

# *A Team Approach to Generating Energy Efficiency in Commercial Markets*

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***Did you ever have one of those  
days where...***



***“This team thing will never work”***

***.... Multiple team members***



# *Five Stages of Group Development*

- Forming
- Storming
- Norming
- Performing
- Adjourning



# *Initial Situation*

- Three programs transform into one
- Alienated trade allies with forms and rules
- Administratively cumbersome
- Aggressive individual energy savings goals



# *Key aspects to change*

- Create and communicate a mission and guiding principles for the commercial team
- Make changes to the customer incentive plan and process
- Identify specific target market segments based on energy intensity
- Create new initiatives based on technologies with large opportunities for energy efficiency



# ***Guiding Principles***

- Customers come first
- Allies are most important element of plan
- Team results are what matter
- Individual creativity is highly encouraged



# *Hospitality Team Initiative – Pre-Rinse Sprayers*

- Direct Installed 400+
- Average savings of \$600/unit
- Recruited seven distributors
- 1,000 units/year would yield ½ our goal



# ***Grocery Team Initiative – MOU with Chain Stores***

- Offer Simulation Tool
- Perform walk through assessments
- Link to incentives
- Chain installs anything <3 year payback
- 300,000 kWh/store average; 100 stores



# ***Health Care Team Initiative – Efficiency Bid***

- RFP sent to 400 health care contacts
- Hospital proposed how much incentive needed to proceed with projects
- Award for comprehensiveness
- 6-8 large projects could generate millions kWh of savings



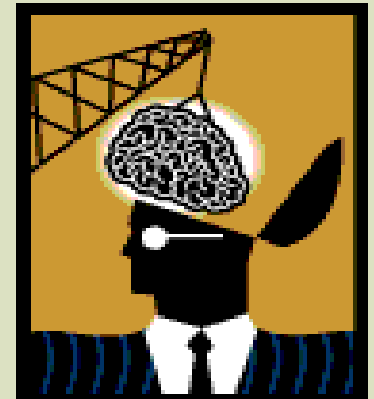
# *Where do we go from here?*

- Need to concentrate on core initiatives
- Re-allocate resources
- New members
- Introduce change management process



# *Lessons Learned*

- Don't give up on teams during storming stage
- Don't micromanage
- Keep meeting fresh, variable
- Collaboration
- Evolution



# *Thank You!*

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