

*Recorded Voice:* The broadcast is now starting. All attendees are in "Listen Only" mode.

*Bryan Cohen:* All right great, hi everyone. I'm Bryan Cohen working on behalf of the U.S. Department of Energy Better Buildings Initiative. I'd like to welcome to the October edition of the Better Building webinar series. In the series we profile the best practices of Better Buildings Challenge and a Life Partners and other organizations working to improve energy efficiency in buildings.

So we got a good one for you today. We're going to be focusing on the important role of communications as part of your energy efficiency strategy. We'll hear how two Better Buildings Challenge partners have elevated their communications strategy to gain technical expertise and grow their company's energy savings.

As part of an effective portfolio-wide energy saving strategy communications is the tool to document significant achievements and inspire organizations to follow your lead finding new innovations and methods to save energy and save money. So we're calling it "Shout It from the Mountaintops; Communications Shout It Out Loud."

So here we go it's panel time. Look at that panel slide, ooh that's a good panel right there. All right so let me start by introducing myself. I'll be the moderator for today's webinar. I'll talk a little bit about how Better Buildings Challenge approaches communications strategies. I'm going to share a little bit about our first SWAP, the first building SWAP.

I'm one of the founders of C+C, we're a social marketing and PR firm based in Seattle, with offices in Boston and D.C. and Portland, Oregon. Our main focus is doing good work with clients who help communities. We've been working with the Better Buildings Initiative boy I think it's for four or five years now.

So we have from Hilton Worldwide, Max Verstraete, sorry Max I messed it up already, but we'll get there. Max is the Vice President of Corporate Responsibility & ADA Compliance at Hilton Worldwide. He is responsible for ensuring the company's more than 4,700 properties meet the highest standards in the industry. Max oversees key initiatives to help create opportunities for youth, preserve the environment, strengthen communities where Hilton operates. Max has over 15 years experience in the hospitality industry and 3 years in sustainability and corporate responsibility at Hilton. He was responsible for compliance with the ADA

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Consent Decree with the U.S. Department of Justice. Prior to joining Hilton in 2005 Max worked in hotel operation at various properties in the U.S., France, and Mexico.

I've spent a lot of time, close time with Max and I can tell you that when it comes to hospitality and energy efficiency and sustainability in the hospitality space Max is your guy. Max has a master's degree in IT. He speaks English, French, Spanish, and some German. So we'll hear from Max. He was also one of the MVP's of SWAP number one.

Then from Whole Foods there at the bottom of our little slide is Aaron Daly. Aaron is the Global Director of Energy Management at Whole Foods Market. He is a recognized energy management professional committed to finding and developing profitable climate change solutions. Aaron has consulted with local, state, and national governments, Fortune 1000, and other companies on energy management best practices. So in his current role at Whole Foods Aaron oversees the company's programs for energy efficiency, renewable on-site power generation, and energy analytics. He also works with colleagues to improve energy and resource management in new and existing buildings across the global portfolio. Like Max when it comes to the grocery business and energy efficiency in those stores Aaron is the man.

So just a little bit more about Aaron. Aaron is the founding board member and secretary of the North American Sustainable Refrigeration Counsel and currently the chair of Utility Progress Group. Aaron is a certified energy manager and holds a master's of science and energy management from Sonoma State University.

So guys thank you for being with us today. A couple of quick logistics before we get started with our presentation. I want to remind our audience that we'll hold questions until near the end. I don't think we're going to go right up into end time so there's going to be plenty of times for questions. We love questions. There's a lot of excitement and joy in this topic and so we want to share that with you. So go ahead and send them through the Chat Box in our webinar screen throughout the session and we'll try to get to as many of those as we can.

The session is going to be archived and posted to the web for reference. I think we're going to e-mail it out to you. Okay that's housekeeping for now. Let's get started.

I'm going to give you a couple of quick slides about Better Buildings communications. One more, there we go. So our deal with DOE Better Buildings Communications is all about partners. Partners are doing tremendous work. When we think about what we want to do on the communication side is we want to talk about the kind of work the partners are doing, the successes of their projects, how they are delivering energy efficiency in their markets.

