



**South Santa Barbara County
Strategic and Tactical Marketing Plan**

September 7, 2011

Situation Overview

- South Santa Barbara County water providers and the County Water Agency have actively promoted water conservation for a number of years
 - Marketed to both residential and commercial customers
 - Water provider programs and RWEF have achieved substantial success
- Would like to achieve further water efficiencies as part of their water conservation long-term goals and meeting 20x2020 requirements
- Initial focus will be residential customers, with particular emphasis on outdoor water conservation

Objectives and Goals

Objectives Of This Plan

- Develop a road map for continued water conservation
 - Outline specific strategies and tactics to support long-term goals and meet the 20x2020 requirements
 - Ultimate goal is to achieve market transformation
- Identify specifics within the strategies and tactics that can be prioritized to:
 - Provide the largest and most immediate water saving impact
 - Lay the foundation for longer-term behavior change

Goals Of The Residential Marketing Program

- Maintain and improve the path necessary to achieving permanent water conservation behavior change.
 - Generate a consumer-focused brand and messaging platform with a primary focus on outdoor water conservation
 - Increase customer demand for water efficient landscaping
 - Increase demand for products and services associated with water efficient landscaping
 - Make water efficient landscaping a financially attractive option for residential End-Users

Process Summary

1. Background research
2. Primary research for the City of Santa Barbara
3. Stakeholder Forum
4. Values, attitudes, and behaviors
5. Draft Strategic and Tactical Marketing Plan
6. Final implementation plan recommendation

Marketing Plan Target Audience

Divided the target audience into two groups

- End-Users/Decision Makers
- Key Influencers

Identified key characteristics for each

- Drivers
- Influencers
- Channels

Marketing Plan Target Audience: End-Users / Decision Makers

- Homeowners
- Licensed Landscape Contractors
- Gardeners
- Property Managers

Plan Target Audience: Key Influencers

- Irrigation Supply Houses
- Landscape Architects and Designers
- Landscape Contractor Associations
- Licensed Landscape Contractors
- Gardeners
- Water Providers
- Irrigation Product Manufacturers
- Building Assoc. / "Green Building" Org.
- Residential Developers
- City/County Planning/Building Depts.
- Storm Water/Water Quality/Wastewater Community Organizations
- Local News/Press
- Nurseries and Growers (including "Big Box")
- Colleges and Universities
- Students - Elementary, Middle, High School

Challenges and Opportunities

Challenges

- Already doing a great deal of water conservation
 - Believe they are doing all they can
- Getting them to do even more will be a challenge.
- Statewide drought is over
 - Removes sense of urgency
 - “Licenses” End-Users to stop their water conserving ways
- Tend to blame others, locally and throughout So. Cal., for not saving enough water
 - Creates and exacerbates a lack of personal responsibility
- Think first and foremost about saving water indoors
 - Leaves outdoor water conservation relatively behind
- Do not know how much water they use or should be using
- Some water provider budgets have been cut; operate on a very “slimmed down” basis
- Difficult economy means budgets tight for many End-Users and Influencers
 - Makes investment in improving water conservation more difficult
- Some Licensed Landscape Contractors and Gardeners yet to embrace water efficiency
- SB County is a relatively small market
 - Splitting the Plan for South County only will likely increase the difficulty of communicating clear, consistent messages to the public and could cause market confusion, especially in North County

Challenges and Opportunities

Opportunities

- Very tuned into environmental issues and water conservation
 - Believe in water conservation as a way of life
 - Actively support it through many of their water management practices
- High percentage (67%) use “experts” (gardeners or landscape contractors) on their yards
 - Opens door to key influencer group (assuming they are properly trained, supportive, and motivated)
- City End-Users, and likely South County in general, has very trusting relationship with the City
 - Believes it will take the right steps to ensure an adequate water supply now and in the future
- Water efficiency technology already exists
 - Irrigation equipment manufacturers and the channels are motivated to sell them
- Water efficient behaviors are known and can be communicated
 - e.g., the watering index, turning off systems in winter, etc.
- Willingness of manufacturers and the channels to work with water providers
 - Viewed as a win-win-win partnership for everyone
- Cost of water continues to increase and can be a motivator for further water conservation
- The SBCWA RWEF facilitates S. and N. County working together on water conservation programs

