

# Small Business Energy Efficiency: Roadmap to Program Design

**ACEEE Summer Conference  
August 13, 2012**

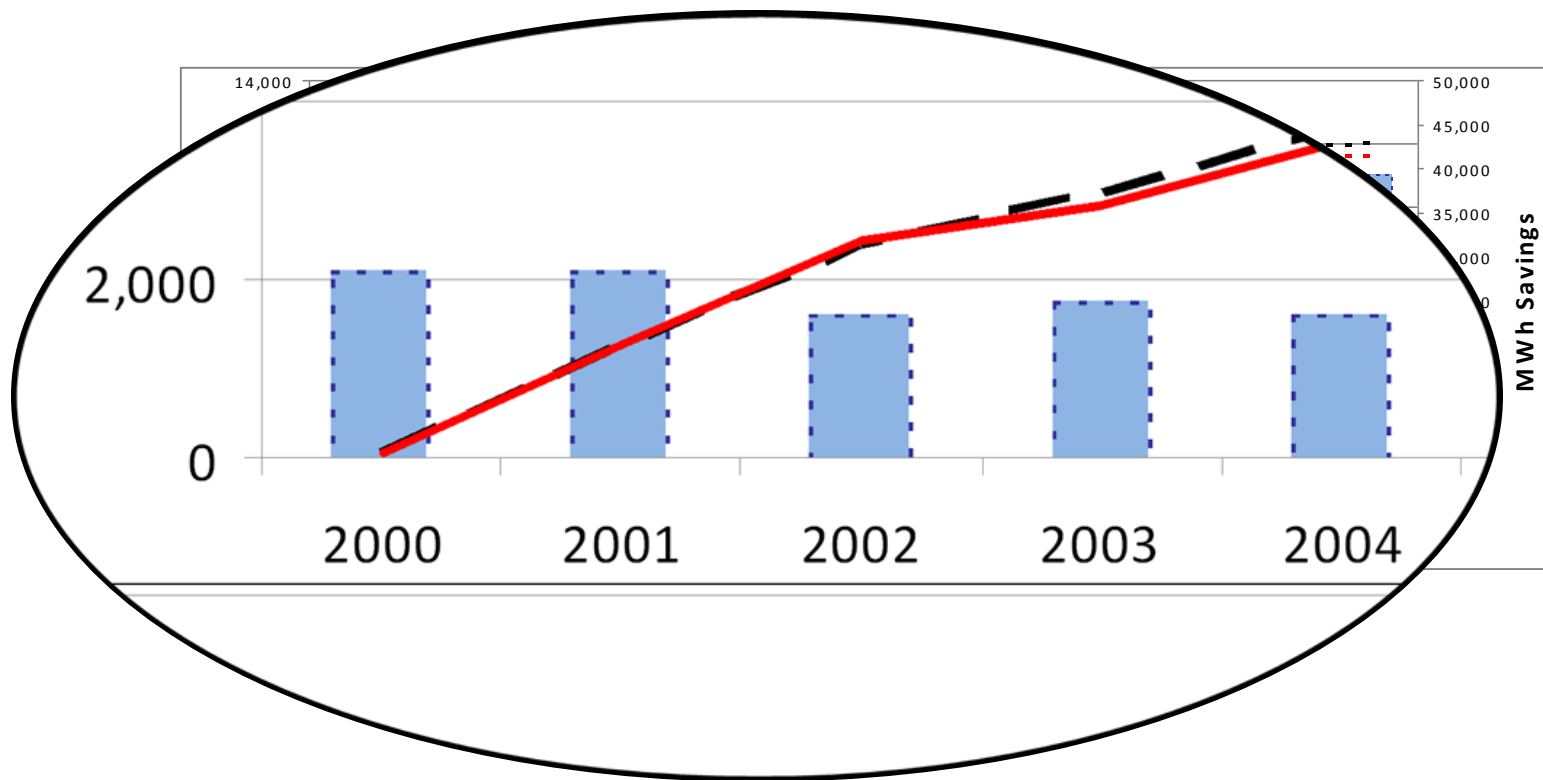
Presented by:  
Kristen Funk  
Center for Energy and Environment