The other thing is we really want to focus on the real people, the people and the professionals that are behind energy efficiency. We also believe that we want to highlight leaders so that other partners within the program can learn, can ask questions. Because a big part of what we do on the communications side is talk about lessons learned and for us that's a real important piece of it. So just in that side box you can see the pie there. You know these are stories that make newspaper headlines, impressive savings, compelling visuals, new, unique innovative technologies, always looking for those, high profile projects, and also sort of how things can work internally. You're going to hear from both Aaron and Max about sort of internal communications around energy efficiency.

Finally, you know at the end of the day most of the stories and most of our communications is on the real people behind the projects and behind the building. So when we think about communicating we try and really highlight the work that those people are doing, because ultimately our partners are heroes and that's what we try and get across.

All right next slide. So I kind of hit on this a little bit. I'll just say it again, we're always looking for opportunities. If you watch the first SWAP you'll hear us talk about opportunities. We're always looking for places where we can find more energy efficiency and the other thing is we are always trying to take the technical and make it human. You know we understand that sometimes the energy efficiency piece of the puzzle can be seen as sort of nerdy, we embrace it. Like we want to make that cool and that's something you see in the SWAP.

All right next slide. Great. So how did the SWAP come about? So the basic idea here for folks on the phone who may or may not know what we've done, we decided that we wanted to show the actual process of finding opportunities within a specific building and we wanted to create a little bit of drama and a little bit of understanding around it. So we patterned the Better Buildings Challenge SWAP on *Wife Swap*. So for those of you who don't

know it's a former reality show where the city wife goes to live in the country, country wife goes to live in the city and it's shot reality-show style and hijinks ensue.

So in this case what we wanted to do was have two of our partners swap buildings. So in this case Whole Foods and Hilton stepped forward and so a team from Whole Foods went into Hilton in San Francisco and the Hilton team lead by Max went into a Whole Foods also in San Francisco.

Let's take a look at the next slide. So we put this out in three webisodes and the first season had amazing results. We got about 430,000 YouTube views. We were just featured in the *Wall Street Journal* which actually took the actual raw footage that we shot and repurposed it into a second report. We were covered in *Bloomberg* and *The Guardian*. Media impressions were about 45 million. It was one of those online pieces where people were genuinely charmed by it and I think due in large part to the fact that Max and Aaron's teams brought a lot of passion and genuinely pushed hard to find opportunities in each of the buildings.

Next slide. Well here you can kind of see a little bit of the coverage. But again I think one of the things about the first SWAP, that's right there's going to be more, there's going to be a second, is that we were able to show finding energy efficiency opportunities in real time. So in many ways as someone described to me once we were able to show sort of the unshowable. I think we did it in a way that was a little bit more dramatic because we used the reality show genre so it made it a little bit more fun.

All right one more slide. Oh that's company political Clean Technica. Then there was quite a bit of Twitter action. Part of what you'll see moving forward here is that both of the teams with Hilton and Whole Foods partnered with DOE to push-out these stories to engage their audiences, so that sort of pushed us even further.

Next slide. Awesome. So let's hear from Max from Hilton on their perspective on the SWAP experience, what they learned from Whole Foods, how they leveraged SWAP for their own communication efforts. Max, take it away.

*Maxime Verstraete:* Thanks Bryan. Thanks for the kind introduction earlier, although I'm a little bit disappointed that you did not include part-time actor specializing in the energy drama genre.

Bryan Cohen: [Laughs]

Maxime Verstraete: Hopefully the next one we can include that as part of the bio. But you know great to be on this program and thanks for having us. Real quick on Hilton, so we're over 4,700 hotels like you mentioned across 104 countries. You know we'll be turning a hundred years young in 2019. So energy really tends to be our second operating cost after labor. So as everybody can imagine we've been focused on this on energy efficiency for some time and it's also a key aspect of our Travel with Purpose, which is our corporate responsibilities strategy you know in order to reduce our environmental footprint.

So if we go to my first slide please. So really this was a unique opportunity. I'm sure like everybody on this session today is aware it's really difficult to talk about energy efficiency in a cool, sexy, different way. It's funny you mentioned this because I have this in my talking points as well, but in the first call when you and DOE said, "Have you seen the show *Wife Swap*?" I mean from there we knew that this would be special and would definitely be a different and unique way for us to talk about energy efficiency story, because we have a great story, however, you know we've never really been able to draw that type of media success like you've already shown.

