

ONE-STOP EFFICIENCY SHOP[®] : HOPE IS NOT A STRATEGY



Presented at the 2015 ACEEE National Conference on
Energy Efficiency as a Resource

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• • • What we do

- Program Design and Delivery
- Lending Center
- Engineering Services
- Innovation Exchange
- Public Policy



"*Hope Is Not A Strategy* is the best single source for mastering the art of selling complex, high-tech products and services."
—Tom Kosnik, Consulting Professor, Stanford University

HOPE IS NOT A STRATEGY

The 6 Keys to Winning
the *Complex Sale*



RICK PAGE

Personal Trainer to 25,000 Sales Superstars

**#1 Sales
Bestseller**



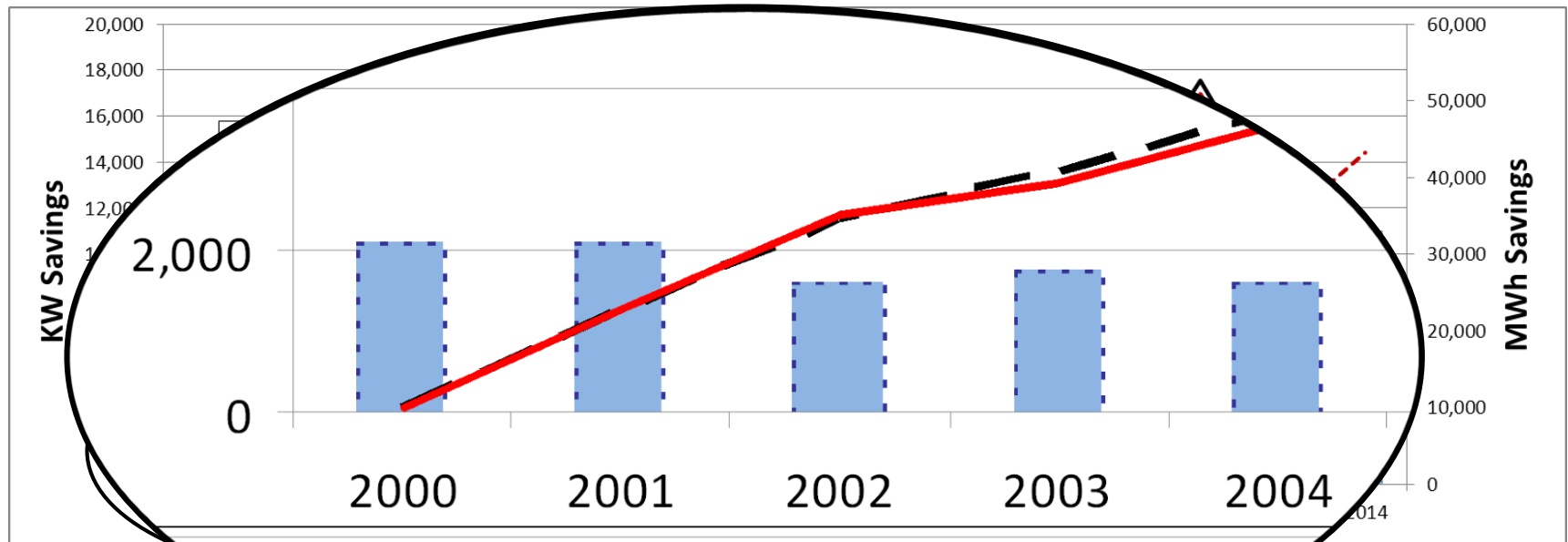


One-Stop Efficiency Shop's[®] Successes...