# One-Stop Efficiency Shop's® Successes...

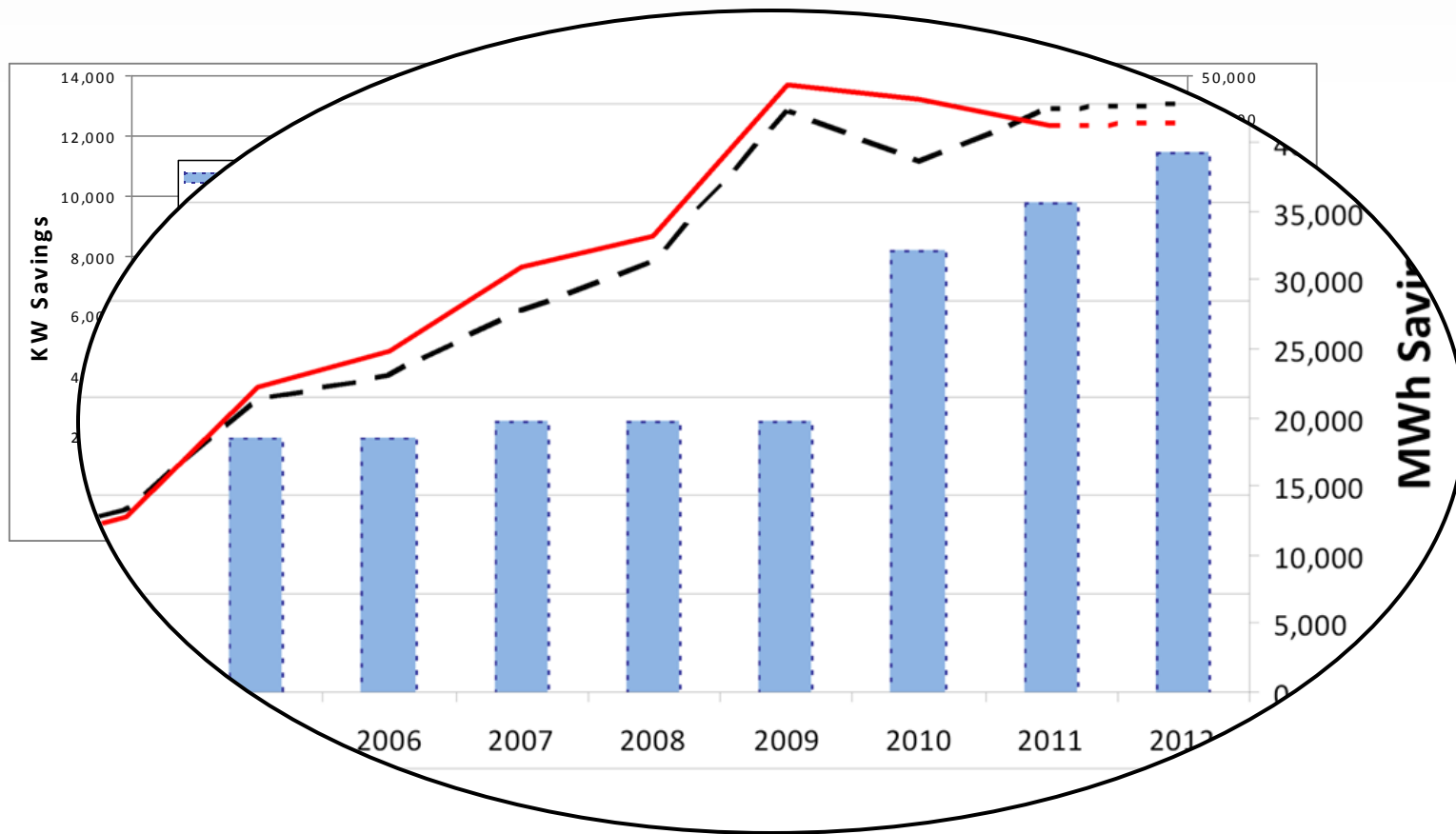
- ❖ Saved 82 MW and 303,000 MWh
- ❖ 8,100 participants
- ❖ \$36 million in rebates
- ❖ \$330 million lifetime savings
- ❖ \$152 million avoided costs