You know we have – we've reduced energy efficiency by 17 percent in 7 years. We have the largest ISO 50001 Energy Management Certification. We were the first to certify the commercial building to DOE's Superior Energy Performance Program, so really a great story to share. However, we never had that channel of that program to share it through that it would really captivate the audience. So this was unique. It was a first. So from the get-go we felt this was going to be a homerun.

You know one of the other things that really made it interesting for us were the partners involved. So of course you know we've been working with DOE, they've been great partners of ours for many years through programs such as the Better Buildings Challenge and through their SCP program for the past couple of years. But the opportunity to work with Whole Foods Market was also a great opportunity for us. I mean Whole Foods is a recognized leader in sustainability. So being able to associate our brand with theirs you know was a great opportunity for us as well.

So we know we had great content, we knew we had great partners. The forum was really seemed to be great so we expected this to be

a communication success. Boy our expectations were really met and gone above and beyond with all the numbers that you had just shared.

Next slide please. So quite honestly the one thing we weren't really sure about was you know opening our back-of-house to somebody that we typically did not open our back-of-house too. I mean you know as cheesy as it sounds that's where the magic of hospitality happens. I think that you see some of that on the video when you look at how we do our employee huddles for instance in our back-of-house before our employees – in the video we have our housekeeping team you know before they go out on the floors and have that guest interaction. So you know we weren't sure about that.

But once we were filming, going through the process and having been through it it was actually really not only refreshing to have a different set of eyes looking into our engine if you will, but we had great learnings from it. There's just a couple of examples that I've listed here but the Whole Food's team lead by Aaron was great. I mean great energy expertise. They gave us some great recommendations which you know we've started implementing all ready.

So the hotel in San Francisco has done part of the recommendations. We're estimating savings from what we've done already to be at about 3.5 percent reduction in energy consumption. We still have some things that we're looking to implementing. Once we're done implementing all of the recommendations from the program we should be somewhere between 10 to 15 percent in energy savings as a result of this program. So not only is this you know just a huge communications success, right, we saw great media pick-up, there is also just a great success just from an operational pragmatic energy efficiency if you will.

Next slide. And by the way as I think about it I also wanted to ask you maybe this can be one of the Q&A for later, but when you talk about *Wife Swap* you mentioned suburban wife/urban wife I'm kind of curious to know when you guys were thinking about this who you thought Hilton and Whole Foods were, if we were the suburban or the urban wife? I don't know what type of impression you have of our brand.

So again great media pick-up. You know you showed all the numbers, over 400,000 YouTube views. I think one of the great signs is you know the SWAP videos first came out in February and

this eight months later we're talking about and gathering a really nice audience to do, right? So think about maybe movies that came out in February, I don't think that there's a lot of press out there on those movies, except maybe for DVDs coming out, so hopefully we have a DVD coming out soon.

What was great for us is that there was so much media pick-up that it really did require a lot of work and this is thanks to the great work done by C+C and done by the DOE, but really all we had to do was turn on our social media channel and share you know all the great content that was just being generated through our Twitter feed, our Instagram accounts, our Facebook pages and that's very easily done. We got some great interviews and articles from South Press and you mentioned *The Guardian*, the *Wall Street Journal* as recent as I think it was mid-September, so it's just seeing some great press coming out of this again seven, eight months afterwards. It goes to show how successful the program is and how you know successful it was as a company for us to be able to share our energy story and position us as you know innovative and leaders, which we believe we are in the world of energy efficiency.

Next slide please. This is one of the things that's key to us in our company is internal communications. By that we mean communicating with our employees, our team members. So across our hotels managed, you know franchised hotels, and our corporate offices there are over 350,000 team members out there. We strongly believe that in order to be leading in energy efficiency and therefore of course in our preserving environment work we need to have every single one of those team members be a champion of our efforts, you know champion. So we need them to be aware and engaged of all this stuff we have going on around energy efficiency. That's really it's our team members engagement and awareness that's going to drive our results.

Again, we took content from the SWAP and this is a picture of our intranet site and that's our housekeeping team at the hotel. We pushed some of this content through our internal channels, our intranet site, you've team member newsletters, we've got community websites and again the reaction was great. You know team members loved it. People made fun of me here at the corporate offices. But team members were really proud of helping in the company they work for to take such a unique and innovative approach to energy efficiency, right? Because our teams are on-site working on these things, but you know this kind of gives a whole new dimension to the work they do every day.