Strategic Guidelines and Marketing Strategies

Strategic Guidelines

1. Ensure consistent program communications
2. Reinforce the “win-win-win” value proposition
3. Provide clear, specific, achievable water saving strategies and goals
4. Ensure program flexibility to address needs of all audiences
5. Don't reinvent the wheel
6. Set the proper pace
7. Don't underestimate the power of the water cooler

Strategic Guidelines and Marketing Strategies

Marketing Strategies

1. Unify the South County water conservation program under a single brand
2. Develop an integrated, solutions-based approach
3. Prioritize market segments that provide the largest water savings opportunities
4. Leverage the influencer groups
5. Make the Home water Audit a key element of the water conservation program
6. Add recognition and certification programs
7. Create and promote visible success stories
8. Maximize awareness of existing incentive programs
9. Educate End-Users—in an easy to grasp manner—how much water they are using and what their water goal should be
10. Educate the next generation to instill in them a water conservation ethic

Communication Platform

Key points the Program must communicate

- Benefits of water conservation
- Taking responsibility for choices
- Why conserve?
- How to conserve?

Communication Platform: Positioning Statement

Smart water choices today ensure a sustainable tomorrow.

Communication Platform: Positioning Statement

Smart water choices today ensure a sustainable tomorrow.

Empowers the target audience with the decision-making responsibility, while clearly suggesting that choices that conserve water are "smart" choices.

Communication Platform: Positioning Statement

Smart water choices today ensure a sustainable tomorrow.

Empowers the target audience with the decision-making responsibility, while clearly suggesting that choices that conserve water are "smart" choices.

Communicates the need for immediate action, while acknowledging that a crisis is not imminent.

Communication Platform: Positioning Statement

Smart water choices today ensure a sustainable tomorrow.

Empowers the target audience with the decision-making responsibility, while clearly suggesting that choices that conserve water are "smart" choices.

Communicates the need for immediate action, while acknowledging that a crisis is not imminent.

Imparts a sense of surety and of being protected/ protecting others.

Communication Platform: Positioning Statement

Smart water choices today ensure a sustainable tomorrow.

Empowers the target audience with the decision-making responsibility, while clearly suggesting that choices that conserve water are "smart" choices.

Communicates the need for immediate action, while acknowledging that a crisis is not imminent.

Imparts a sense of surety and of being protected/protecting others.

Unlike "green," which is often viewed as a fad, "sustainable" implies something that is enduring, continuous, and can be maintained indefinitely.

The Umbrella Brand: Background and Approach

Background

- Currently the County does not have a brand, but rather has used slogans such as, such as 20-Gallon Challenge and sbwater.org
- County has two viable options:
 - Develop a completely new brand
 - “Borrow” an existing one
- With either approach the brand will have a local feel and localized messaging
- Significant cost and time difference between the two approaches
- Recommend leveraging an existing brand and “localizing” it to be sure it represents the County

Approach

- Developed desired brand characteristics including brand values, attitudes, and behaviors
- Established brand evaluation criteria

The Umbrella Brand: Options

- **Option #1: Water Smart (or WaterSmart)**
 - Water Smart Santa Barbara (Montecito, Carpinteria, etc.)
 - Water Smart South Santa Barbara County
 - Water Smart Landscape
 - Be Water Smart
- **Option #2: Water Star (or WaterStar)**
 - Water Star Santa Barbara (Montecito, Carpinteria, etc.)
 - Water Star South Santa Barbara County
 - Water Star Landscape
 - Santa Barbara Water Star
- **Option #3: Water Wise (or WaterWise)**
 - Water Wise Santa Barbara (Montecito, Carpinteria, etc.)
 - Water Wise South Santa Barbara County
 - Water Wise Landscape
 - Be Water Wise

