



Post event report

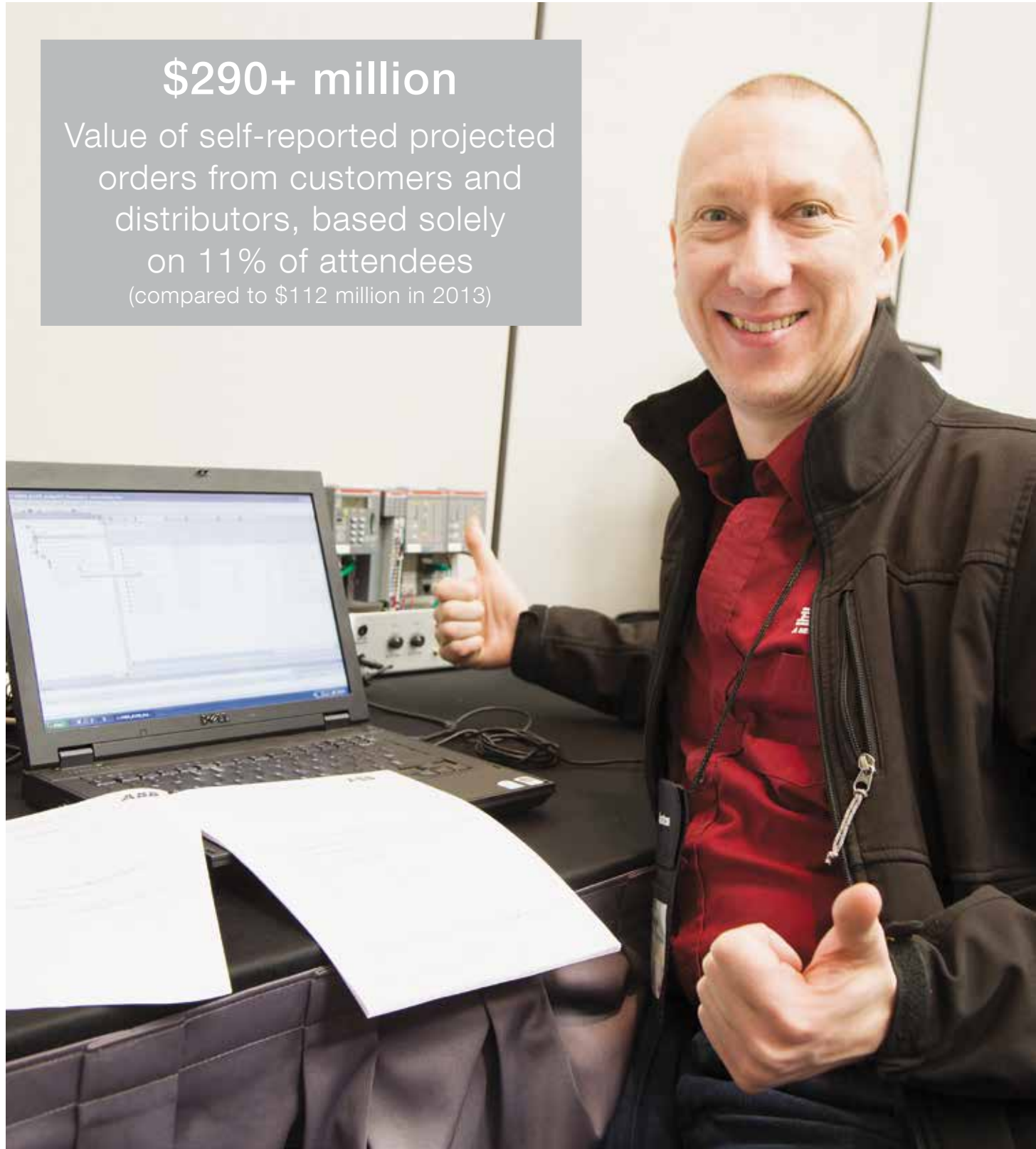
Automation & Power World US

Harnessing the power of change

March 2-5, 2015

Automation & Power World 2015

Post event report



\$290+ million
 Value of self-reported projected orders from customers and distributors, based solely on 11% of attendees (compared to \$112 million in 2013)

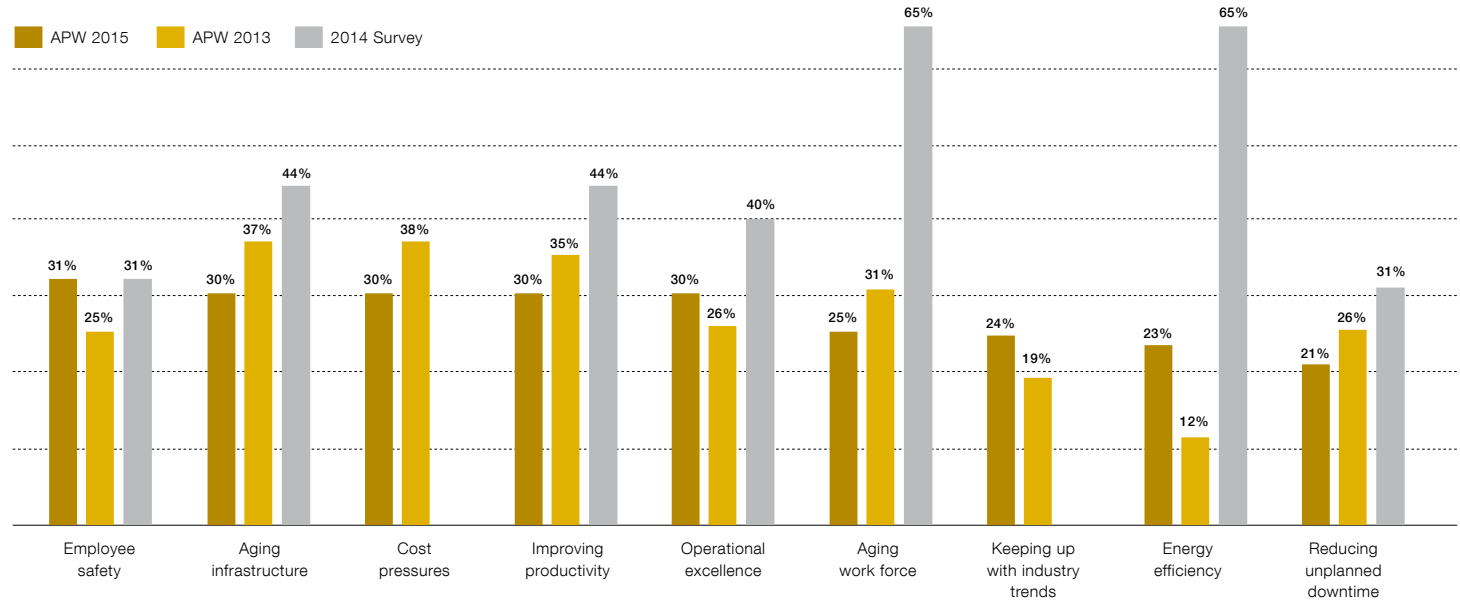
2015 event highlights

- > 8,000** registrants from 53 countries
- 127%** increase in leads generated vs 2013
- 11,325** total attendance at workshop sessions
- 3,327** total workshop surveys completed
- 126%** increase in customer registrations from 2013
- 92%** of customer attendees are likely to attend APW 2017

