

**Efficiency Works**

Platte River  
Power Authority  
 Estes Park  
 Light and Power  
 Fort Collins  
 Utilities  
 Longmont  
 Power &  
 Communications  
 Loveland  
 Water and Power

## SELLING ENERGY EFFICIENCY

Jim Hauser  
Energy Advisor  
Franklin Energy Services, LLC  
Chicago Commercial and Industrial Program

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## SELLING ENERGY EFFICIENCY MISSION

To identify and offer the best opportunity for energy efficiency to a decision maker utilizing clear and concise facts presented in a way that meets their needs, budgets and purchase cycles leveraging Efficiency Works incentives.

 **Efficiency Works**

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## WHO SELLS?

 **Efficiency Works**

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WHAT ARE YOU SELLING?

To the  
White Board!



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SELL IT!



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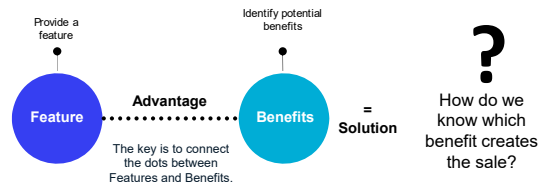
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FEATURES VS. BENEFITS



Provide a feature

Identify potential benefits

**Feature** — **Advantage** — **Benefits** = **Solution**

The key is to connect the dots between Features and Benefits.

**?** How do we know which benefit creates the sale?

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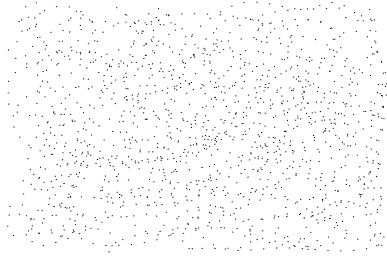
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CONNECTING THE DOTS



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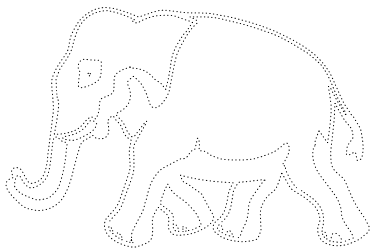
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CONNECTING THE DOTS



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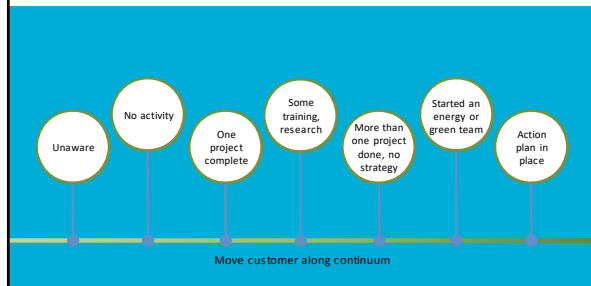
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OBJECTIVE OF CUSTOMER INTERACTION



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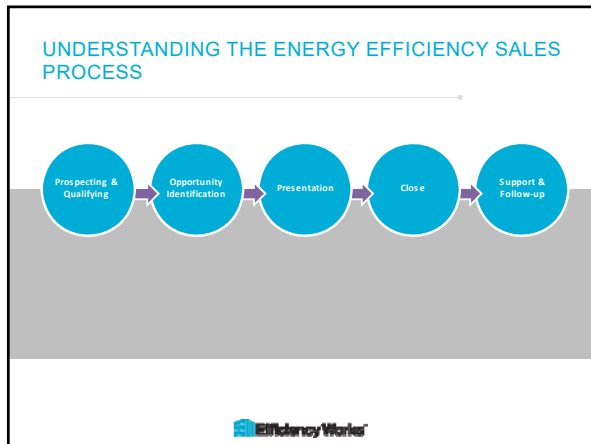
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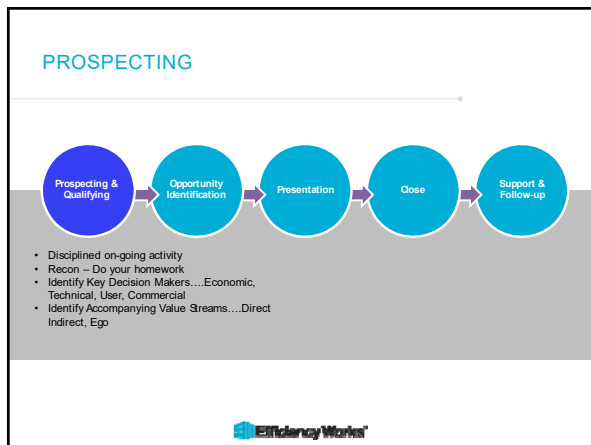
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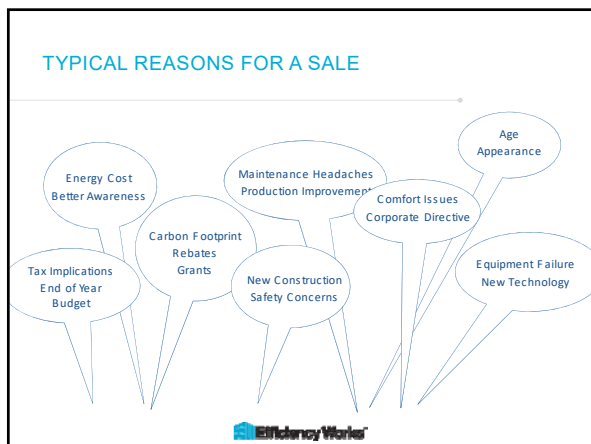
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### COMMON MOTIVATIONS FOR ENERGY EFFICIENCY