So the responses we got were amazing you know? It's almost a more – you know it makes everything more valuable when it's coming from your own team members. So again this was a great program for us to drive that team member engagement and awareness at our hotels. I can tell you that we've got engineering teams out there on the field that now want to replicate this, right? So we want to take like an engineering team from a hotel, they want to go to another hotel, walk that hotel, find things for that hotel, and have the team from the other hotel walk through their space as well. So people are as a result of this kind of like taking in and making it their own within our hotel which is great.

*Bryan Cohen:* For those of you on the phone if you're looking, if you see the little on the internal communication right about February 19 is where you're very own presenter, Max, Is in the picture. *[Laughs]*

*Maxime Verstraete:* So that's how we leverage this program. Bryan?

*Bryan Cohen:* Max thank you. We're going to talk about the internal thing. That was great. And I love the fact that you've established a genre of reality show acting on an energy efficiency series. I feel like you've really got some good here.

*Maxime Verstraete:* The link to my Wikipedia and IMDB *[crosstalk]*.

*Bryan Cohen:* *[Laughs]* That's great, that's great. Okay thank you Max, really appreciated it, that's perfect. If we could pop to the next slide. We wanted to do a quick reminder to folks send in those questions through the webinar Chat Box. We're collecting those for our Q&A period at the end of the session. We're going to like I said try and go short here so we have plenty of time to answer questions and get to all the stuff that you guys might be interested in.

Okay so know we're going to hear from Aaron from Whole Foods, want to hear about hear about their key learnings from the SWAP experience, what they learned from Hilton, and what energy efficiency improvement they've made since then. Aaron go for it.

*Aaron Daly:* All right, thank you Bryan and thanks to everyone. It has been a real pleasure and a lot of fun for all of us at Whole Foods Market to work with you all, with C+C and DOE and with the folks at Hilton. You know I would say I have to echo a hundred percent Max being the super star on the ground and we really appreciate all of the attention that you all paid to helping us make our business better.

So let's go onto the first slide here. So I think the question that comes to my mind that I would think I would be asking if I were you know interested in this webinar and in the topic at large is why do this? You know we absolutely have too much on our plate all ready as a company and you know juggling a lot of very important initiatives and why take time out of our day to do something like this?

I think when we as a company looked at it we thought, "You know we're really driven as a company by our core values." I've written down a couple of those here. You know obviously environmental, stewardship, and energy efficiency are both hand-in-hand and likewise working in partnership with others is another key core values of our as a company. So I think like many other companies out there we see a good alignment there between what we're trying to do and this SWAP here.

It's been a great opportunity for us to not only practice what we preach, but I think preach what we practice. You know it's difficult to get the word out there about energy efficiency. You know I think energy efficiency doesn't score very high on the fun index generally speaking and this SWAP has been a game changer in that respect; a way for us to really make this a fun experience for everyone and for us to motivate folks both internally to our organization and folks elsewhere.

I think my final point here is what a great opportunity to provide some focus on a very, very important topic. As Max said in regards to Hilton energy is one of the top expense items for our business as it is for Hilton and one that deserves significant attention. Yet as I mentioned earlier there are always a million things that take precedence and it's fantastic with a program like this to have the level of focus that we can pour onto this topic. Real grateful for that and it's been as I mentioned a really fun experience.

Next slide. So Hilton really didn't have any good suggestions for us at all. I'll let that one sink in for a second. No, quite to the contrary Hilton had a lot of really good suggestions and I think it was only slightly painful at times having their eyes scrutinizing all aspects of what we do both on our sales floor where obviously all of our guests and customers get to see every day, but also in our back-of-house, in the mechanical rooms, and other things. You know that was often very interesting and lead to some great discussions.

They had some simple things to suggest, maintenance items if you such as, "Hey that gasket looks like it needs replacing," which is always important to have pointed out to us. Then some other things, you know some larger capital projects, heat exchangers in our HVAC or control strategies, such as in daylight harvesting or changing our schedules for refrigeration or other things like that.

I think that thing that stuck out to our team the most both in terms of feedback we got about our store and how we engage with our team members in our stores, but also in being and witnessing Hilton and seeing what they do in terms of team members' engagement. I mean it truly was a sight to see and something that the Hilton folks should be very proud of and something that we're definitely taking back and have been having a number of discussions around how we can develop similar programs to engage with folks.