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Top customer issues



Automation & Power World 2015

Event at a glance

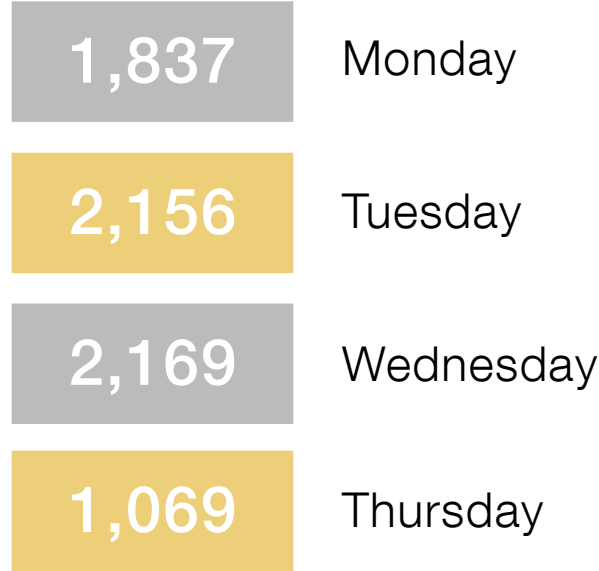
	APW opens at 12:00 PM Monday, March 2	Power and productivity Tuesday, March 3	The human factor Wednesday, March 4	Thriving in change Thursday, March 5	
7:30		7:30 AM - 8:30 AM Grab & go breakfast Hall B3 – Level 3	7:30 AM - 8:30 AM Grab & go breakfast Hall B3 – Level 3	7:30 AM - 8:30 AM Grab & go breakfast Hall B3 – Level 3	7:30
8:00					8:00
8:30		8:30 AM - 9:30 AM Keynote speaker Ulrich Spiesshofer ABB CEO Hall B3 – Level 3	8:30 AM - 9:30 AM Keynote speaker Alan Mulally Ford CEO (ret.) Hall B3 – Level 3	8:30 AM - 9:30 AM Keynote speaker Capt. “Sully” Sullenberger Pilot Hall B3 – Level 3	8:30
9:00					9:00
9:30		9:30 AM - 10:00 AM Break	9:30 AM - 10:00 AM Break	9:30 AM - 10:00 AM Break	9:30
10:00		10:00 AM - 11:30 AM – Industry Forums – Business Forum – Training	10:00 AM - 11:30 AM – Industry Forums – Business Forum – Training	10:00 AM - 11:30 AM – Industry Forums – Business Forum – Training	10:00
10:30					10:30
11:00					11:00
11:30		11:30 AM - 1:00 PM Luncheon general session Norm Judah, Internet of Things Grand Ballroom – Level 3	11:30 AM - 1:00 PM Luncheon general session Tim Rains, Cybersecurity Grand Ballroom – Level 3	11:30 AM - 1:00 PM Lunch buffet Hall D – Level 1	11:30
12:00	12:00 PM - 1:00 PM Lunch Hall D – Level 1				12:00
12:30		Lunch buffet – Hall D – Level 1	Lunch buffet – Hall D – Level 1		12:30
1:00	1:00 PM - 2:00 PM – Business Forum – Education and training	1:00 PM - 2:00 PM – Business Forum – Education and training	1:00 PM - 2:00 PM – Business Forum – Education and training	1:00 PM - 2:00 PM – Business Forum – Education and training	1:00
1:30					1:30
2:00	2:00 PM - 2:30 PM Break	2:00 PM - 2:30 PM Break	2:00 PM - 2:30 PM Break	2:00 PM - 2:30 PM Break	2:00
2:30	2:30 PM - 3:30 PM – Business Forum – Education and training	2:30 PM - 3:30 PM – Business Forum – Education and training	2:30 PM - 3:30 PM – Business Forum – Education and training	2:30 PM - 3:30 PM – Business Forum – Education and training	2:30
3:00					3:00
3:30	3:30 PM - 4:00 PM Break	3:30 PM - 4:00 PM Break	3:30 PM - 4:00 PM Break	3:30 PM - 4:00 PM Break	3:30
4:00	4:00 PM - 5:00 PM – Business Forum – Education and training	4:00 PM - 5:00 PM – Business Forum – Education and training	4:00 PM - 5:00 PM – Business Forum – Education and training	4:00 PM - 5:00 PM – Business Forum – Education and training	4:00
4:30					4:30
5:00	5:00 PM - 7:00 PM Reception in Technology & Solution Center Halls B & C – Level 1	5:15 PM - 6:15 PM Peer-to-peer roundtables Hall D – Level 1	Technology & Solution Center open until 6:00 PM	5:00 PM Conclusion of Automation & Power World 2015	5:00
5:30					5:30
6:00		5:30 PM - 6:30 PM Reception in Technology & Solution Center Halls B & C – Level 1	6:30 PM - 9:00 PM (all attendees) Customer celebration event ABB Digital Output Headliner: Kool & the Gang Hall B3 – Level 3		6:00
6:30					6:30

Distributor program
customized solution tours,
workshops and product training

New in 2015

- Overall event theme and daily themes
- Headline keynotes each day
- Distributor program
- Re-engineering of conference content to focus on applications and best practices by market, hands on and fundamentals training, and addition of project management track
- Addition of industry forum plenary sessions daily
- Source to socket solutions layout in the Technology & Solution Center (Generate, Transmit & Distribute, Connect, Operate & Optimize, and Sustain)
- Customer solution pavilions by customer segment:
 - Utilities
 - Transport and Infrastructure
 - Chemical, Oil and Gas
 - Industry
- Peer to peer roundtables
- Innovation lab
- Robotics STEM competition

Customer attendees by day



Automation & Power World 2015

Record-breaking registration



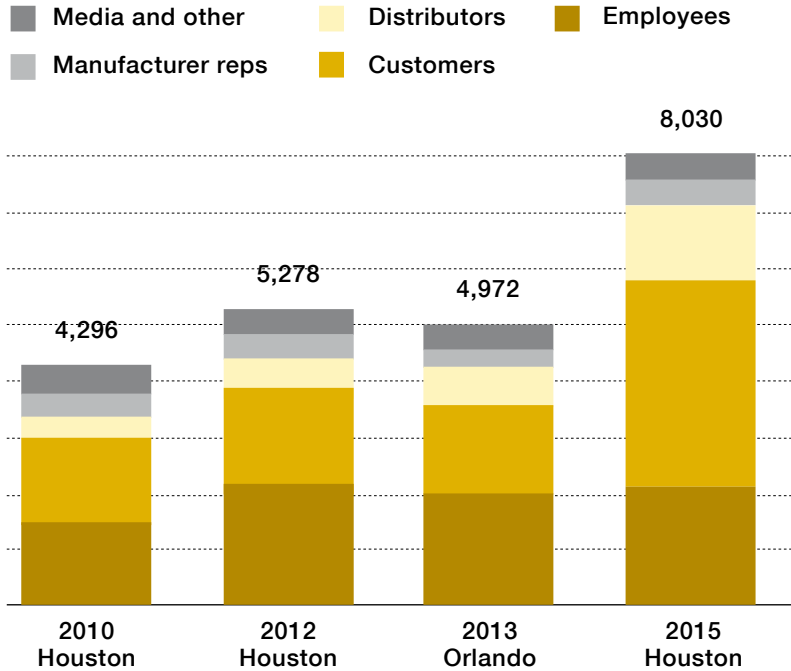
Program objectives met:

- Process ABB registration payments outside of banking system
- Provide efficient on-site registration system

What worked well:

- On-site check-in process was very efficient; QR code ~ 10%, e-mail great back up
- On-site support (ABB, temps and vendor)
- RFID system worked well
- GEID lookup and process for billing ABB registrants
- Badge holder pockets worked well

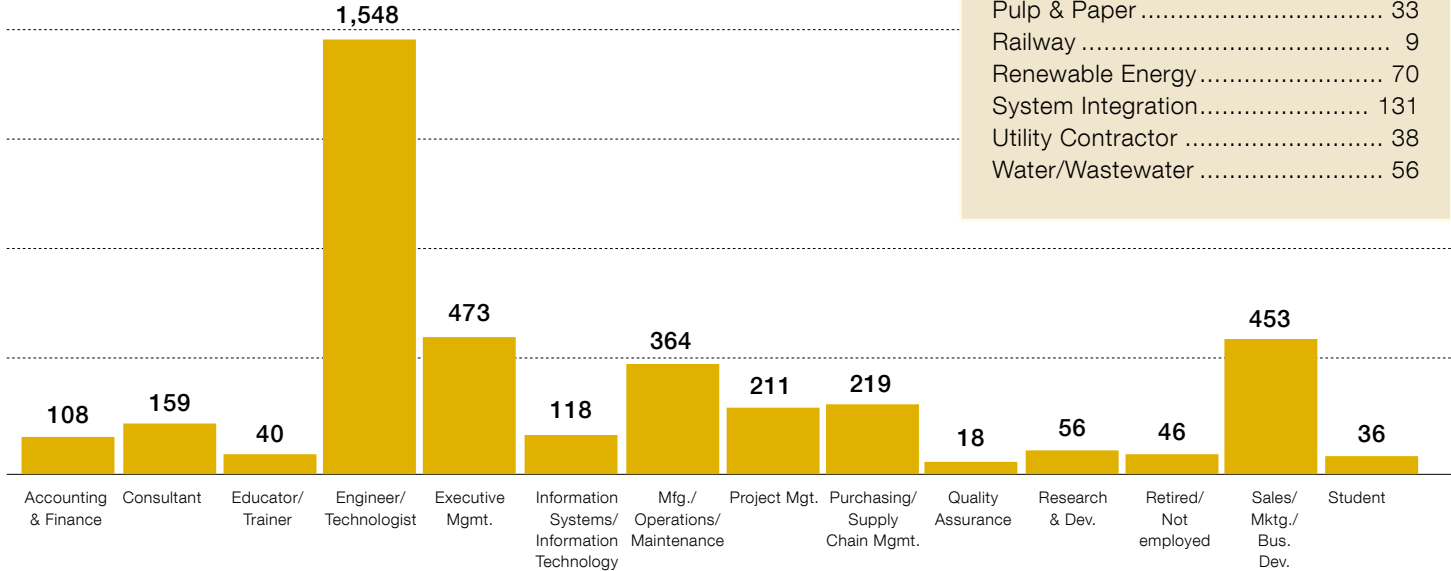
Registration history



Customers by industry

Automotive	16
Building Systems	33
Cement	10
Chemical	351
Construction	94
Consumer Products	46
Cranes	5
Data Centers	56
Distribution	55
Electric Vehicles	4
EPC - Automation	133
EPC - Utility	140
Food & Beverage	34
Government	65
Independent Power Producer	47
IOU - Power Generation	54
IOU - Transmission & Distribution	129
Life Sciences	9
Manufacturing	414
Marine	19
Metals	72
Mining & Minerals	50
Nuclear	34
OEM - Original Equipment Mfg	168
Oil & Gas	859
Other	369
Printing	5
Public Power - Power	137
Public Power - Transmission	104
Pulp & Paper	33
Railway	9
Renewable Energy	70
System Integration	131
Utility Contractor	38
Water/Wastewater	56

