



**Secondary Research on Carpe Diem West  
From a Marketing & Branding Perspective**

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## **1. Who is Carpe Diem West:**

Carpe Diem West is a non-profit 501(c)(3) organization that engages a broad-based network of experts, advocates, decision makers and scientists to address the profound impacts growing climate uncertainty is having on water in the American West. It was established in 2007 by a group of western water leaders acting on a shared belief that a changing climate requires everyone in the field to think in new ways.

## **2. Why “Carpe Diem West” for the name:**

In this time of climate change, taking immediate action on the critical issue of climate change is of utmost urgency and we must “seize the day” on developing water solutions for our communities, our food, our economy and our environment.

Additionally, CDW doesn’t market to the general public, but specifically to Western water leaders and even more specifically those that are innovative forward thinkers that bring energy and contribute ideas. It is a select and hand picked group. We believe the association of using Latin adds to this cache.

Carpe Diem West is focused on the American West. Water resources and issues in the West are much different than the rest of the US as most of the Water comes from a few headwaters sources as well as non-renewable underground resources. In the West, water has and continues to be a source of controversy among the many stakeholders. Additionally, water will be the primary delivery mechanism for the effects of climate change in the West. Lastly, the team just has a passion for the American West.

## **3. General trends for this industry:**

- Historically lots of conflict over water rights
- Growing acceptance of uncertain weather patterns
- Increasing focus on adaptation, not just mitigation– ie. there is so much greenhouse gas in the atmosphere already, so what do we do now?

- More interest in collaboration – but the definition of “collaborating” and how inclusive is still under debate by some. Eg. In the Colorado Basin, many leaders think that there should be collaboration among only the 7 basin states. Federal agencies definition of “collaboration” tends to mean with other federal agencies, not other stakeholders.

#### **4. How CDW is different from other organizations:**

- No one else fills this niche of fostering collaboration across a wide breath of stakeholders on complex and historically controversial Western water issues
- CDW Network – 600+ western water leaders spanning diverse sectors
- CDW process looks at water resources and climate change’s impacts in a holistic, integrated, science-based way

#### **5. What firsts can CDW claim?**

CDW is the first to this type of work

#### **6. Why the Network is Important:**

- Who you know in the fish bowl is everything: The Carpe Diem audience (which is also the network) realizes that even if historically there has been conflict between Western water stakeholders that there is value in having the professional relationships with leaders of other segments and of having those people at the table
- Water managers are mostly engineers so they think they can build their way out of climate change and CDW’s credibility with this segment is established through these leaders.

## 7. Challenge(s) in growing awareness:

- We are focused on Quality over Quantity—The issue is not the number of people, but to get those chosen ones to engage, participate, support and understand what CDW does and what it means to be involved.
- We have made a conscious decision to not formalize “participation”—The network participants are not “members”. They don’t choose to be involved on their own, they are invited.
- We still need to formalize Advisory board etc. roles and benefits.

## 8. What IS the organization and what is NOT the organization:

*Note: This is still in progress*

CDW IS	CDW IS NOT
Water security in American West due to climate change	Everything water on a national or global scale - e.g. drinking water in Third world, ocean issues
Provides a process and framework for collaboration among certain leaders	A consensus organization
Brings the RIGHT people together to build out the political center	Targets the general public or even everyone in this field
Uses leadership as bait/ “cool kids’ club”	A place you can just show up because you work in a certain sector
An idea generator & incubator	A think tank
A developer of ideas for policy reform	An advocate
Leads	Directs
Neutral	Wishy-washy
Strong fundamental beliefs – i.e., in	Pushes a specific agenda or promotes

climate change, in building the political center	the interests of just one constituency
A trusted broker of ideas and information	news aggregator
Nimble and entrepreneurial	Slow and bureaucratic
Brain trust	The usual suspects

## 9. Carpe Diem West Projects:

Carpe Diem West currently has five projects: Healthy Headwaters; Colorado River Futures; The Carpe Diem West Academy; Water, Energy & Climate Change; Public Health

### i) Carpe Diem West Academy (CDWA):

The [Carpe Diem West Academy](#) is a compendium of information and tools and a learning community to assist western water and energy managers to make critical decisions in the era of climate uncertainty.

- Provides access to different tools in water management in the era of climate change in one location and within a structured framework.
  - 1) The structured framework provides a roadmap for organizing the tools, training, and best practices for water management in the West during this time of climate change.
  - 2) Within that framework, there are a variety of tools for each step in the process, for different sectors, for different levels of management. The Academy even identifies how the pieces fit together within an overall curriculum for the different levels of management and decision making.
- Makes use of CDW's extensive network to provides a venue to make diverse connections and collaborate

- Provides webinars which have increasing acceptance, and even preference, as a forum for learning and discussion with this audience
- Provides a method for continued shared learning using the web (discussion forums, feedback mechanisms, blogs)

## **ii) Healthy Headwaters:**

The headwaters that provide most of the West's water are suffering from the combined effects of past management and changes in climate. The purpose of this project is to re-think western watershed management priorities and policies, and to link the protection and restoration of headwater systems with downstream water security.

