

Allison Donnelly, ERS

Title: Beyond kWh: The Non-Energy Benefits and Skills at the Heart of a Successful Energy Manager Program

Abstract: Industrial energy manager (EM) programs have proliferated in the last decade. Rather than providing an incentive for a piece of equipment, these programs offer an incentive for a person – a dedicated, embedded resource at a customer facility. In return, the energy manager must pursue energy saving projects and meet a set savings target, either through capital measures using incentive programs in the administrator's portfolio or through operations & maintenance or behavioral efforts. The IESO has run a successful EM program since 2011. Now funding over 80 EMs directly or through participating local utilities, direct savings from otherwise non-incented actions has reached 21 GWh per year and their feeder effects to other programs were nearly 57 GWh in 2017. What makes the IESO's EM program so successful is that the program is designed and marketed to take advantage of the fact that many energy decisions are motivated strongly by non-energy factors. Recent process evaluation findings indicate this is true for all three parties:

- EMs benefit from sales training to emphasize the non-energy benefits of projects and understand how to pitch projects internally, which makes them more successful against their goals and as staff members.
- The companies that host EMs benefit from dedicated staff to run energy-saving projects, train staff, and provide technical expertise, which helps their bottom line and builds a stronger workforce.
- Program administrators benefit from having an energy champion with their customers and will often pitch the EM program to their large customers first, which helps them build a relationship that can translate into additional projects and trusted advisor status.

This presentation will discuss the actions the EM program has taken to leverage these motivations to drive participation. In addition to describing findings from participants and administrators, the session will share lessons learned and suggestions for other similar programs.