# ...Didn't Happen Overnight

One-Stop Efficiency Shop Program Performance – 2000 - 2012



## One-Stop Efficiency Shop Program Performance – 2000 - 2012



# Employed Best Practices

- ❖ Free lighting assessment/recommendations
- ❖ Significant incentives
- ❖ Attractive financing
- ❖ Program contractors
- ❖ Completion/submission of all final paperwork



## What We Learned

- ❖ Full service is essential but not enough
- ❖ Audits do not equal implementation
- ❖ Our reasons are not their reasons
- ❖ Everyone has finite resources, including us



## What We Learned

- ❖ Energy efficiency is a product
- ❖ Energy efficiency does not sell itself
- ❖ Energy efficiency needs to be sold

*We cannot solve our problems  
with the same thinking we used  
when we created them.*

*– Albert Einstein*



# What Did We Rethink

- ❖ Lead generation
- ❖ Staffing
- ❖ Vendor relationships
- ❖ Software



*[M]ost of the leads that sales receive  
aren't qualified leads or appropriate  
buyers for what is being sold.*

**– Lead Generation for the Complex Sale**

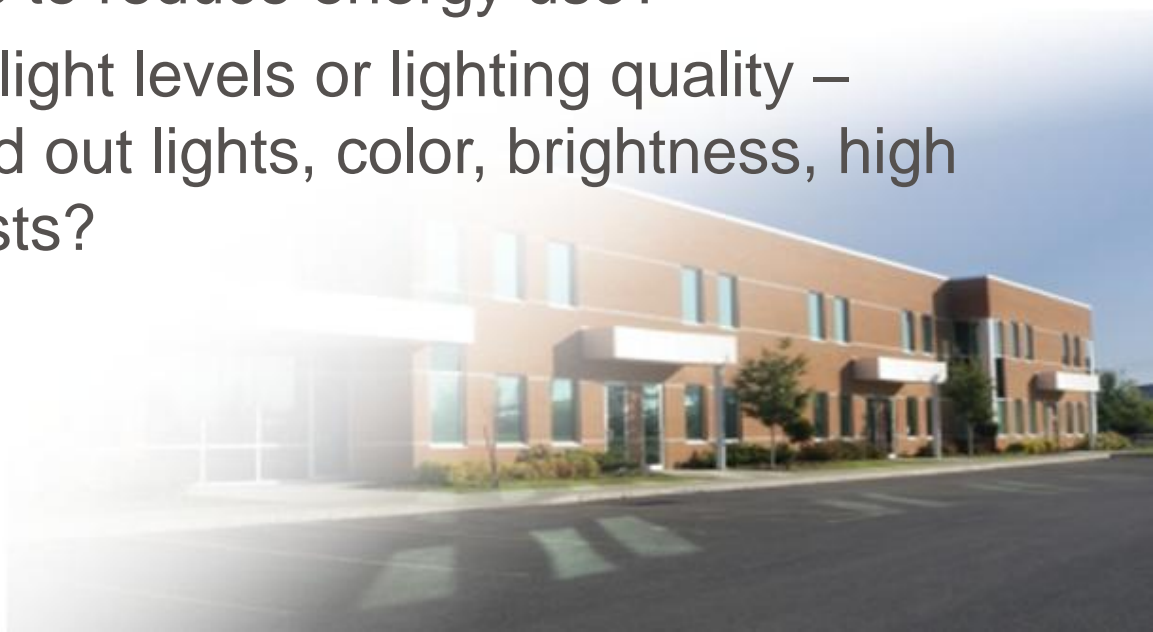
# All Leads are not Created Equal

- ❖ Interest and opportunity should intersect
- ❖ Defining a good lead
  - ✓ Type of lighting?
  - ✓ Business type?
  - ✓ Building characteristics?