## **iii) Colorado River Futures**

Competition for scarce Colorado River water resources continue to grown considerably fiercer and more complex in recent decades due to the unsustainable combination of increasing demand and sustained drought. The project is developing forums to address long-term, basin-wide solutions.

## **iv) Water, Energy & Climate Change (WECC):**

Water use and energy use are inextricably linked. Climate change has profound effects on both sides of the equation. WECC works to develop new responses to these interconnected challenges. The central goal of this project is to inform and encourage national, regional, and state policies that support aggressive investments in conservation and efficiency in both sectors – water and energy.

## **v) Public Health**

Climate change will have far-reaching impacts on public health. While the exact nature of these impacts will vary by region, they will include increased dust and disease-bearing insect populations, as well as impacts to both agricultural and drinking water supplies and much more severe potential problems. Carpe Diem West is conducting an initial analysis in fall 2010 to assess the scope of the problem set and the gaps in scientific research.

## **10. Primary and Secondary target audience for CDW:**

Primary:

1. Utilities
2. City/state/federal agencies
3. Agriculture - farmers, ranchers, ag trade associations
4. Consulting firms
5. Innovative businesses eg. IBM, Intel
6. Scientists/ universities
7. Conservation organizations

Secondary:

1. Congress
2. Governors/ mayors
3. Foundations/donors

## **11. Demographics & Characteristics of CDW target audience:**

### **CDW (and the projects except Academy) Target Audience:**

- “Cool kids”
- Realize that CDW is THE sandbox to play in
- Innovators, Progressive, Pragmatists
- Well-respected, Well Connected
- Leaders, Influencers, Ambassadors to peers (ranchers will respect other ranchers over the gov’t)
- Leadership that knows we have to do things another way. Realize Climate Change is a game changer. Political Pragmatists (recognize the necessity of working together and for new solutions and different approaches)
- Realize the value of CDW network/connections and place for trustworthy information
- Political views: centrist
- Education: well-educated
- Age: 35+

**Academy Target Audience:**

- Day-to-Day water managers people
- Innovators, Change makers
- Decision makers
- Have practical, hands-on jobs (responsible for delivering water & energy)
- Are wonky as hell (lots of specialized knowledge)
- Very well-educated, but in scientific/technical fields
- Non-political - they see science as a neutral basis for decision making that allows them to avoid politics

**Healthy Headwaters Target Audiences:**

(1) Water utilities – Want to be seen as responsible, forward-thinking, good stewards of watershed. Sensitive to ratepayer opinion/ political pressure to keep rates down.

(2) Federal agencies – Very open to partnerships because (1) they avoid controversy; and (2) they are a source of funds in a time of tight budgets. Often driven by specific agency requirements/ statutory requirements that can complicate partnerships.

(3) Federal and state elected officials – Very interested in creating jobs and economic growth. Wildfire and bark beetles are also high-profile issues.

(4) Conservation groups are not a primary target audience because the ones we are working with have already drunk the HH Kool-Aid.

**Colorado Futures Target Audiences:**

Urban water agencies, conservation groups, state water agencies, agricultural interests, Tribes, elected officials.



Although these groups differ widely in terms of agendas and culture, they share some very important things in common:

- (1) All are immersed in a complex and insular world of Colorado River water issues, which are complex and freighted with history.
- (2) Most of them have good, although adversarial, working relationships with each other.
- (3) They have respect for certain leaders – who you know is very important in the Colorado River world.

**Water, Energy, and Climate Change Target Audiences:**

Utilities, utility regulators, conservation groups, elected officials and staff, state water agencies. Again, despite different agendas, these groups live in the same “wonky” world with its own culture and vocabulary.

**12. Qualities about these difference audiences. Key phrases, key words, Concepts that are specific to these audiences that should be reflected and avoided in marketing materials:**

Utilities	Responsible, fiscally conservative, good stewards, protect public health, sustainability, good planning
Universities	
Conservation Org	
Ag	Food security, rural economies
City Gov	Local control, local knowledge, don't like mandates, water security
State Gov	Don't like federal mandates, water security
Fed Gov	
Scientists	Objectivity, non-political
Companies	

Green Power Companies	
Congress	Jobs, economic development, water security
Foundations	

### **13. How people are made aware of or introduced to and encouraged to participate or use CDW and the projects:**

For CDW and all projects besides Academy:

- Word of Mouth and by Invitation

For Academy:

- Word of Mouth, Invitation by CDW, Partner organizations

### **14. Marketing activities:**

Confluence, WOM, Leadership Convenings, KW attendance at conferences, Webinars/Conference calls (not great because not interactive and getting people's full attendance), Trade publications only when release a report (not to promote events)

Future ideas:

e-blast of Success Stories

### **15. What compels people to participate in CDW projects:**

Many may not believe in collaboration aspect, but are participating because of:

- Cool kids club (Place to be)
- Access to better and more useful information
- It makes them feel wanted
- It's a way to build political capital (build enough political support)
- Other key people are participating (want to play in the sandbox)

**16. What's are the organization's values:**

- Ability to act fast/Opportunistic
- Inclusivity
- Entrepreneurial
- Science-based
- Thinking ahead
- Progressive and open attitude
- Good listening and reframing

**17. Describe the organization's goals for growth:**

- Potential for more joint projects
- If grow, want to maintain entrepreneurial spirit

**18. Strengths, weaknesses, opportunities, threats (from a marketing perspective)**

<b>Strengths</b> <ul style="list-style-type: none"><li>• CDW Network</li><li>• Offering an unique service/offering; No competition</li><li>• Climate Change is hot issue</li></ul>	<b>Opportunities</b> <ul style="list-style-type: none"><li>• Build on network's connection and expertise</li><li>• Revitalize Logo</li><li>• Collateral Templates</li><li>• Create a sponsorship program</li><li>• Develop donor package</li><li>• Clarify Mission Statement</li></ul>
<b>Weakness</b> <ul style="list-style-type: none"><li>• Lacks of capacity and funds</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• "Collaboration" sometimes considered reducing to the lowest possible denominator</li><li>• People don't understand clearly what CDW does</li></ul>

**19. Positive associations from the CDW history/heritage that should be maintained:**

Values from Exloco: Inclusivity, wanting to make a difference, desire to see specific outcomes, scouting ahead (Exloco tagline: “Pathfinding in the new West”)

**20. Benefits offered by CDW for the brand and different projects:**

**Functional (add utility).**

**Emotional value (positive feelings).**

**Self-expressive (provides a way for a person to communicate his/her self-image)**

	<b>Functional</b>	<b>Emotional</b>	<b>Self-Expressive</b>
<b>CDW/ HH/ CRF:</b>	<ul style="list-style-type: none"> <li>Provides new and relevant, strategic information</li> <li>Provides a forum and process to explore options (no other forum currently exists to do this)</li> <li>Access to information on what others are doing that is working</li> </ul>	<ul style="list-style-type: none"> <li>Relief of having a safe place to talk</li> <li>Excitement of bringing together new ideas</li> </ul>	<ul style="list-style-type: none"> <li>Part of the Cool Kids Club</li> <li>Forwarding thinker</li> <li>Smart</li> </ul>
<b>Academy:</b>	<ul style="list-style-type: none"> <li>THE place to go for useful relevant tools, training and information</li> <li>Scenario Planning</li> <li>Iterative Risk Management Framework (8 decision making steps)</li> <li>Webinar Series</li> <li>Tool of the Month</li> <li>Discussion Forum</li> <li>Blog</li> <li>Learning Community</li> </ul>	<ul style="list-style-type: none"> <li>Relief that there is a source where all this information exists in one place</li> <li>Acknowledgement of not being alone; others are dealing with the same issues</li> <li>Information for my particular perspective and direction (stage in decision making and role in decision making)</li> </ul>	<ul style="list-style-type: none"> <li>Communicates that you are being smart and efficient by using this portal</li> </ul>

## **21. Any negative feeling or self-image connotations that arise from participating in CDW?**

- Think its just another discussion forum/set of meetings – Lack of clear understanding of what CDW is doing and why
- Being involved with NGOs who are “just a pack of ankle biters” (especially for Colorado River Futures)

## **22. CDW Brand Personality:**

If CDW was a person:

- Lives in a city (Salt Lake City), but has appreciation for small towns
- Not Californian
- Age: mid-40s
- Business casual; respectable, but not snooty
- Engaging
- Adaptable
- Runs in many circles; Social person that thrives on networking
- J Jill – a brand that doesn’t scream it’s a brand, can dress up and down
- Reads the NY Times and local papers (eg. Denver Post, Salt Lake Tribune), not People magazine
- Is aware of the issues of the day – large scale
- Into outdoor activities
- Goes on the insider tour of Hoover dam; knows history
- Team sports (not golf)
- Mac user – cool/cutting-edge factor
- Western grit/Has passion for the West
- Trustworthy
- Others are intrigued by CDW
- Great conversationalist
- Takes new approaches
- Source of applicable, interesting and innovative ideas
- Pragmatic