Core Program Tactics and Timeframe

Prioritize the Tactics

- Priority A
- Priority B
- Priority C

Select Optimal Tactical Efficiencies

- One-to-Many
- One-to-Few
- One-to-One

Core Program Tactics and Timeframe

Priority A Tactics

- Select and negotiate for the umbrella brand
- Create program look and feel
- Review existing media campaign
- Develop recognition program for landscaped properties
- Continue and enhance the existing Green Gardener program via a certification and recognition program for landscape maintenance professionals
- Landscape Gardener Communications
- Expand the home water audit program
- Revise current water conservation website to focus more on outdoor and rename the URL

Core Program Tactics and Timeframe

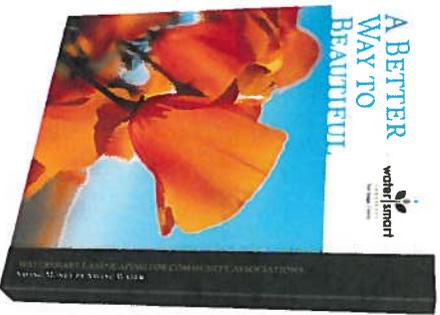
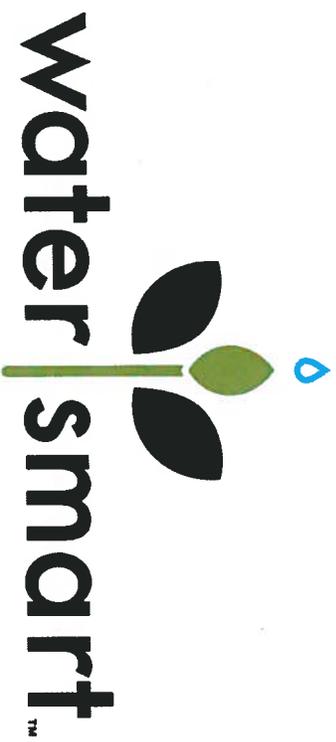
Priority B Tactics

- Develop program outreach materials
- Prepare “tool kit” for water providers and influencers
- Pilot test of certification and recognition programs for Landscape Professionals
- Pursue “hot list” targets
- Promote success stories
- Point of sale and demo gardens at nurseries and garden centers
- HOA program

Core Program Tactics and Timeframe

Yellow = Program Development Green = Program Implementation	2011		2012				2013				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Priority A: Near Term Tactical Recommendations 1. Review and Evaluate Existing Programs 2. Select and Negotiate for the Umbrella Brand 3. Create Program Look and Feel 4. Develop Certification and Recognition Program for Landscaped Properties 5. Develop Certification and Recognition Program for Landscape Professionals 6. Expand the Home Water Audit Program 7. Create Residential Water Conservation Website to Focus More on Outdoor											→
Priority B: Mid-Term Tactical Recommendations 1. Develop Program Outreach Materials 2. Prepare "Tool Kit" for Water Providers and Influencers 3. Pilot Test of Certification and Recognition Programs 4. Pursue "Hot List" Targets 5. Promote Success Stories 6. Point of Sale and Demo Gardens at Nurseries and Garden Centers 7. HOA Program											→
Priority C: Longer Term Tactical Recommendations 1. Promote Water Conservation at the Grass Roots Level, Including Local Organizations, Exhibits, Fairs, Events, Museums, etc. 2. Water Efficient Gardening Seminars 3. Water Efficient Garden Contest and Tours 4. School Programs 5. Youth Organization Programs 6. Landscape Gardener Communications 7. New Development Partnerships											→

Water Provider Example: San Diego County Water Authority



WATERSMART WEBSITE HOME PAGE DESIGN



Next Steps

- Review Plan and confirm direction
 - Target audience
 - Marketing strategies
 - Communication platform
 - Umbrella brand
 - Core tactics
 - Timeline
- Evaluate available resources
 - Financial
 - Staff
- Prioritize activities
- Assign responsibilities



Thank You

Rick Sabbag, President
PO Box 2640
Mill Valley, CA 94942
P 415.383.4949
F 415.380.8525
E nick@flycatchermarketing.com