# All Leads are not Created Equal

- ❖ Defining a good lead cont...
  - ✓ Lease situation?
  - ✓ Is a high energy bill a concern?
  - ✓ Looking for ways to reduce energy use?
  - ✓ Concerns about light levels or lighting quality – frequently burned out lights, color, brightness, high maintenance costs?



# All Leads are not Created Equal

- ❖ Prioritize leads
- ❖ Determine appropriate level of contact
- ❖ Follow up as needed



## Education is not Sales

*A-B-C. A-Always, B-Be, C-Closing.  
Always be closing, always be closing.  
- Glengarry Glen Ross*

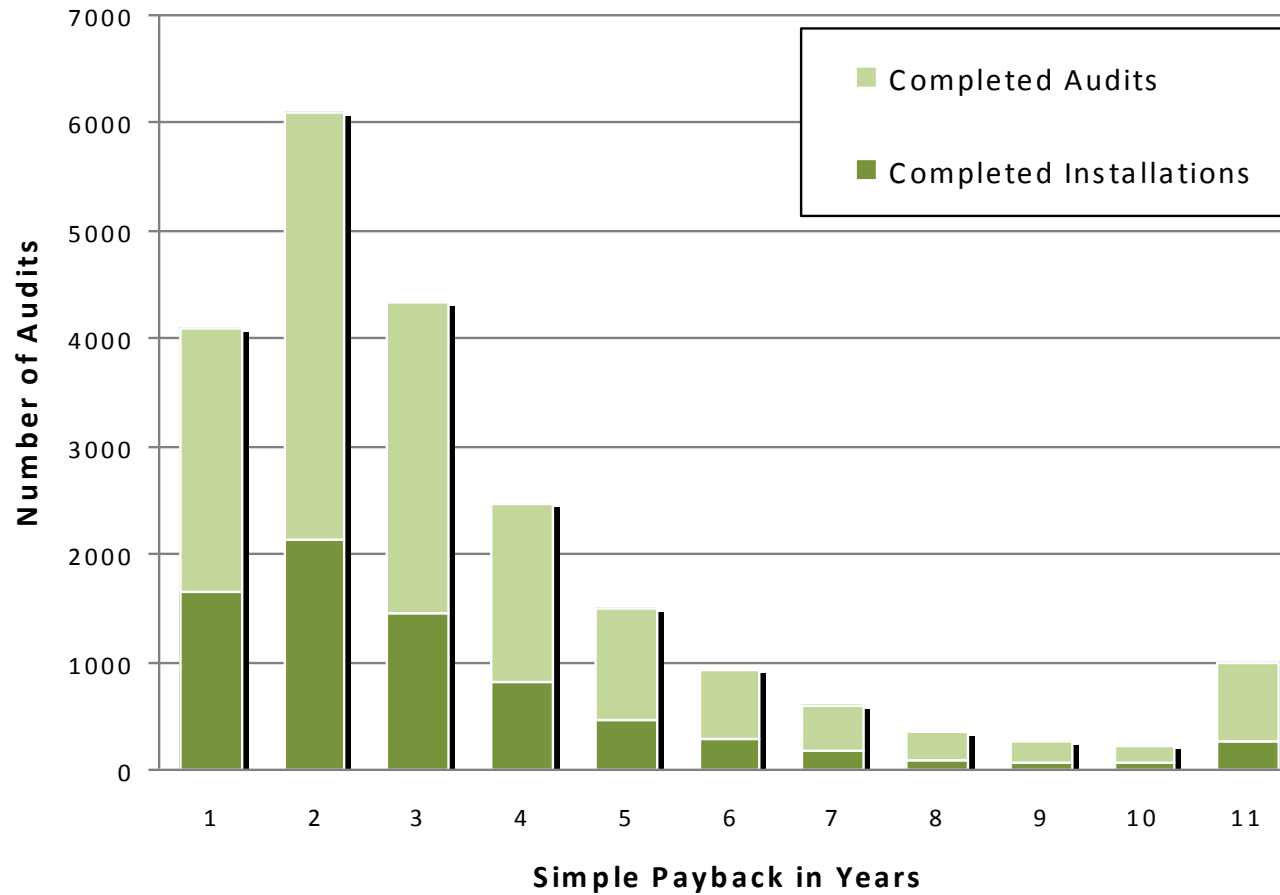


<http://eandt.theiet.org/magazine/2011/08/comment-smart-meters.cfm>

# Education is not Sales

Tellers	Sellers
Give information	Solve Problems
Leave decision to the prospect	Gain conviction
Present features	Translate features into benefits