Customers registered by job function



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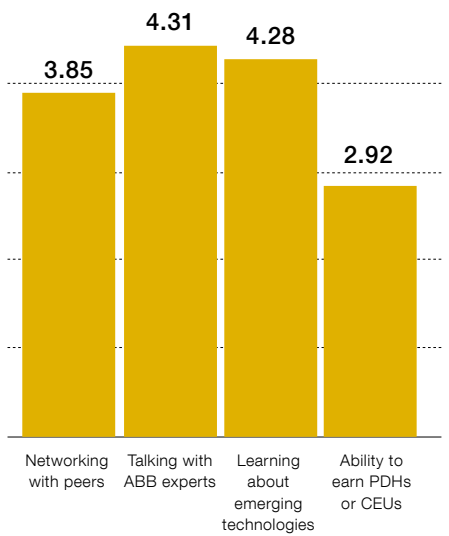
Customer survey results



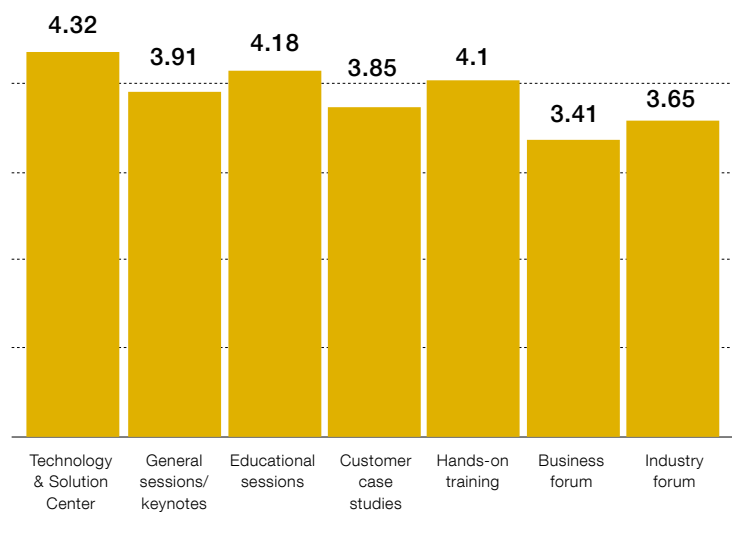
The number one reason customers are motivated to attend APW is to talk with ABB experts

- 95%** of customer respondents said APW met or exceeded their expectations
- 40%** of customers identified an order they will or have placed as a result of APW
- 74** APW Net Promoter Score for 2015 was 74 compared to 55 in 2013
- 44%** of customer respondents are following APW social media sites
- 72%** of customer respondents attended APW for the first time in 2015
- 15%** of registrants are prospects not currently doing business with ABB compared to 5% in 2013

Motivation to attend



Importance of program elements



203 customer attendees responded to the post event survey

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Distributor program



Program objectives met:

- 700 attendees
- Host a dedicated day for distributors
- Audio tour
- Lunch with key stakeholders
- Town hall to ask questions

What worked well:

- GAMs/SAMs felt distributor day well received, believed ABB is truly interested in channel
- Good collaboration among the five divisions
- Publisher of TED magazine as town hall moderator
- Distributors see ABB as a potential partner
- A very good first step in growing our channel presence
- Purvis program worked well, should we package others?

Agenda for Distributor day – Monday, March 2

11:00 AM		Distributors arrive early to pick up badge		
11:30 AM				
12:00 PM		Private Distributor lunch (speaker Greg Scheu) 12:00 PM - 1:00 PM		
12:30 PM				
		Blue Group	Orange Group	Green Group
1:00 PM	Technology & Solution Center open	Customized Technology & Solution Center tour	Business Forum, Education & Training Sessions	Business Forum, Education & Training Sessions
1:30 PM				
2:00 PM	Distributor lounge open	Break		
2:30 PM		Business Forum, Education & Training Sessions	Customized Technology & Solution Center tour	Business Forum, Education & Training Sessions
3:00 PM				
3:30 PM		Break		
4:00 PM		Business Forum, Education & Training Sessions	Business Forum, Education & Training Sessions	Customized Technology & Solution Center tour
4:30 PM				
5:00 PM		Town Hall followed by reception in the Technology & Solution Center 5:00 PM - 7:00 PM		
5:30 PM				
6:00 PM				
6:30 PM				
7:00 PM				
Evening		Everyone is on their own for dinner		

- > 700** distributors attended Automation & Power World 2015
- 94%** of distributor survey respondents said APW met or exceeded their expectations
- 44%** of distributors identified an order they will or have placed as a result of APW
- 58%** of distributor survey respondents attended APW for the first time in 2015

186 distributor attendees responded to the survey

Automation & Power World 2015

Daily keynote sessions



Program objectives met:

- Encourage people not familiar with ABB to attend
- Encourage greater multi-day attendance
- Extend executive stay

What worked well:

- Keynote speakers well received, good presentations, especially high praise for Mulally
- Keynotes were spectacular; Power used them to help promote the event to their customers and on-site attendees raved about how good they were
- Discussion style presentations with minimal slides worked the best

Daily keynote speakers



Automation & Power World's Executive Host and Master of Ceremonies
Greg Scheu
President, Americas



Tuesday keynote topic:
Power and productivity
Ulrich Spiesshofer
Chief Executive Officer, ABB Group



Wednesday keynote topic:
The human factor
Alan Mulally
Chief Executive Officer, Ford Motor Company (ret.)



Thursday keynote topic:
Thriving in change
Chesley B. "Sully" Sullenberger
Pilot

Luncheon speakers



Tuesday luncheon topic:
Internet of Things starts with your things
Norm Judah
Chief Technology Officer
Microsoft Services



Wednesday luncheon topic:
Cybersecurity in the evolving threat landscape
Tim Rains
Security Marketing and Corporate Communications
Microsoft



Highlights

- Collaborating with our event sponsor, attendees were presented with panel discussions on two timely topics. Panelists included ABB and Microsoft thought leaders as well as the customer perspective.
- Robust question and answer following keynote speaker sessions

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Education program



Program objectives met:

- 31% reduction in sessions
- 57% increase in average session attendance and 10% overall attendance increase
- Establish a hierarchical and collaborative program from keynote to hands-on
- Significant increase (approx. 2x) in Hands-on sessions

What worked well:

- Advanced planning and meetings
- New elements (keynotes, industry forum, peer to peer)
- Hands-on expansion
- Speaker instructions and information was good
- No sessions cancelled on-site
- Promotional tools and Sample Agenda Builder were good
- Project management track
- Highest average attendance for Business forum (65) and Industry forum (55)
- Highest average rating for Best practices for utilities (2.32) and Business forum (2.30) – scale of 1-3
- Business forum soft topics (consider expanding)
- More involvement in curriculum development led to higher quality