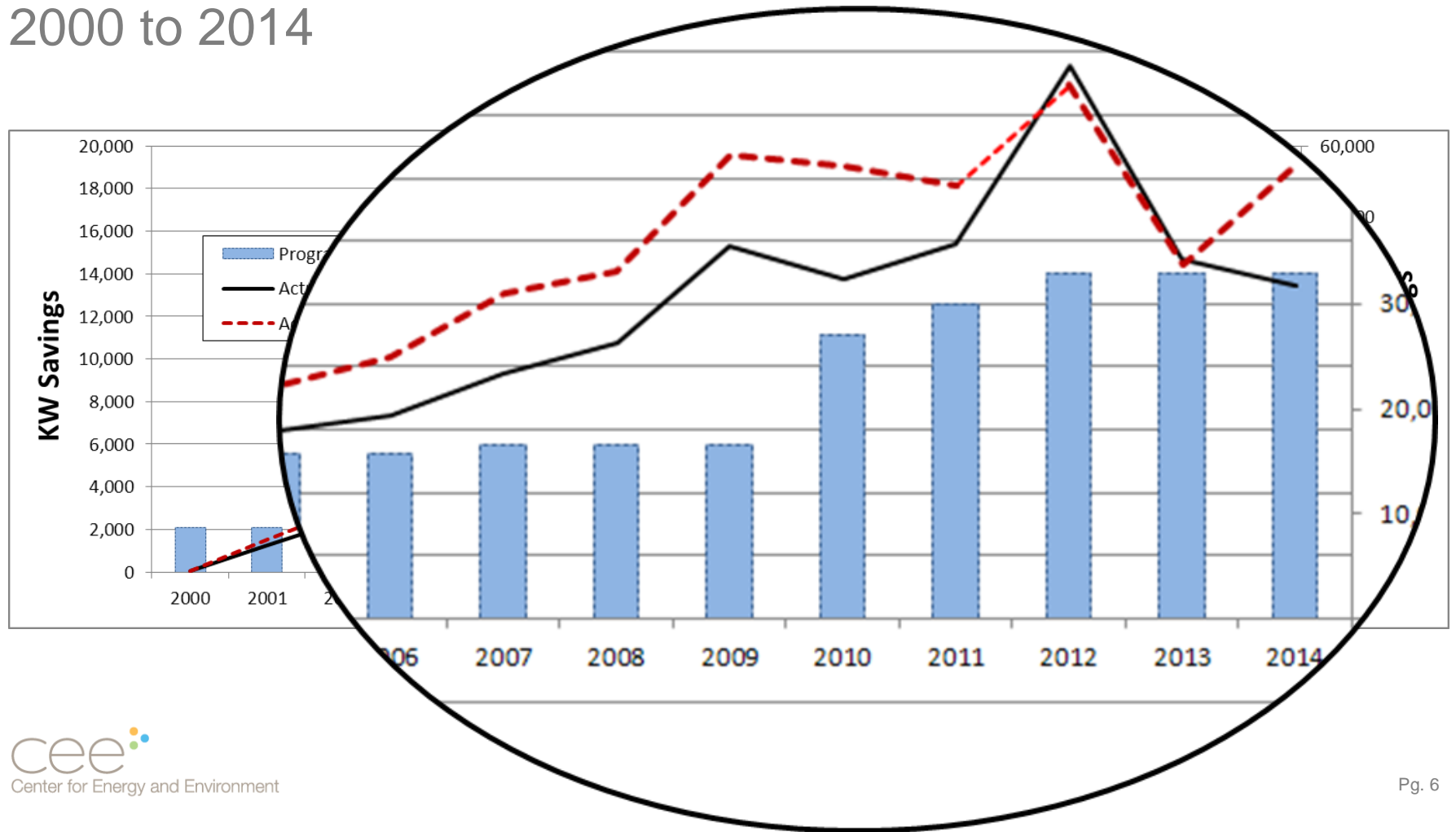
- Saved 114 MW and 404,000 MWh
- 12,170 participants
- \$49M rebates
- \$480M lifetime savings
- \$204M avoided costs

...Didn't Happen Overnight

One-Stop Efficiency Shop Program Performance –
2000 to 2014



One-Stop Efficiency Shop Program Performance – 2000 to 2014



• 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 - opportunity
 - Type of lighting?
 - Business type?
 - Building characteristics?



• All Leads are not Created Equal

- Defining a good lead - interest
 - Lease/budget?
 - High energy bill a concern?
 - Looking for ways to reduce energy use?
 - Concerns about light levels or lighting quality
 - Frequently burned out lights
 - Poor 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***