Avoid rejection	Risk rejection
Try to win by showing knowledge	Win by closing sales
Use rational level	Use emotional and rational levels
Reactive	Proactive
Want structure and stability	Accept uncertainty as the norm
Identify needs	Intensify needs and wants
Everyone comes to your door	You go to everyone's door

# Education is not Sales





## Education is not Sales

- ❖ Many reasons for participating
  - ✓ Good for environment
  - ✓ High maintenance costs
  - ✓ Tax write-off
  - ✓ Capital improvement
  - ✓ Inadequate equipment
- ❖ Auditor must be able to identify “hot buttons”



# Vendors are also Program Participants

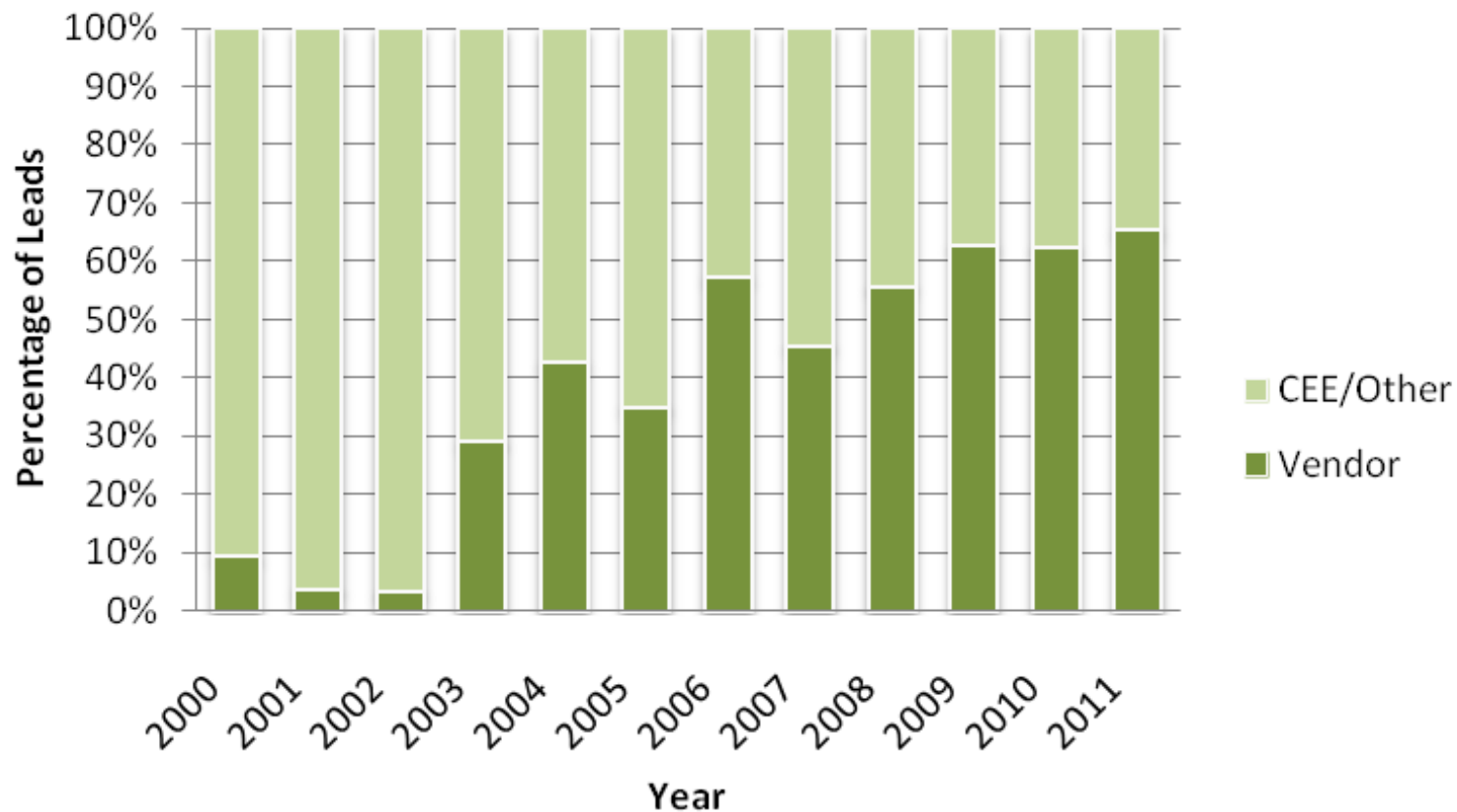
*The purpose of a business is to create a mutually beneficial relationship between itself and those that it serves. When it does that well, it will be around tomorrow to do it some more.*