Curriculum arranged by program and tracks

	Number of sessions	Total number attendees	Avg. attendance per session
Best practices for industry <ul style="list-style-type: none"> - Innovation in automation technology - Maintenance strategies - Optimizing plant assets - Process safety and security - Transforming operations 	54	1,327	24.57
Best practices for infrastructure <ul style="list-style-type: none"> - Lean construction - Solving information and transportation challenges 	16	308	19.25
Best practices for utilities <ul style="list-style-type: none"> - Asset management - Distributed energy resources and renewables - Grid modernization - Reliability and resiliency - Safety and regulatory compliance 	59	1,774	30.07
Business forum <ul style="list-style-type: none"> - Business trends and professional development 	12	837	69.75
Business forum <ul style="list-style-type: none"> - Effective project management 	10	535	53.50
Industry forums <ul style="list-style-type: none"> - Chemical, oil & gas - Data Centers - Manufacturing - Marine - Metals - Mining & minerals - Power generation - Pulp & paper - Transmission & distribution - Water & waste water - Wind & solar energy 	28	1,548	55.29
New and updated products <ul style="list-style-type: none"> - Discrete Automation & Motion - Low Voltage Products - Power Products - Power Systems - Process Automation 	57	1,312	23.02
Technical training <ul style="list-style-type: none"> - Distribution Automation - Drives, PLCs, Servos and Motion - Essential Automation - Low Voltage Products 1 - Low Voltage Products 2 - Power 101 - Power Services - Process Engineering 101 - Symphony Plus - System 800xA Extended Automation 1 - System 800xA Extended Automation 2 	106	3,735	35.24*

Most attended sessions

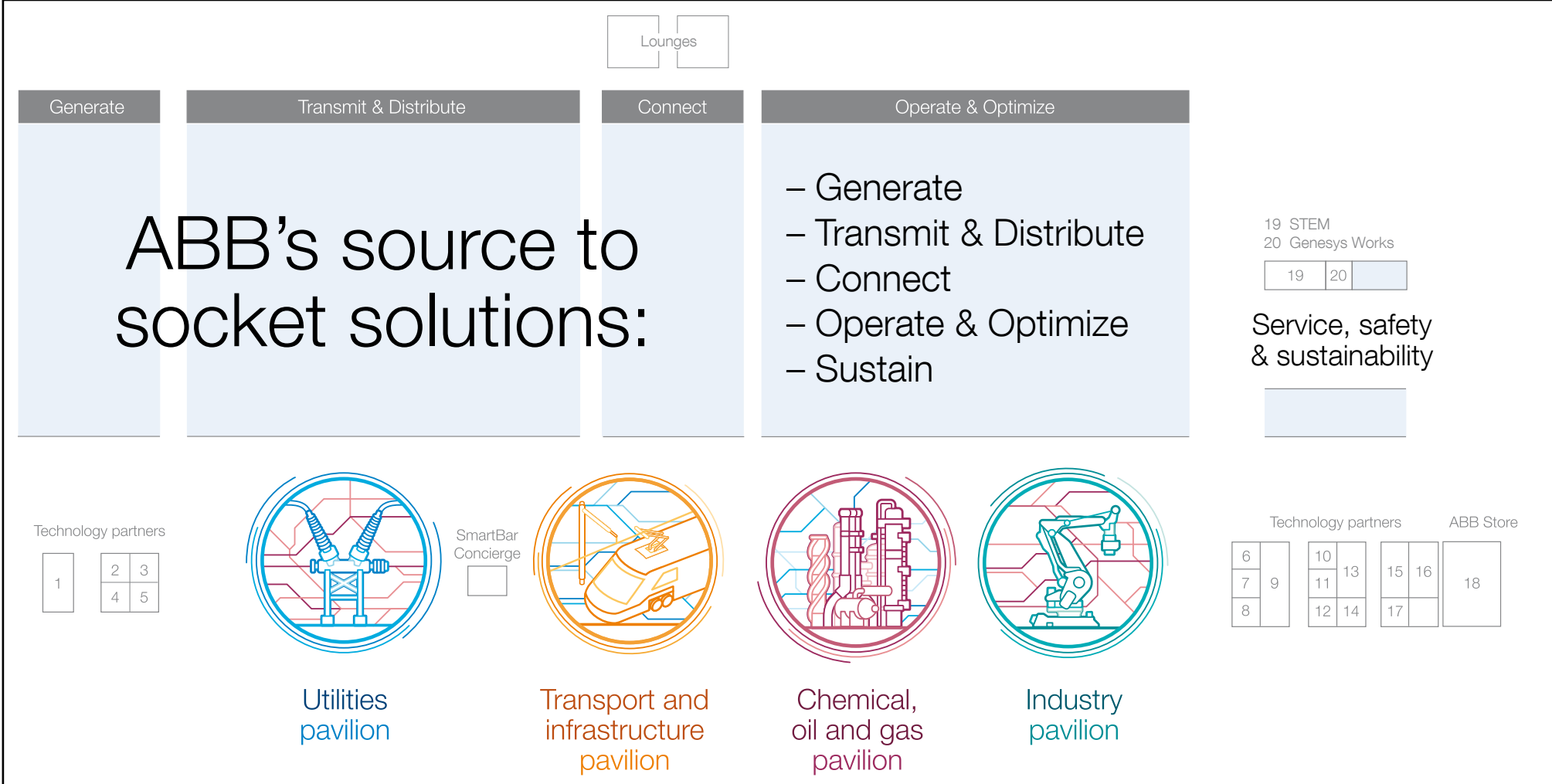
- 148 attendees** **Industry forum track**
Preview of upcoming motor efficiency regulations in the US
- 127 attendees** **Industry forum track**
Fueling the world: meeting the global need for energy in a changing landscape
- 125 attendees** **Business forum track**
Town Hall with ABB CEO
- 120 attendees** **Business forum track**
Bore no more: how to present your ideas with power, passion and professionalism
- 111 attendees** **Industry forum track**
The power of integration in the chemical, oil and gas industry

More highlights:

- 31%** decrease in the number of workshop sessions from 2013
- 57%** increase in average workshop session attendance from 2013
- 29%** workshop session surveys completed in 2015 versus 9% in 2013

* Demand is high for hands-on technical training; however, seating is limited due to equipment availability.

Automation & Power World 2015 Technology & Solution Center



Technology & Solution Center

- 150,000** square feet of exhibit floor space, 50,000 square feet of displays and booths
- >50,000** pounds of equipment and exhibit materials
- 16** Technology partners
(See more on the Technology partner program on pages 34 and 43)

Highlights

- APW 2015 was the introduction of new Technology & Solution Center layout structured by function and relevance to customers rather than organization by internal ABB structure.
- "Mega booths" included Generate (power generation), Transmit & Distribute, Connect (including connection, wire management, equipment/personnel protection, motor control), Operate & Optimize (process automation, software, motor control, robotics) and Safety (equipment and personnel) & Sustainability.
- All five divisions were represented in multiple areas throughout the pavilions and exhibits. (See more on the pavilions on page 35).

Program objectives met:

- Complete re-engineering of Technology & Solution Center to align with customer interests
- Showcase the ABB value chain
- Drive collaboration among businesses
- Present ourselves as One ABB, under ABB brand

What worked well:

- Layout good
- Good collaboration in most booths
- Targeted move-in went smoothly
- Exhibitor food and beverage service drew people to booths
- Networking lounges seemed to have good participation
- TSC traffic was good, chased people out of hall each night
- RFID tracking worked well to measure participation
- Elimination of theater didn't seem to be an issue
- Product locator
- T&D booth location good
- T&B truck location good



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Executive program and executive messaging



Executive program

- 125** attendees at the Executive forum town hall meeting with ABB CEO Ulrich Spiesshofer
- 62%** of executives extended their stay until Wednesday for the Technology & Solution Center tour and Mulally keynote
- 55** customer executives, largest group ever!

Executive program attendee companies

			McKinsey Brazil	

Program objectives met: Executive program

- Keeping executives longer
- Executive engagement
- Cross division awareness

Program objectives met: Executive messaging

- In brand presentations
- Executive connection throughout with Greg as MC

What worked well: Executive program

- Engagement with the GAMs and SAMs
- Technology & Solution Center floor
- Keynote speakers
- Private coffee with Mulally

What worked well: Executive messaging

- Coordinated messaging between Ulrich and Greg
- Greg did a good job as executive MC
- Good attendance by EC and global division communicators
- Coordinated messaging between general session and press conference
- Framework developed for telling One ABB story
- Production company

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Media program



Program objectives met:

- General media interview with Greg Scheu
- Increase media participation
- Increase media coverage

What worked well:

- Improved relationship with Group team
- Staffed media lounge good for networking with media and appreciated by press attendees
- Having real news to announce
- Balanced press conference with multiple speakers and 30 minute Q&A
- Media dinner was a great venue
- Press ribbons on badges
- Press kit
- NAM media team management of the program
- Press conference rehearsal and snacks provided