We feel lucky as a company to have incredibly engaged team members and team members who really take these goals to heart and yet there's always a lot of room to grow. So we're looking to continue build enthusiasm for this.

Next slide. We are incredibly excited about the coverage we received and again just shouting it out from the rooftops is really what it's all about here. It's been a lot of fun to share this. I think getting back to the fun index energy efficiency is something we disparately need to focus on and having this format to be able to put it out there has really helped us to be able to share the message in a fun way where we can engage with people and that has absolutely been the case. So not only have we been sharing it, but we've got a format where our team members can continue to share it with each other and with others. It's had an effect, you know building momentum upon itself.

So we also been doing internal communication as I have here on this slide. An example of with our internal media platform and we've been sharing it across our stores, across our regional and global leadership and offices. We have had a lot of very good feedback. You know one just sort of make a comment on this, we have an incredible amount of stories as a company to tell about obviously many offerings about our stores in different context and other things and our sustainability voice is important as it is has a very busy environment within which to be heard.

Again, just getting back to how this message is put together it's just a really great way to engage with people and we really saw that

within our company. So we saw a lot of people saying, "Here what is this about?" "What's this SWAP business?" "This is a lot of fun." And as Max pointed out plenty of opportunities to tease the folks involved and I'll say nothing more about that right now.

You know externally it was kind of a different story. Rather than having to push the message out there to let folks know about it, the messaging has just been rolling in. You know whether that's press releases or just through communications from DOE initially or all of the follow-on that's come up with this *Wall Street Journal* article that just came out recently or all of the other many other audio media outlets that picked it up.

So our efforts in that regard have really been just to piggyback on the media outlets that are out there and just continue to share that message. You know as has been demonstrated earlier we've gotten really good results from that and so everyone is incredibly happy about it.

So onto the next one. So since the SWAP I unfortunately don't have the picture here of the work we've been doing in the store, but as *Wall Street Journal* highlighted recently we have completed some projects in response to the SWAP and to the scrutinized view from the folks at Hilton.

Our first major project is retrofitting glass doors on our open display cases has resulted in significant savings to the tune of 15 percent or so and has been a real success that the team members love it. We've gotten really good feedback from our customers in the store. It's just the first step in the right direction. We're also currently working on a back-of-house LED lighting upgrade, which was painfully pointed out during the SWAP as an opportunity that we might want to look at. It's not like we had old, you know incredibly inefficient lighting there, but it was just a really obvious opportunity that we could take advantage of.

Again, getting the opportunity to highlight that store, being able to walk through in slow motion with people with fresh eyes, what a great opportunity to point out things that would otherwise go by on this. So the back-of-house lighting upgrade is ongoing. When we get done with that we plan to do some commissioning and address some of those things like daylight harvesting and you know scheduling and things like that that were pointed out as control upgrades.

So in addition to that and some of the things I have here on the slide we've been taking these learnings from the SWAP and integrating them into some of the other programs that we have going on throughout our company. I just put three examples here, but our Market Zero Program is another store in San Francisco where we are aiming to be the first net zero energy grocery store in the United States. And as one might expect with as much energy as a grocery store consumes we really have to pull out all the stops to make that happen. So we've been looking back over our notes from suggestions from the SWAP, as well as other sources to get that together.

Another example is you know refrigeration is really our largest load within a grocery store and not only that but can have really negative environmental consequences if not managed properly. So we've had an opportunity in our store in Santa Clara, California, to test out advance environmental friendly refrigerants and new concepts around that and drive energy efficiency at the same time.

It's another thing we said piggybacking on those very same opportunities to get that message out there both about what we're doing but also about you know what others can do and sharing in that, using the same messaging outlets that we've been able to garner through the SWAP.

Then finally once we get to the end of energy efficiency and I don't think the end ever really exists, but once we feel like we've really poured our heart and souls into a building and got every extra kilowatt hour out of that building that we can we're taking the opportunity to put solar panels on the rooftops at least in as many places as we feel we can. That is decrease, decrease, decrease and then once we get to that bottom point, "Okay well let's generate as much as we can onsite so we can rely as little on the grid as possible." So that's a program we've been working on and we're very proud of.

Again, we're taking some of those same media outlets to spread the word. You know an example of one recent case study from RILA or the Solar Foundation went out recently and you can find that online, but again we've just seen an incredible pickup in interest in our sustainability programs at large through engagement in the SWAP.

