



case 1-429-232 May 19, 2012

NextEra's EarthEra Renewable Energy Trust: Marketing America's Renewable Energy Future

"I'm glad this partnership is moving forward," said Rick Anderson, senior director of NextEra Energy Resources Green Marketing Group, as he hung up the phone with the company's new customer, Avis Budget Group. Anderson had joined NextEra in the spring of 2007 to assist the company with launching a renewable energy credit (REC) purchase program that would allow its customers to reduce their carbon footprints, while accelerating the growth of renewable energy development in the US. Dubbed EarthEra, the initiative was launched in 2009, and represented a considerable growth opportunity for NextEra. Anderson believed that if the program was successful, it would make a significant contribution to the long-term use of clean energy in the US. Anderson and his EarthEra team, nevertheless, faced a number of marketing challenges, including a sluggish economy, decreasing support for environmental climate change issues in light of scandals such as Climategate, and increasing consumer skepticism of corporate greenwashing.

Anderson knew he had to find target audiences that would add value to the company's bottom line and present management with a compelling growth strategy for the initiative. He grappled with how to address the current economic realities and a less than enthusiastic consumer environment as he went about crafting his marketing plan for the year. Anderson and the rest of the Green Marketing Group asked themselves which strategies would help EarthEra build a powerful consumer base and gain mainstream appeal.

Company Background -

NextEra's roots date back to 1925 when Florida Power & Light (FPL) was founded after American Power & Light consolidated properties in 58 Floridian communities. Over the next two decades FPL grew its customer base and gained national respect with a Citation for Meritorious Wartime Service for its energy conservation efforts and employment of women during World War II. In the post-war boom, FPL built several new plants to expand its production. The company was listed on the New York Stock Exchange in 1950, and built its first nuclear power plant in 1972.

Published by WDI Publishing, a division of the William Davidson Institute (WDI) at the University of Michigan.

©2011, Andrew Hoffman. This case was written by graduate students Jenna Agins, Rajat Bhatia, Andrea Cunningham, Natalie George, Daniel Gonzalez-Kreisberg, and Jonathan Mattson, under the supervision of Andrew Hoffman, Holcim (US) Professor of Sustainable Enterprise at the Ross School of Business at the University of Michigan.