**– John Woods**

# Vendors are also Program Participants

- ❖ View vendors as customers, not just allies or partners
- ❖ Purposefully create relationships
- ❖ Educate beyond program process
  - ✓ Customer service
  - ✓ Technology
  - ✓ Selling techniques

# Vendors are also Program Participants



# Software as Sales Support

*I am putting myself to the fullest possible use, which is all I think that any conscious entity can ever hope to do.*

**– Hal 9000, 2001 A Space Odyssey**

# Software as Sales Support

## ❖ Features

- ✓ Platform to enter recommendations
- ✓ Completes savings, rebate and financing calculations
- ✓ Generates all necessary reporting
- ✓ Retains all audits from beginning of program

# Software as Sales Support

The screenshot displays a software interface with three main sections:

- Sales Prospects: Chance% for "ACCEPT"**
  - Chance (%) [dropdown]
  - Sales Date/Status [dropdown]
- Installation Prospects: Chance%**
  - Chance (%) [dropdown]
  - Install Date/Status [dropdown]
  - Comment\* [text area]
- Activity Status**
  - Days Active After Action:
    - CreationDate + 90 or
    - Scheduled + 120 or
    - Completed + 270 or
    - Presented + 270
  - OR
  - LastTouched + 90
    - + 90 IF Chance%
    - + 60 IF Reminder
  - NO Auditor (>90 Days)
- Follow Up Reminder**
  - Reminder Date [dropdown]
  - Contact Name [dropdown]
  - Company [text field]
  - Ph#/Cell# [text field]
  - Comment\* [text area]
  - Delegate Call
  - Cancel Reminder

# Software as Sales Support

## ❖ Benefits

- ✓ Customization of individual recommendations
- ✓ Easily create multiple versions
- ✓ Query against a live database on any piece of information collected at audit
- ✓ Ability to track technology trends, sales opportunities and market penetration



# Conclusions

- ❖ Define what a good lead is
- ❖ Hire staff with sales experience
- ❖ Aggressively build relationships with vendors
- ❖ Utilize a robust support software

*It is not your customer's job to remember you. It is your obligation and responsibility to make sure they don't have the chance to forget you.*

**– Patricia Fripp**

# Questions

Thank you for your interest.

## ***Contact Information***

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