	52,409
Rebate dollars paid	\$90,108	\$69,874	\$28,584	\$188,566
Total # of Rebates paid	2,536	2,100	736	5,372
Note: Chart reflects savings yielded from product/service sales during demo period				

Demand Response/BYOT				
Metrics	2016	2017	2018	Total
# of Customers Enrolled	159	72	64	295
# of Connected Devices	187	94	67	348
kW Savings	159	72	64	295

Future of the CEMP

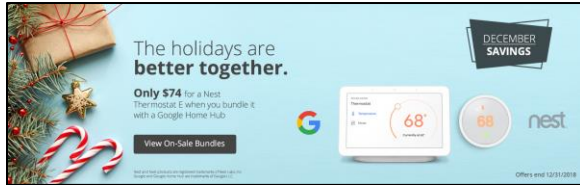
Given the success of the CEMP to drive customer engagement, stimulate program participation, increase adoption of energy efficient products and services, and generate revenue for O&R and its partners, a request to continue funding components of this platform was included in the recent rate case.

O&R proposed to separate the two components of the CEMP to achieve a more long term, cost effective, and sustainable solution. The MY ORU Store will continue to function as a marketplace for customers to purchase EE and DER products and services, however, the MY ORU Advisor will be replaced with a similar solution that can easily be integrated with AMI and the DCX. In this way, O&R can improve data presentment and provide customers with more granular information to help them make informed energy decisions.

Beyond this three year demonstration period, the My ORU Store platform will be enhanced to include other energy management solutions and customer facing tools, related to solar, electric vehicles, as well as expanding program participation. The project team has collaborated with internal departments to transition the marketplace into a more robust online resource that can be utilized to support a broad range of company goals.

9.0 Appendix

Appendix A: New Product Launch



Appendix B: Seasonal Promotions and LTOs


STORE

TODAY ONLY

Energy Efficiency Day Sale

Added savings on the Nest Learning Thermostat and the Nest Thermostat E

[SHOP NEST THERMOSTATS](#)

October 5 is Energy Efficiency Day. We're celebrating with big discounts you'll only find on My ORU Store...

\$65 Off Nest Learning Thermostat

And \$35 Off Nest Thermostat E

[Shop Limited-Time Sale](#)

It's Easy to Save Energy



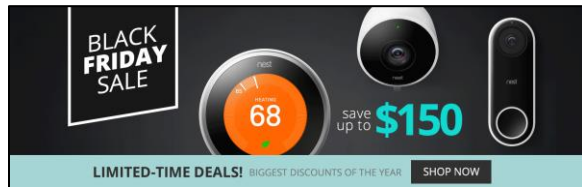
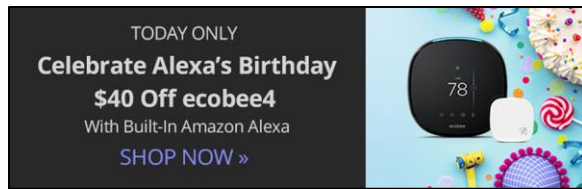
Nest Learning Thermostat
Programs itself. Then pays for itself.
 Retail Price: \$249

[Get for Only \\$184*](#)



Nest Thermostat E
A more affordable Nest thermostat makes savings easy.
 Retail Price: \$169

[Get for Only \\$134*](#)



Appendix C: My ORU Advisor


Orange & Rockland

ADVISOR

Check Out Your Last My ORU Advisor Report

The My ORU Advisor program is ending. View your energy usage data and insights before December 31 at insights.myORUAdvisor.com

Energy Insights
 See how your energy use compares to similar homes in your neighborhood.

Usage Period:
 May 15 - June 14, 2016

Meter Location:
 1234 College Ave.
 Pearl River, NY 10965

Electric

Category	Usage (kWh)
Similar Households	320
YOU	476
Efficient Households	318

Below Average
 You use more energy than similar households in your area. Look for ways to reduce your use - and lower your bill.

This comparison is based on the most recent data we have for your account and may differ from your bill.

[Track your usage Dashboard.MyORUAdvisor.com](#)

We're Sad to Say Goodbye!

My ORU Advisor has enjoyed helping you save energy and connecting you with data and insights about your usage. In fact, since the beginning of 2018, **My ORU Advisor customers like you have collectively saved over 8,278,562 kWh of energy** — the equivalent of taking more than 665 houses off the grid!

