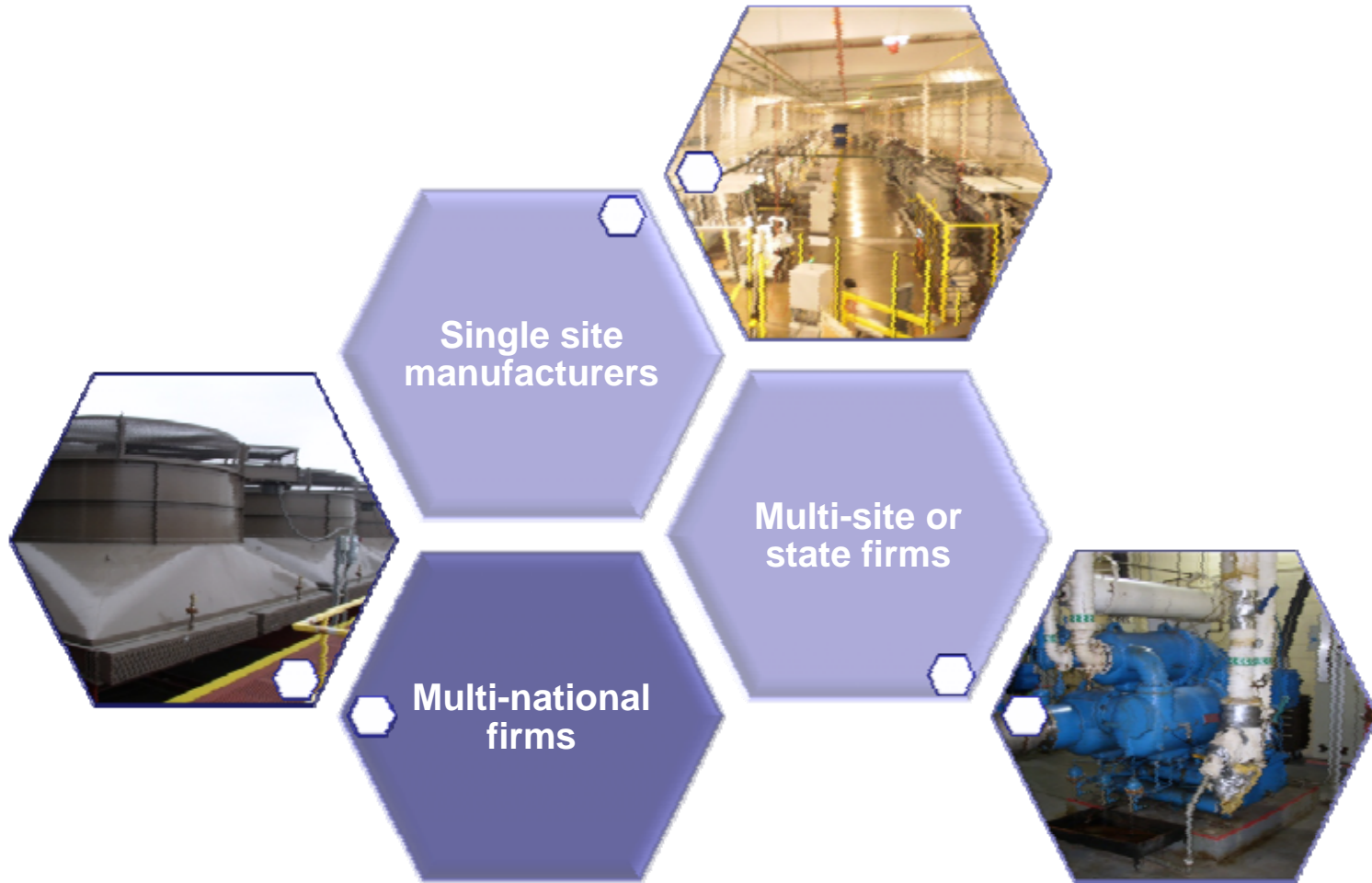




Tales from the Dark Side: Five Ways to Miss Industrial Energy Savings Opportunities

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Industrial Customers



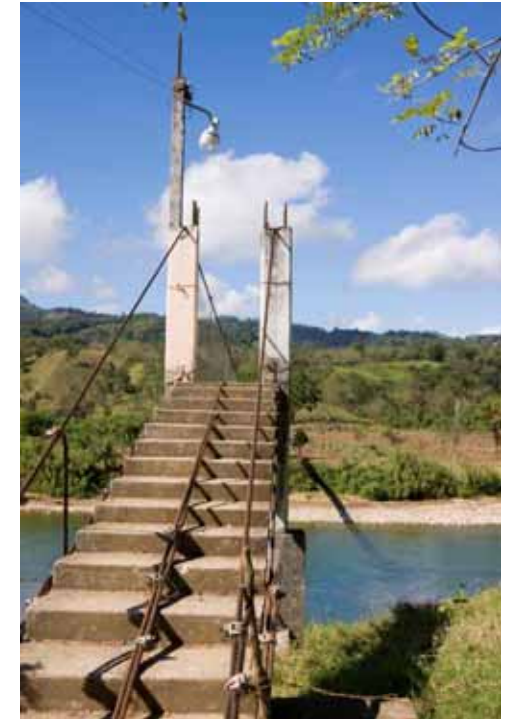
Typical Industrial Efficiency Programs

- Common types
 - Prescriptive incentives
 - Custom incentives
 - “Bidding programs”
- Creative solutions
 - Xcel Energy’s Industrial Process Efficiency Program



Five Potential Missed Opportunities

1. Wrong “tools” for the job
2. What about technology?
3. Bad timing and poor delivery
4. Not working with a customer’s systems and processes
5. Selling program goals instead of solving customers’ problems



1. Wrong “Tools” for the Job

- Industrial customers expect us to know who they are and what they do – do your homework ...and be ready for the quiz!
- The industrial world is more than lighting and VFDs: people must understand/ learn processes from an energy perspective
- *Be a problem solver not an order taker!*



2. What About Technology?

- You have a pad of paper and your client is working with an iPad
- Engineering assumptions don't fly anymore—data is the answer
- Industrials want to leverage information—if we don't help them, it's a lost opportunity
- ***Think technical solutions—not just an incentive for a specific piece of equipment***



3. Bad Timing and Poor Delivery

- Plan your schedule around the customer, not the other way around
- Clearly define deliverables/timelines
- Don't be late or forget about it
- Communicate, communicate, communicate
- *Create clear, concise, innovative and customer-specific deliverables (not an “incentive” but a “solution”)*



4. Not Working With Client Systems and Processes

- Efficiency programs have to fit with existing systems and processes
 - Best practices production (5S, Six Sigma, etc.)
- Show them how your programs fit into their business operations—or they'll ignore you
- How they buy energy is important and must be understood
- *Become part of their process improvement group or energy team to drive results and long-term relationships*



5. Selling Program Goals Instead of Their Solutions

- Industrial customers are looking for resources and solutions, not just incentives
 - Efficiency, productivity improvements, cost-effectiveness, and corporate initiatives (e.g., GHG reductions, Lean, sustainability)
- *Position yourself as a value-added resource, not just a “rebate provider”*



“If we’ve learned anything, it’s that getting too comfortable is never a good thing.”



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