So just a huge thanks to folks and yeah look forward to questions.

*Bryan Cohen:*

All right, all right. Thank you Aaron that was great. All right so I'm just going to take two seconds here to talk a little bit about how Better Buildings Challenge can help you tell your energy efficiency story. We support the great work of all that our partners are doing by touting their energy efficiency successes.

Here let's look at one more slide if you would Kendal? So we're doing a lot of consumer business trade pitching. We have tremendous digital aspect and that includes the video, tons of social, and then we are trying to do as many partner recognition events as possible.

If anyone on this call has a great story about energy efficiency or even a medium story please send it to me. I also want to shout out to Amy Konigsburg, who does a lot of this communications work. She works with us in D. C. and has been a big part of this success.

Okay now for the moment I know everyone's been excited about, SWAP 2. Let's see the next slide. All right so what's happened is we are going to do Air Force Academy versus Naval Academy. The trailer is up on YouTube so go ahead and you can take a look. We are planning on rolling this out at the end of November. We've already done the shoot. I was at the Air Force Academy and it was amazing and a totally different set of challenges and a totally different set of opportunities.

The other thing is that we were able to engage midshipmen and cadets in the teams. So there are some younger folks who are going to pass on the learnings and the knowledge to sort of the next generation, which is pretty exciting for us as well. So keep your eyes peeled for Season 2 of SWAP coming at the end of November.

All right we're going to do some questions. Aaron and Max are you ready? Here is the first question: Could you please speak to the process of bringing this idea up internally and the folks that needed to be involved in the conversation and then proposing this idea to an external partner?

Well let's start first there. Max can you talk a little bit about how things went when you brought this up internally?

*Maxime Verstraete:*

Yeah I mean I think that you know from the beginning there was a big interest with the caveat right of you know again opening that backdoor, back-of-house to the Department of Energy, to cameras, you know to people from Whole Foods Market. So that's the piece

that needed a little bit of you know I guess work on my end to get people comfortable with it. But once we got past that I wouldn't even call it a hurdle, but you know that question everything was very easy. Of course we worked closely with our operations team. Randy and Bryan who are on camera with me you know are both part of Property Operations Engineering teams, so we partnered with them in all of this and our Communications teams to make sure that everything of course met all sort of internal approvals.

Then to push the messaging externally and internally from a senior leadership perspective. So our company's leadership they were extremely happy with the content. I mean again with the *Wall Street Journal* article coming out a couple of weeks ago I still heard back from our Chief Human Resources Officer, so you know number two or three in the company saying just how great the pick-up has been.

So just a small question at the beginning, but working with coms, working with operations, and then just our senior leadership group really happy with the result and the approach.

*Bryan Cohen:*

Max did you guys – Aaron I'm going to ask you the same question so just get ready, but Max did you guys feel that like by opening up sort of that back-of-house that it was just better? I mean that particular hotel was I think it's a 2,000 room hotel, so it was big to begin with, but it felt like when you took us into the back-of-house and we saw the room staff in that employee meeting and when we saw how big that boiler room was and it just seems like that part just made for better video, it just made it interesting.

*Maxime Verstraete:*

I think so yeah, because you know it's that unknown for everybody else, right? A lot of the things that we do happen in back-of-house, right, all of our preparation. When you think about energy efficiency a lot of the and a lot of our projects, a lot of our best practices happen in the back-of-house, so from an opportunities perspective you know it was great to open this back-of-house, but then also just from a interest, you know external interest perspective I think that seeing how you know this is a pretty old building, but seeing how a 2,000 room hotel looks like and operates in the back-of-house made this a lot more interesting, absolutely.

*Bryan Cohen:*

All right Aaron how about for you? So when you guys first brought up the idea internally can you talk to the process and the folks that sort of needed to be pulled in internally to get the idea and get a go?

*Aaron Daly:*

Yeah, yeah absolutely. I'm not sure if our experience in this case will be real useful for others or not, but I'm going to throw it out there. We are as a company incredibly enthusiastic about the great work that DOE is doing to Better Buildings and as such I think our starting place in thinking about it is you know we wanted to jump onboard with just about anything that Better Buildings programs throw out there. Obviously we have to take a look at any program you know its own merits and we did so in this regard.