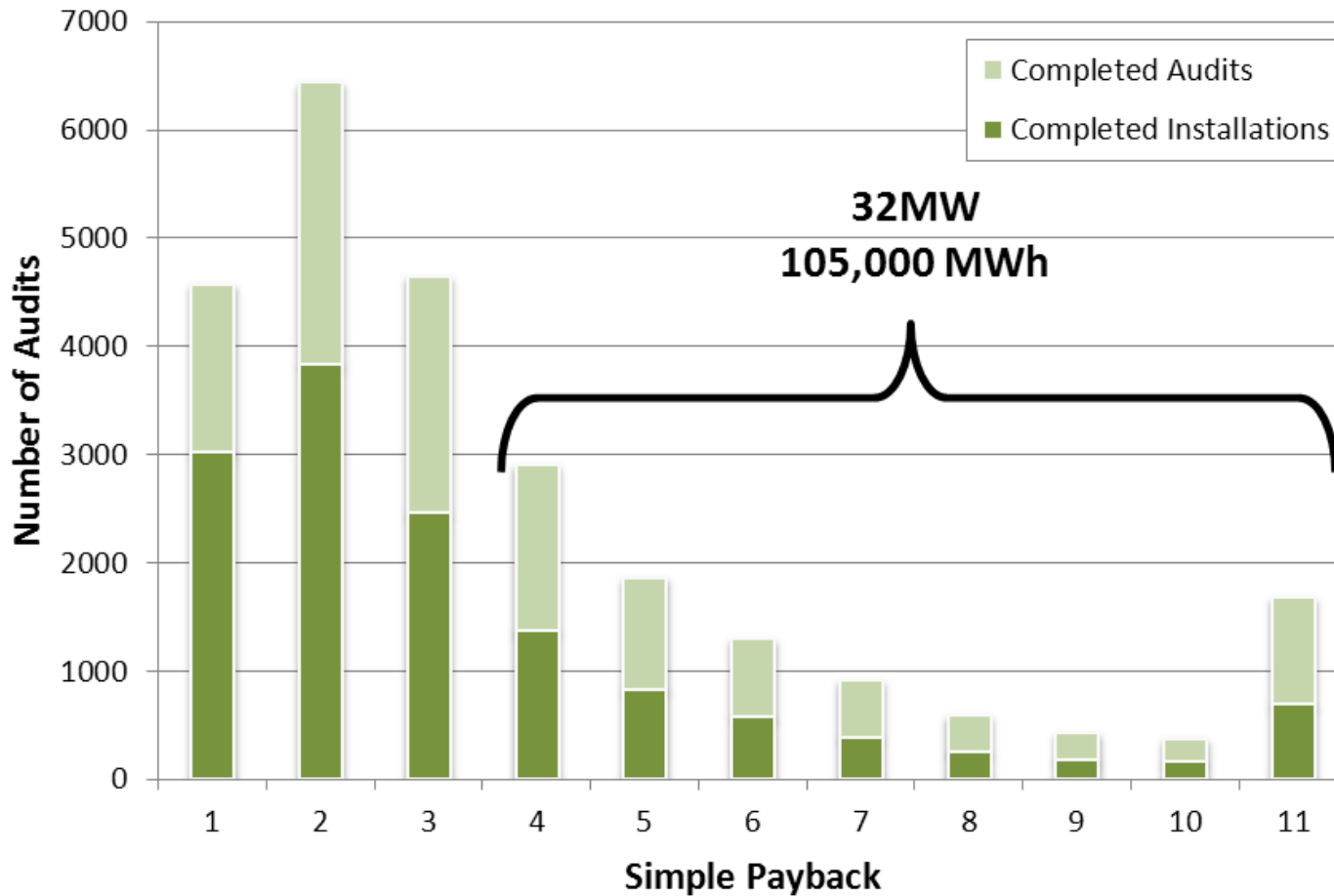
<http://eandt.theiet.org/magazine/2011/08/comment-smart-meters.cfm>



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
 - Want the latest technology
 - 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.