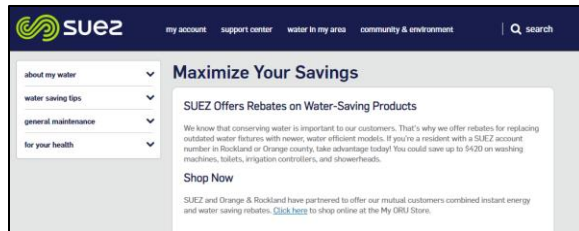
Although you won't be receiving paper reports, you are now armed with all the tools you need to continue saving.

Please note that this change will not impact your energy service or utility account in any way if you remain an Orange & Rockland customer.

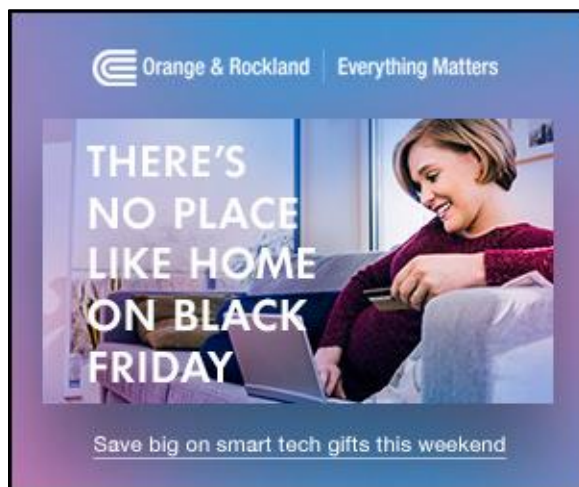
Keep Up The Good Work!

This report provides information to help you monitor your use and take action to save energy. For a full list of energy saving products, services and instant rebates from Orange & Rockland, visit [MyORUstore.com](https://myORUstore.com).

Appendix D: SUEZ



Appendix E: Social Media






Appendix F: Bill Inserts

Orange & Rockland | STORE

**Fall Savings
Feel that chill
in the air?**

—

Don't wait for an Arctic blast! Shop now for seasonal deals on O&R's online store, and check out rebates on natural gas heating systems.



Fall into Savings

Shop our online store.

O&R offers great prices on products to help you improve the comfort of your home, save money on your utility bills, and support environmental stewardship. Save on advanced power strips, tech products to manage your energy use, book a tune-up for your natural gas furnace, and more.

Browse and shop myORUstore.com

Need a new furnace?

Is your home heating or water equipment old and inefficient? Replace them and get a rebate.

You can get a rebate from O&R for a new high-efficiency natural gas system. Most importantly, you'll save significant energy and lower your bill.

The new equipment must be a natural gas system and installed on a New York residential O&R gas account.

Go to oru.com/save for specifics regarding our gas appliance rebate programs.

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Orange & Rockland

myORUstore.com

O&R's online marketplace for smart thermostats, lighting, connected home products, portable power, appliances, services and more. Get great deals in time for the holidays!



Deals

Now's the best time to check out O&R's online marketplace for special sales on Black Friday, Cyber Monday and all season long. Get **instant rebates**, **competitive prices**, **free shipping** on orders over \$49.

myORUstore.com

10/1/12 1000-0001-01

Appendix G: Corporate Communications



Don't Let Vampire Energy Suck You Dry

Electronic devices continue to draw power when they're off or idle.

save up to \$100
with an advanced power strip.

Shop myORUstore.com for sales and instant rebates.




Hub Bundles, Hive Packs, Smart Thermostats ...Oh My!

Shop myORUstore.com for December deals on smart gifts that will make the New Year lighter and brighter.

****Sales vary each week, so check in often!*

Get \$6,500 for professional fixes with no change to your budget [View Online](#)

Orange & Rockland | 

Goodbye Drafty Rooms, Hello Cozy House

Get professional home comfort upgrades, with no change to your budget.

[See If You Qualify →](#)

HomeAdvance invests in the fixes to drafts and cold floors, and only gets paid back if your home saves on heat.


A drafty home means you're wasting both energy and money: up to 30% of your home's heat could be escaping through air leaks¹.

The HomeAdvance program from Orange & Rockland's partner, Sealed, puts that wasted money to better use. HomeAdvance covers the upfront costs* of professional efficiency upgrades to balance home temperatures, and gets paid back only with money otherwise spent on wasted heat.

If you don't save energy, the project is on HomeAdvance.

There's no risk, so why wait? This winter, make cold drafts a thing of the past.

How HomeAdvance Works




[See If You Qualify →](#)

These customers are loving their HomeAdvance comfort improvements. Why not join them?


Orange & Rockland

Account & Billing | Services & Outages | Save Energy & Money | Our Energy Rates | Search | Log in or Register



Pay Your Bill

No time to spare? Everything you need, all in one place.



Your Home in a New Light

Bright ideas that could lower your bill.