But as I said before we as a company I believe do an amazing job of getting the word there about the good work that were doing on many levels. Energy efficiency is probably one of the more challenging areas and one that doesn't necessarily kind of bubble to the top if you will of our messaging agenda. Yet it's so important both for us, for our team members, for our investors, and more importantly for the communities that we serve that we work on these issues, so this was an opportunity in my view for us to tell that story.

Both to share to with people what we're already doing and what we're committed to as a company, but also to get in and work on some new things and to get the word out there about that. Again, just coming back to it to have fun in the process.

So how did we make it happen? I think the idea when presented to us was obviously very intriguing and yet as I mentioned early on in my remarks the concern we always have as a company is we've always got a million things to do and anything that actually gets in there and turns a wrench is going to save energy and if we're going to be spending time you know socializing ideas or getting the word out or other things it may not count as much in some people's view. So we definitely had to sell the idea to some folks, but I think for the reasons that Max outlined it was a very compelling argument for way we should spend our time on this.

Just again I mean the opportunity to work with DOE and highlight our best practices and the opportunity to work with the folks at Hilton was compelling to us in the beginning and the opportunity to get the good word out there about what we're doing. So our PR folks had a big role to play in getting that message out there and selling the message internally.

But likewise our sustainable facilities teams as we like to call them were fired up from the get-go about it. As Max pointed out I think were some significant concerns about having cameras rolling in

our back-of-house. We've always got a million moving parts and a lot of people moving around, it's very busy. You know were performing to very tight timelines and things and so there's not a lot room for error and having a bunch of people tramping around with cameras and things was not – you know people weren't too enthusiastic about that. But at the end of the day I think we saw the value in it.

What I wills always is having C-level awareness of what we're doing has been really valuable both in helping to spread the word internally, as well as you know this is such a big business initiative that's gotten so much attention and really I think it's all positive. Our C-level folks have been able to harness that in communications and things as well. So I think those conversations only to be the groundwork.

Let's see I think you had asked one other question Bryan, perhaps you could reiterate to me though.

*Bryan Cohen:*

I was asking what are the areas that you guys were reticent about opening up to the cameras, but ultimately sort of made it a good show? I mean you sort of spoke to like having us running around in the kitchens and stuff. It's just some of those things it just made for good video.

*Aaron Daly:*

Yeah, yeah and I think that's exactly it. I mean whether it's an opportunity to shine a bright light on what we are actually doing. You know we get customers pouring over our sales floors every day of the week. If something's' wrong there we know about it and we know about it quick. You know the folks in the back-of-the-house we rely on doing a good job ourselves and not having the scrutiny if you will of the public eye, the camera changes all of that.

You know we've got people walking around who aren't usually operating in our environment and we've got camera rolling and we've got questions being asked, they're honest questions about how we do what we do and why we're doing what we're doing and a lot of good suggestions pointed out. So it gets real and real fast. But I would say that it's only to our benefit at the end of the day. Certainly something that we had some concerns around as I mentioned, but I think it makes for a much more interesting tale as Max pointed out. There's a lot more energy being consumed in the back-of-house, there's a lot more opportunity for us to affect how we use energy in our back-of-house.

You know there's a lot more intrigue in the sense that here are the internal operations of an organization that you may interact with a lot on a regular basis, but you may not get to see that side of things. So I think it's been able to provide a much more interesting tale for folks watching the SWAP videos. You know it's engaged our teams a lot more, because we're paying a lot closer attention as it were to all the details. I think it's been a lot more interesting in the tale in general and for the Hilton folks as well; so all good there.

*Bryan Cohen:* There's a question in here about social media which I think is good. So the question is: Did either Hilton or Whole Foods do anything over-the-top with social media? But I think you guys like you said you kind of turned it on and we pushed it out. But there's a second question and I like this one so I'm going to start with Max because you kind of touched on it: Do you guys have any thoughts on how to leverage social media both internally or externally to drive energy efficiency?

*Maxime Verstraete:* Wow to drive energy efficiency. This is where I wish I were a bigger social media user. You know I think it boils down to awareness and sharing of best practices, right? There's so many people on social media today you know really this is what the way to drive messages is through social media, you know the press releases are not what they used to be. You know people are looking for sound bites, they're looking for things and whatever Twitter is 144 characters or less. So I think that the opportunity to drive energy efficiency through social media, just pushing those messages, pushing those best practices to increase awareness and engagement when it comes to being energy efficient.