Record media attendance at APW 2015

480%

increase in media attendance since first Automation World event in 2004

3x

the media coverage before, during and post APW compared to 2013

Media and analysts

ARC Advisory Group
Automation World
Automation.com
Chemical Engineering Magazine
Chemical Processing
Control Design
Control Engineering
Control Magazine
Design World
Energia Hoy magazine
Examiner.com
Frost & Sullivan
Global Energy Journal
Gulf Publishing Company
Houston Business Journal
Hydrocarbon Processing
IHS Research
Industrial Automation INSIDER
InTech Magazine
Intelligent Utility magazine/Energy Central
ISSSource
LNS Research
Maintenance Technology
Manufactura magazine
Modern Pumping Today
Offshore Engineer
Oil & Gas Engineering
Oil & Gas Journal
Plant Services
POWER magazine
Reforma Editorial Group
Smart Cities Council
SME (Society of Manufacturing Engineers)
Transmission & Distribution World
World Oil

Media program highlights

Automation & Power World is perceived as a “must attend” event by key industry trade media

- Media attendance increased in 2015: 67 press attendees in 2015, up from 48 in 2013
- Media program provides the opportunity to network with customers, ABB and other industry experts
- Exclusive press program includes press briefing and offsite media dinner
- One-on-one interviews with top management and technology experts
- Automation & Power World 2015 attracted new industry journals and also more general media attendees
- Automation & Power World is perceived by the media to be a bigger and more substantial event than competitor user group events
- A strong message of ABB growth, investment and technology leadership was delivered by Greg Scheu to the media
- Combination of major news announcements, strategic direction, and regional focus was very well received by media at the event
- Unlike other industry events or trade fairs, there is no competition for the journalists' attention at Automation & Power World

Automation & Power World 2015 Ambassador program



Student ambassador program

- 25** students representing 10 universities were recruited to attend Automation & Power World
- 400** hours were spent by the students supporting the APW program on-site
- 80%** of students would recommend this program to a classmate

Highlights

– University/college represented:

- Harvard University
- Houston Community College
- Lamar University
- Lee College
- Prairie View A&M University
- Rice University
- Texas A&M
- Texas Southern University
- University of Houston
- University of Phoenix

Majors: Architecture, Business, Civil Engineering, Computer Science, Electrical Engineering, Energy Management, Engineering, Finance, Instrumentation, Materials Science, Mechanical Engineering, Ocean and Coastal Resources, Petroleum Engineering

– Overwhelmingly, the student survey reflects the fact that this is a worthwhile program and the feedback from attendees was positive in relation to Ambassador involvement, knowledge and service.

– The Ambassador team feels this program should be continued in the future

– The Ambassadors have capacity to do more and offer additional support and services

Program objectives met:

- 25 or more student participants
- Multiple opportunities to assist guests
- Interview opportunities for students
- New talent opportunities for ABB

What worked well:

- First attempt, good feedback

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Marketing program

Register today!


Harnessing the power of change

Automation & Power World

March 2-5, 2015 | Houston, TX

www.abb.com/apw





Greg Scheu,
President, Americas

Since 2009, ABB Automation & Power World (APW) has brought together professionals from utilities, industries and infrastructure for our premier educational and collaboration event in North America.

I want to extend an invitation for you to join us in Houston, March 2-5, 2015, and experience for yourself all that APW has to offer. Together with many customer attendees, we will have ABB technical experts, industry leaders, ABB management, and business partners focused on how we succeed together in facing the opportunities and challenges ahead.

Working closely with our Customer Advisory Board, we've built on our past success and taken the event and our solutions to the next level. We've made some exciting modifications for this event, which you can read more about on the following pages. What hasn't changed is our commitment to making APW the most valuable use of your time. Our goal is to give you an innovative...

ABB Automation & Power World

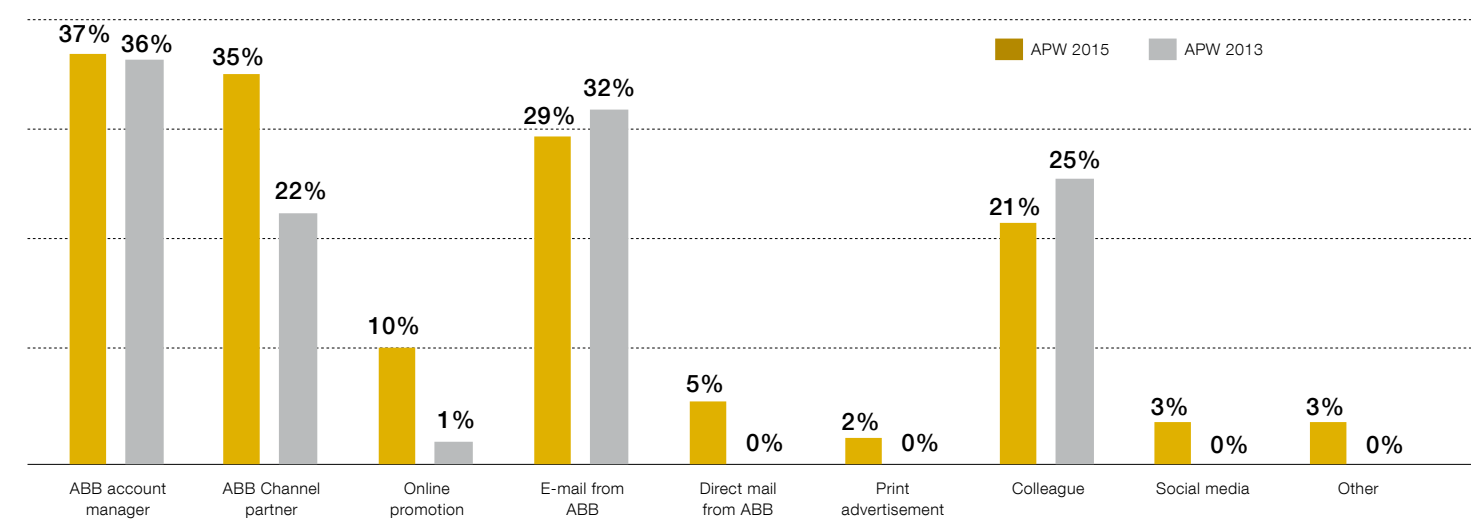
- #### Program objectives met:
- Promotional e-mails delivered to organic customer databases very successful with an average unique open rate 53% and a unique click through rate of 4.9%
 - Alumni e-mails very successful
 - Increase direct registrations from e-mails
 - Direct mail campaign
 - Increase unique impressions and click through rate (CTR)
 - Results exceeded all estimates for barter (sponsorships)
 - Increase referrals to APW website from digital advertising campaigns

- #### What worked well:
- Alumni letters for past attendees (CTR 7.2%)
 - SmartStream alumni letter (CTR 3.2%)
 - Double drops for promotional e-mails
 - E-mails not targeted around specific divisions, rather on general event topics/milestones relevant to all attendees (registration open, keynotes, networking, alumni, etc.)
 - Badge holder pockets worked well for sponsorship logos
 - Cross-divisional marketing representation to customize e-mails and ads to industry specific publications
 - Splitting those who were writing content from those creating and designing ads
 - Sponsorship deliverables were kept at a minimum cost
 - Small mix of print ads in Houston Business Journal, Mission Critical, Hydrocarbon Processing

Marketing and promotion campaigns

5,275,625	impressions from e-mail campaigns, digital advertising and print advertising
77%	open rate on Alumni letters with a 9.3% click thru rate
345	direct registrations from e-mail campaigns with a 53% open rate
> 6,500	referrals to the APW website from social media sites and digital advertising
> 250,000	direct mail and e-mail blasts promoting Automation & Power World

How did you hear about Automation & Power World 2015?



Data gathered from registration database

Automation & Power World 2015

Networking and technology



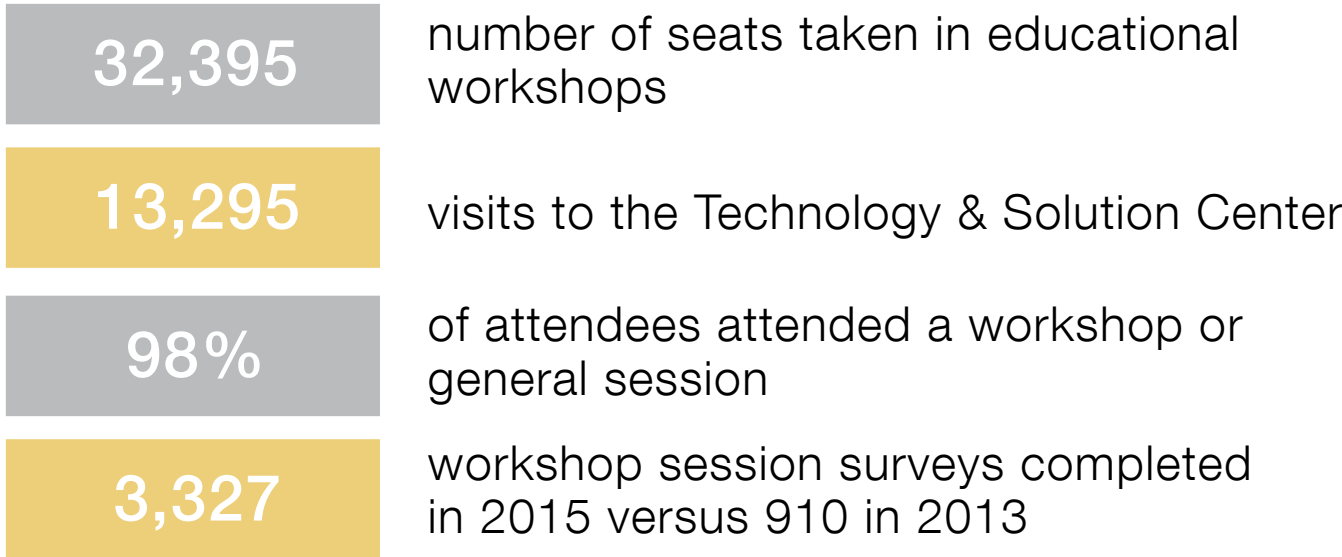
Program objectives met:

- Reliable event networking
- Modern event portal
- Modern event mobile application
- IBM support and service

What worked well:

- RFID tracking of attendees
- On-site vendor support
- E-mail campaigns
- Wi-fi connectivity
- Mobile application
- IBM PC support
- GAM/SAM – app well received by younger engineers

Networking and technology



Highlights

- RFID scanners tracked the attendee journey throughout the entire event giving us valuable information on where attendees spent their time (workshops, exhibits, etc.)
- Efficient registration check-in process allowed us to process a record number of attendees with no significant delays. Registration check-in for most attendees was less than 2 minutes.
- Stable wi-fi connectivity
- The RFID scanners captured 51% of all registrants three or more days and 13% of attendees were seen all four days of the event.
- 601 attendees (9% of all session attendees) attended sessions every day of the event.
- 2,778 attendees (45%) only attended the Technology & Solution Center, general sessions or special event sessions.

Automation & Power World 2015

Giving back to the community



Genesys Works, Houston

\$33,056 amount of check given to Genesys Works from APW and ABB Foundation

- Genesys Works is a non-profit organization whose mission is to enable economically disadvantaged high school students to enter and thrive in the economic mainstream by providing them the knowledge and work experience required to succeed as professionals.
- Karen Lizama, a student recipient from the Genesys Works program, spoke to ABB attendees during the Monday morning all ABB general session.
- Donations from APW were used to fund materials, facilities and equipment expenses related to the 2015 summer training program, 40 Days/40 Ways, which is the first critical phase of Genesys Works' 14-month Meaningful High School Internship Program.
- Pictured to the left are representatives from Genesys Works displaying at the organization's display in the Technology & Solution Center.
- For more information on Genesys Works visit their website at: www.genesysworks.org/houston

Program objectives met:

- Objective was exceeded with a check given to the charity in the amount of over \$33,000

What worked well:

- Volunteers that were also ambassadors were very dynamic
- Speakers - both employees and students were very good



Greg Scheu and Robert Currey present a check for \$33,056 to Marian Davenport of Genesys Works at the Thursday morning keynote session.

Automation & Power World 2015

Customer celebration event



Roy Tanner



Dave W. Smith



Shouresh Amir-Tahmasseb



Wayne Hightower



Art Lazar



David Farah



Rick Dolezal



Wayne Hightower and Roy Tanner

Kool & the Gang



ABB's own Digital Output

Opening act

ABB's own rock band, Digital Output, kicked off the Customer Celebration Event with music from the 70s, 80s and 90s including favorites from Van Halen, The Beatles, Stevie Wonder, Billy Joel and more!

Digital Output is made up of ABB employees from the Wickliffe, Ohio office and has played at several charity fundraising events since the group formed in March of 2014. Automation & Power World 2015 was the band's first appearance in Houston in front of our customers.

Band members include:

- Roy Tanner, Global Marketing Manager System 800xA – Bass and vocals
- Dave W. Smith, Senior Systems Analyst – Vocals and drums
- Shouresh Amir-Tahmasseb, Manager, Advanced Services – Guitar
- Wayne Hightower, US Regional Service Coordinator – Vocals
- Art Lazar, Sr. Engineer, Power Generation – Drums
- David Farah, Sales Support, Power Systems/Power Generation – Vocals
- Rick Dolezal, Vice President, Lifecycle Services – Harmonica
- Rich Beattie, Technical Specialist – Keyboard, drums and vocals
- Pat Farmer, Manager, US PSP Level 3 Technical Support – Guitar

Kool & the Gang

Headline act

The headline entertainment was a live performance by Kool & the Gang! Thanks to songs like Celebration, Cherish, Jungle Boogie, Summer Madness and Open Sesame, the group has earned two Grammy Awards, seven American Music Awards, 25 Top Ten R&B hits, nine Top Ten Pop hits, and 31 gold and platinum albums. Their bulletproof funk and tough, jazzy arrangements have made them the most sampled band of all time.

Program objectives met:

- Customer appreciation event able to accommodate all customers and ABB who chose to attend

What worked well:

- Digital Output was a hit
- Kool & The Gang was fun and entertaining
- Good networking and connection with customers
- No travel required
- Food trucks were fun, interesting food choices, novel

Automation & Power World 2015 Logistics



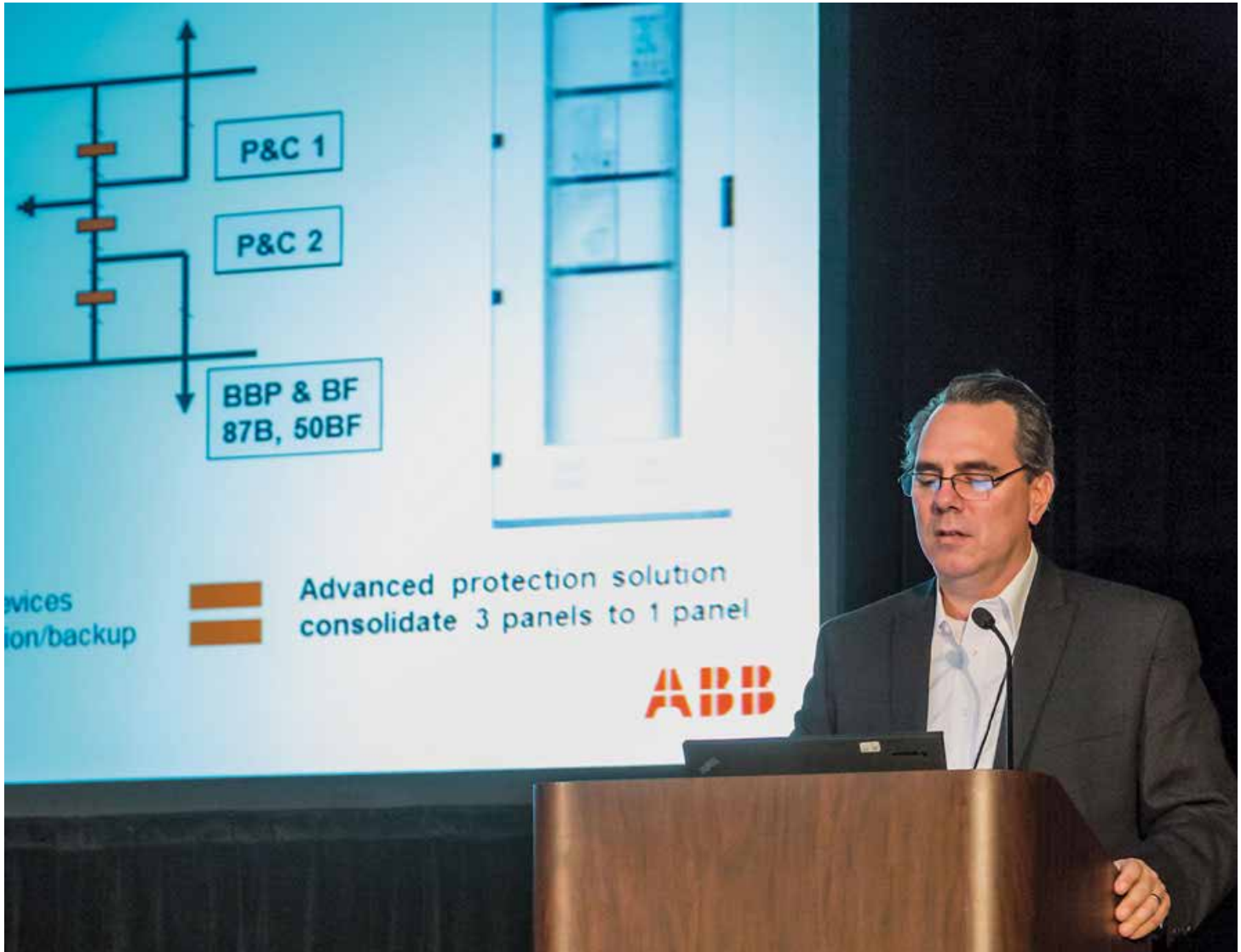
Program objectives met:

- Smooth move-in, event and move-out

What worked well:

- Hotel sub-blocks for type of attendees with direct link from registration
- GRB catering and event teams
- Hilton catering and event teams
- Efficient use of rooms; minimal room re-sets required
- Positive feedback about GRBCC venue and hotels, even with construction
- Mixed feedback on Monday and Tuesday night flexibility
- Lunch time strategy team daily meetings
- Combining division hospitalities

Automation & Power World 2015 Industry forums



Program objectives met:

- Like minded people connecting with other like minded people
- Give a promotional "hook" into specific industries

What worked well:

- Some programs had great speakers, industry experts, customer experts
- Roped off upper section of General Assembly rooms to corral seating

Automation & Power World 2015 Technology partner program



Program objectives met:

- Obtain cross divisional representation of technology partners complementing a broad expanse of ABB solutions
- Overall APW experience was very satisfactory

What worked well:

- Multiple division support - 16 technology partners representing multiple LBUs (PACT, DMDR, PSPG, PPMT, PAPI, PSSW)
- Onboarding process - close collaboration required and was established
- Great support from The Rogers Company for booth service orders
- Technology partners paid in total \$158,000 to participate resulting in \$84,000 credited back to their sponsor BUs

For a complete list of 2015 Technology Partners see page 43.

Automation & Power World 2015 Solution pavilions



Program objectives met:

- Aligned with Next Level strategy by representing customer segments and helped customers understand the ABB markets served
- Told the story across all BUs and divisions digitally in a single platform
- Drive collaboration among BUs and divisions
- Helped customers navigate the rest of the Technology & Solution Center

What worked well:

- WOW factors successfully attracted people to pavilions
- Digital content worked well
- ABB IT support was great
- Project management and pavilion lead collaboration
- Central repository for all pavilion material during planning
- APW funding brought everyone to the table
- Having one graphic person tied story together across pavilions
- Baldor graphic support was great

Automation & Power World 2015 SmartSquad, peer-to-peer roundtables



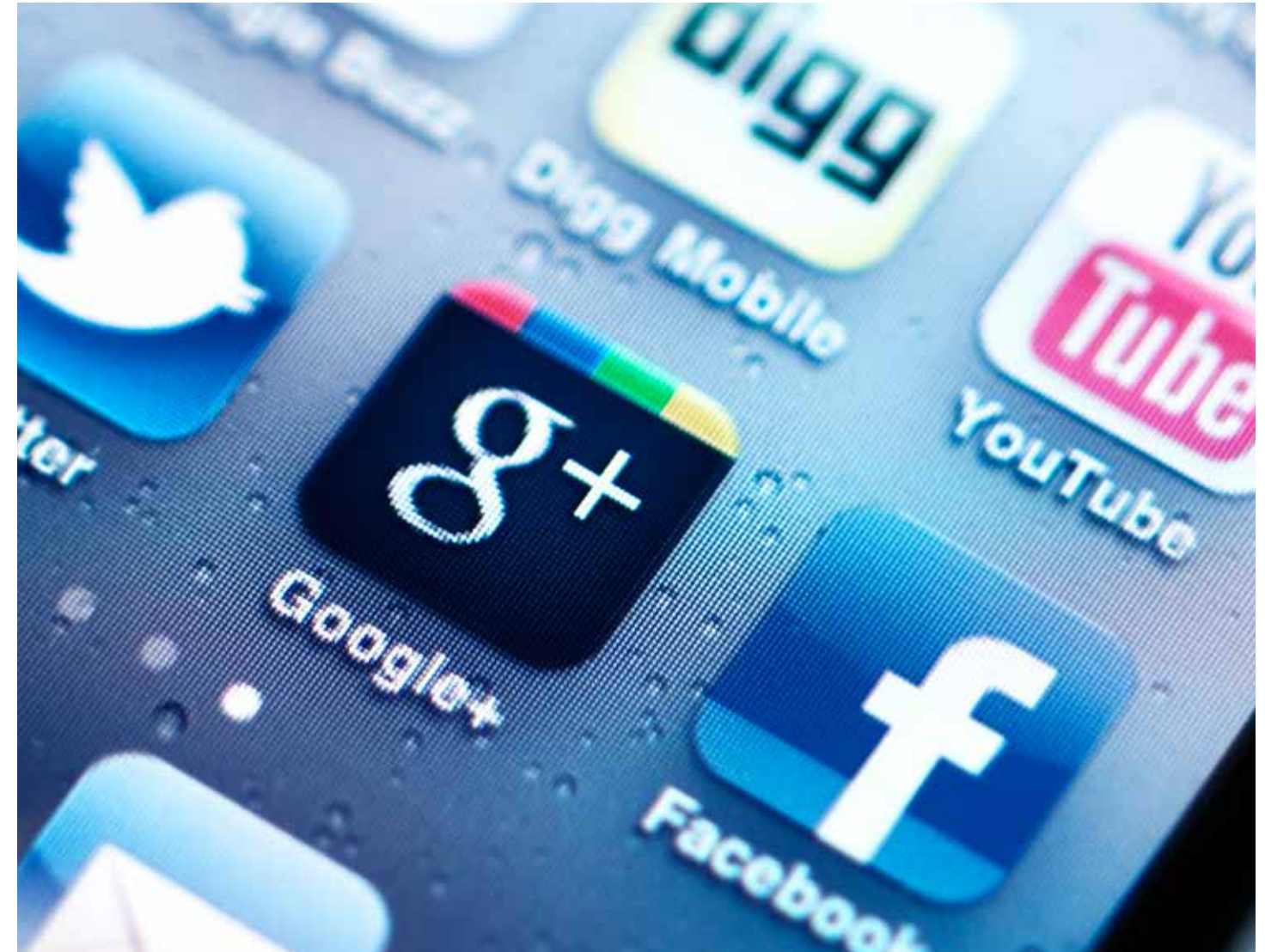
Program objectives met:

- SmartSquad identified, participated in pavilions, roundtables, etc.
- Roundtables went well for the first attempt
- Over 70 participants attended the roundtable discussions

What worked well:

- Quality of participants were fantastic; expertise, engaged and helpful
- Roundtable topics were of interest
- Many downloads of roundtable topics to attendee calendars for the event
- Most tables had several people in attendance; one topic had two tables of participants

Automation & Power World 2015 Social media



Program objectives met:

- Overall, over 1,700 referrals to APW web page came from social media channels
- Instagram built from 0 to 600 engagements (new account)

What worked well:

- Scavenger hunt was successful based on percentage that participated (and for industry users)
- Tuesday and Wednesday strongest days
- Instagram started from scratch and built 600 engagements
- Brainshark activity: 901 views before and during the event. 462 viewers completed at least 2/3 of the presentation with limited promotion.
- High engagement rates and potential reach from earned media. Received 983 mentions and a potential reach of 412,549 during and after event from earned media.

Automation & Power World 2015

On-site graphics and branding



Program objectives met:

- Use of new corporate airport signage
- New signage to cover up the GRB construction
- Solar Impulse messaging and branding
- Overall good ABB presence

What worked well:

- On-site support from Baldor and ABB in Mexico
- Crews from both Rogers and Zenith on-site
- Signage updated on-site worked well and saved costs
- Proper materials on-site to create last minute signage
- Signage bible and daily Excel lists of tasks was helpful

Automation & Power World 2015

Promotions including promotion-in-a-box



Program objectives met:

- Newly designed promotion-in-a-box
- Various sales tools included
- Promotion-in-a-box was the content house
- Useful and informative information

What worked well:

- Tag team approach with implementation team provided a lot of resources to develop content and creative
- Sitefinity proved to be a great platform for displaying and hosting the content
- On-demand printing using the Baldor resources saved costs and eliminated waste
- Direct mail reached a lot of customers and prospects
- Extended team to assist with proofreading was a great asset

Automation & Power World 2015 Customer Advisory Board



Doyle Broom
ExxonMobil



David Coates
Alcoa



Andrew Dolan
American Transmission



Arnold Fry
Duke Energy



Chuck Grice
Wesco



Kishia Haberle
Fluor



Randy Hoppe
Microsoft



Kenneth Jackson
DuPont



Kevin McSweeney
PG&E



Richard Mullaly
Vale

Program objectives met:

- Determine what customers want from an event and build APW to meet those desires
- Incorporated distribution and additional networking
- Drove increase in attendance and quality of information presented

What worked well:

- New members to CAB added diversity and fresh ideas
- Facilitated brainstorming improved quality and quantity of ideas and rationale
- Strategy team implemented ideas presented/requested by the CAB
- Interacting with the Sales Action Board during brainstorming meeting
- CAB members were helpful in participating in event (making presentations, finding presenters, etc.)