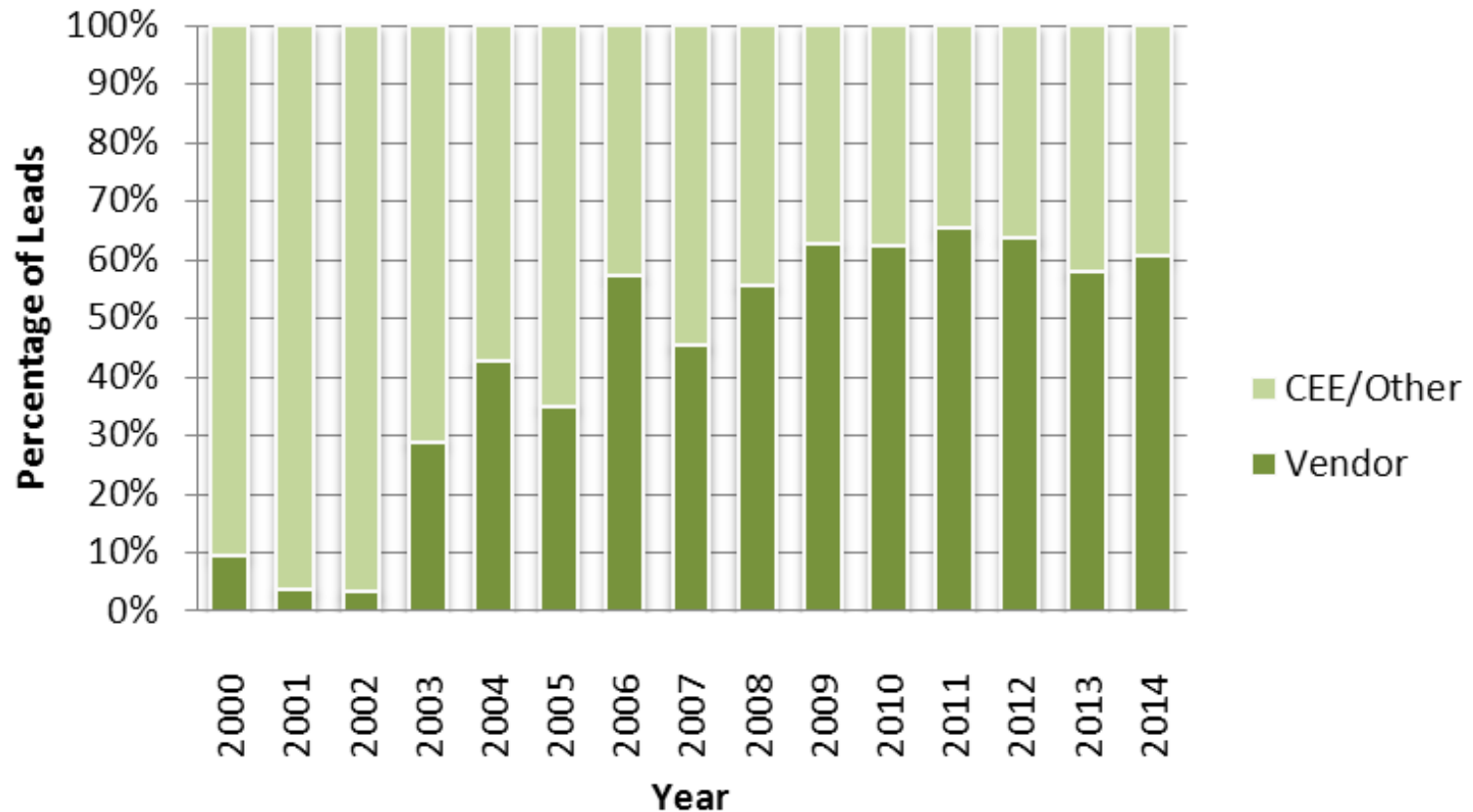
– John Woods



• 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

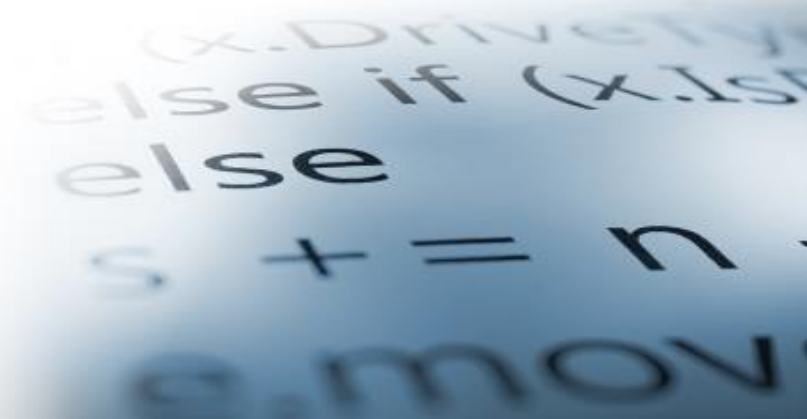




Software as Sales Support

- 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



Software as Sales Support



•• 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



THANK
you!

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