So for us through our channels we have a lot of people following us, we have team member following us internally, externally, so I guess I'd say just pushing the message, drive awareness, engagement.

*Bryan Cohen:* Aaron how about you?

*Aaron Daly:* Yeah I can add to that a little bit. I mean certainly I think our experience is similar. But I would say we experience what I would call like a positive feedback cycle associated with using social media in this context. Whether you're getting out there and sharing your ideas, sharing what's working, sharing challenges or questions, social media speeds up the conversation. Not just speeds it up, but it broadcasts that conversation in a way that traditional media format just do not work with.

What we've ended up seeing some real tangible results with is you know we'll throw something that we're working on. It will get into the hands of somebody who's got a related idea and those folks will pitch that idea right back to us and that kind of ecosystem of conversation around energy efficiency can happen in social media. I mean if we can have multiple conversations like that in the course of a day. So I think as energy managers we get exposed to not just the ideas of the folks knocking on our door with the latest and greatest widget, but the collective ideas of everyone engaged in this topic and in the interest of our organization. So I would say leveraging social media has been a key part in driving being on the cutting edge of energy efficiency.

Just to that other question of Bryan that was brought up. We didn't to my knowledge do anything you know really out there in terms of social media communications, but a key strategy that we as a company rely on in social media across the board is each one of our stores has their own social media platforms, whether that's Facebook or Twitter or other. So that message you know if we've got a message that resonates in multiple different communities it's one that can spread in a lot of different ways and we can have a of conversations that I think if we would just relying on our global media platform to get that message out it might not resonate as well with folks locally. So I think that's been a platform that's worked really well for us and one that's worked in this case as well.

*Bryan Cohen:*

That's great. Guys there's a question here that I like that came over: What's DOE Better Buildings criteria for choosing and inviting organizations to participate in SWAP? I'd like to say we're doing military for number two. We're doing cities for three. So we've got a lot of – we're already in process on those. But the bottom line is that we are looking for organizations that have a good story to tell, that have great visuals, that are willing to be transparent, and able to sort of engage in a little bit of the back-and-forth, because you know part of what happened is for example Hilton you know went into the Whole Foods kitchen and found some opportunities and called it out. The Whole Foods' team the same.

So we need people who are comfortable with some friendly, but healthy exchange. Then you know we need that transparency piece. So we are looking already having conversations for SWAP number four.

Okay folks we are about four minutes to go. I have a couple of more housecleaning items. On slides let's go to next webinar real quick here. Better Buildings, yes. We hope you're planning to attend the next webinar on Tuesday, November 1st from 3:00 to 4:00, titled "Put a Meter on It; The Ways and How of Sun Metering Energy and Water Use in Buildings." Get the lowdown from our expert panelists and best practices benefits and current cost meter, energy, water, and data centers in your building. You'll probably not hear from burgeoning reality energy efficiency stars, Aaron and Max, on that call. So this was your moment with them.

Also, one more slide here. Coming up we've got the Summit. Mark your calendars, that is going to be D.C. May 15th through the 17th. This is an opportunity to meet with Better Buildings partners, explore and share innovative strategies and marketing trends, high impact technologies, and energy and water efficiency. We'd love for you to join us. I'm pretty sure that I'm going to do some kind of communications panel, which was really fun last year and we'll talk a little bit more on that.

Okay great. So last slide of the day here. Oh yes so this Energy Efficiency Day, so this is second to last slide. We're going to be doing the Twitter Party on Energy Efficiency Day from 1:00 to 2:00 EDT and you can follow on the hashtag.

Okay so we'll be e-mailing you the audio and I think we'll probably be sending you info on the SWAP 2 which is coming up and I hope you guys will all take a look at it.

Please e-mail any of us. We'd love to talk with you about SWAP, communications, Better Buildings Challenge, ways that we might tell your story, come to you. With that I'd like to thank our panelists very much for taking the time to be with us today. Like I said contact our presenters directly with questions if we weren't able to get your questions during the Q&A period. You can go ahead and checkout our website for more info. I love people who e-mail me so go ahead shoot me an e-mail.

Max, Aaron, many, many, many thanks and for all the team at JDM and C+C and DOE who helped put this on, we really, really appreciate it.

Have a great day.

*Maxime Verstraete:* Thanks Bryan. Thanks Aaron, Thanks everybody.

*Aaron Daly:* Thank you all. Bye-bye.

*[End of Audio]*