Matt Neal
Wood Group Mustang



Jon Prince
IBT Industrial



Ken Posey
AEP



Jon Shadduck
Ameren



Jim Williams
Motion Industries

Automation & Power World 2015

Event sponsors and technology partners

Overall event sponsor



Analyst sponsor and media partners

Analyst sponsor
Automation Resources
BNP Media
CFE Media
Empowering Pumps

Greentech Media
Gulf Publishing
Industry Dive
Penton Media

Putman Media
WTWH Media
Zackin Media

Technology partners

Automation & Power World 2015

Other event areas

Event sponsor – Microsoft

Program objectives met:

- Top tier event sponsor
- Generated additional revenue

What worked well:

- Exceeded Microsoft's expectations
- Ventyx involvement in securing Microsoft
- Added good content to the program, giving another promotional hook
- Fulfillment of sponsorship commitments on event collateral
- Re-focusing Microsoft sessions to make them more relevant and less sales oriented

Website

Program objectives met:

- Presented more robust APW content; more than just logistical information

What worked well:

- Industry portal pages for some:
 - Utility - 842 page views
 - Manufacturing - 352 page views
 - Industry - 42 page views
 - Chemical, oil and gas - 33 page views
- Top 10 page very popular
- Customer celebration page very popular
- Clear links to content on main page

Innovation lab

Program objectives met:

- Reinforce ABB's innovative spirit to key customers
- Identify opportunities for collaboration with customer R&D - ExxonMobil signed NDA for continued discussions, Microsoft, Duke scheduled for follow-up discussions

What worked well:

- Room set-up
- Revising format after first session to reduce intro and spend more time with R&D
- Good internal discussions with BUs
- Liked theme oriented posters rather than project specific
- Good logistical support

Lead management

Program objectives met:

- 4811 leads generated: 3622 customers, 1189 distributors
- 127% increase in overall leads vs 2013 in Orlando (71% customer leads only)
- 50% increase in overall leads vs 2012 in Houston (13% customer leads only)

What worked well:

- RFID scanning in classrooms and Technology & Solution Center resulted in overall more scans and better information on the attendee journey

Security and safety

Program objectives met:

- Everyone remained safe with no incidents of note
- No significant property loss

What worked well:

- Executive dinner well executed
- Uli's visit seamless
- Good communication and trust among security management team
- Good support for Power Monday night event

ABB Store – Staples

Program objectives met:

- Connect Staples with ABB
- Provide ABB apparel to customers
- Free bags for attendees branded ABB and Staples

What worked well:

- Staples booth looked very professional
- Inventory matched demand
- Pre-sale orders to determine production quantity

Automation & Power World 2015

Other event areas

Internal communications

Program objectives met:

- Build respect among employees for APW as a consistent way to build customer value
- Drive employee engagement to support and promote APW

What worked well:

- Internal APW portal - provided precise traffic and usage trends showing solid adoption
- Editorial calendar for internal stories and planned content
- Division communicators taking the main stories and cascading the information in their divisions
- Explanations of how/why the TSC floor was changing
- Videos produced during the event, shown immediately to employees
- Consistent cadence and measured sequencing of internal information (not sporadic or overdose)
- Visualizing concepts and information
- Webinars worked

Photography support on-site

Program objectives met:

- Photography on-site that could be used for promotional materials moving forward

What worked well:

- Lead coordinating the photography on-site and walking with the photographer
- T&B took some additional pictures to share
- Spending Wednesday and Thursday with the photographer taking "promotional-specific" pictures
- Posting the pictures in the SharePoint site... good tool for a photo library with thumbnails

Automation & Power World 2015

Strategy team

APW mission

- Maximize customer and prospect attendance, engagement and participation
- Make it the "best sales call ever" - cross sell the portfolio and demonstrate the breadth of ABB's portfolio packaging and capabilities
- Contribute to organic growth; obtain more orders
- Nurture existing partnerships and relationships
- Increase ABB brand awareness and presence

APW 2014-2015 Strategy team goals and results

Goals

- Increase customer attendance by 75%
- Increase distributor attendance by 50%
- Attract at least 10% prospects
- Provide a framework to showcase the power of One ABB
- Reduce the number of workshops

Results

- Increased customer registrations by more than 100%
- Increased distributor attendance by more than 100%
- Attracted 22.5% prospects
- Effectively showcased the power of One ABB (customers who viewed the exhibits and commented continuously they had no idea ABB offered this or that)
- Curriculum topics were reduced by 31%

Automation & Power World 2015 Strategy team

APW 2014-2015 strategy team structure



Automation & Power World 2015 Implementation team

APW 2014-2015 implementation team structure



Automation & Power World 2015

Strategy team summary

Maximizing the budget

As an APW Strategy Team, our objective was to deliver more business value (more sales opportunities) for essentially a flat financial investment. Creativity in developing the new APW vision, the new program elements and the change in business model was just the beginning. We also needed to find creative ways to save on base expenses so we could redirect those dollars to fund our many new initiatives. Our creative cost cutting efforts resulted in savings of more than \$800,000 on 2013 base expenses. Following are a few highlights:

\$112,000
savings

Eliminating merchant, Paypal and Concur expense reporting charges for all ABB registration fees by charging back to ABB attendee cost center post APW

\$40,000
savings

Eliminated mid-day shuttle service between hotels and George R. Brown Convention Center

\$34,000
savings

Negotiated 32% lower rates for standard meeting room audio visual package

\$11,000
savings

Redesigned badgeholder and eliminated separate lanyards

\$10,000
savings

Printed promotional collateral in-house and on demand resulting in less printing and waste. On-site welcome book redesigned without back pocket.

\$20,000
savings

Re-purposed APW website for on-site touchscreen use, thereby eliminating outsourcing of touchscreen project

\$575,000
savings

Re-engineered catering plan to reduce waste and provide for more attendees. Catering costs per person decreased from \$331.87 in 2012 and \$389.32 in 2013 to \$189.02 in 2015.

Areas for improvement

By nearly all accounts, APW 2015 was a tremendous success - truly taking APW to the next level and exceeding our goals on all measures. Our challenge now is to look with a critical eye at what is missing, what should be eliminated and what can be done better to ensure we continue to support ABB's Next Level strategy and the focus areas of business led collaboration, profitable growth and relentless execution. These are some of the areas we will be working on between now and APW 2017.

1000 day programs

- Better integration of food & beverage and microgrids into all program elements

Curriculum

- More technical training
- More customer presenters – sessions and industry forums
- Build industry forum sessions earlier to increase promotional value
- More consistent content quality across all industry forums
- Program and track descriptions developed earlier to assist BUs in quality content development
- More collaboration across BUs

Customer solution pavilions

- Better integration with rest of exhibit floor
- Industry solutions attendee locator tool
- Industry expert staffing
- Better filtering and management of documents in digital library
- Better promotion to sales to ensure inclusion on customer tours

Distributor program

- Better identification of “distribution friendly” offerings
- Consider Distributor curriculum track
- More hands-on training, perhaps in exhibit hall
- Consider Town Hall on exhibit floor
- Include other parts of electrical industry decision making chain, e.g. contractors
- Incentivize distributors to bring their end user customers

Event sponsor

- Evaluate value
- Earlier commitment and go/no go date
- If sponsor is technology company, integrate technology into event infrastructure

Innovation lab

- Re-evaluate objective
- More dynamic presentations, interactive screens, less PowerPoint

Innovation lab (continued)

- Consider more visibility among general attendee base
- More process automation topics
- Better customer definition from CRC
- Involve division strategic sales in customer recruitment

Media

- More compelling product/solution announcements (YuMi embargo due to Hannover)
- More news stories
- Earlier engagement from Group

Messaging

- Tying themes to Next Level strategy
- Better integration between themes and content
- More compelling and integrated storytelling
- Better coordination earlier for executive messaging

Safety and security

- Safety representation on operations team
- Safety guidelines for stage sets
- Safety plans from all significant service providers
- More structured process for BU security requests

Service

- Better integration into all program elements

Team

- Identify and leverage talent throughout organization
- Team structure that supports development of market specific content
- Develop succession plan

Technology & Solution Center

- Even more integration between businesses
- More interactive displays
- More robust attendee product/solution locator tool
- More top, mid and eye level signage to better tell story
- Better identification and promotion of new offerings

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