- EE is a business issue for everyone
- Reduce operating costs (investment)
- Expand business growth
- Utility & Manufacturer rebates
- Tenant comfort
- Customers need/want your help
- Need to ensure regulatory compliance
- Meet corporate mandates
- PR potential
- Federal/State tax benefits
- Improving safety




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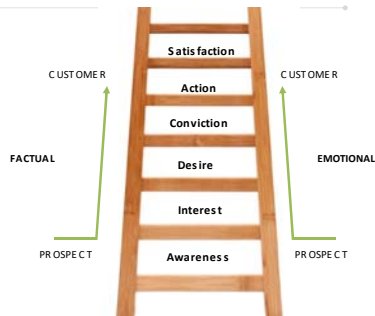
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### THE SALES LADDER




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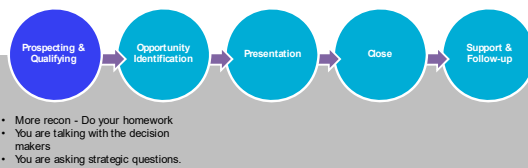
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### QUALIFYING




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## KNOW YOUR AUDIENCE AND SPEAK THEIR LANGUAGE

- Who are you speaking to?
- Determine what level of detail you may need – what determines that?
- Avoid using acronyms or abbreviations




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## WHAT TYPE OF BUYER ARE YOU TALKING TO?

In all opportunities, understanding the difference between an Economic, Technical, Executive/Corporate, User, and Commercial type buyer is crucial.



### Economic

- One driven by the financial payback:
- Simple ROI
  - Life Cycle Costs
  - Bottom Dollar Evaluation
  - Typically Final Decision Maker



### Technical

- One driven by the TECHNICAL Equipment
- Meets all the process and production needs, sometimes attracted in having the latest greatest, fastest, most powerful, most open architecture, ease of use, maintenance.



### Executive/Corporate

- One/Many that will be looking for the overall health and strength of the company:
- Does the solution keep the doors open
  - Will the offering make the workplace more attractive to the employees/potential clients
  - Does this increase the overall bottom line \$/share or reduce the \$/widget that I am producing?




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## WHAT TYPE OF BUYER ARE YOU TALKING TO?

In all opportunities, understanding the difference between an economic, technical, executive/corporate, User, and Commercial type buyer is crucial.



### USER Buyer

- One who will operate and maintain the solution
- Understand details
  - Features and benefits that will make the solution easier to operate and maintain



### Commercial Buyer

- One who gets the solution qualified
- Usually the purchasing representative. They will help establish purchase including terms and conditions of sale...gatekeeper

### COACH

- May/May not be available or exist in every opportunity
- Will give you the good AND the bad
  - Will help you identify Buyers and Value Streams
  - Can be your eyes and ears when you are not present.




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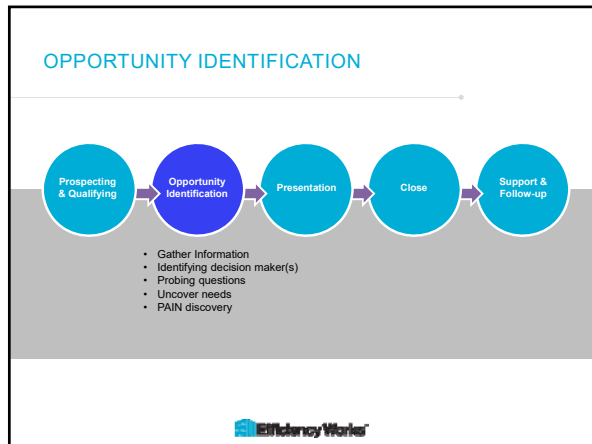
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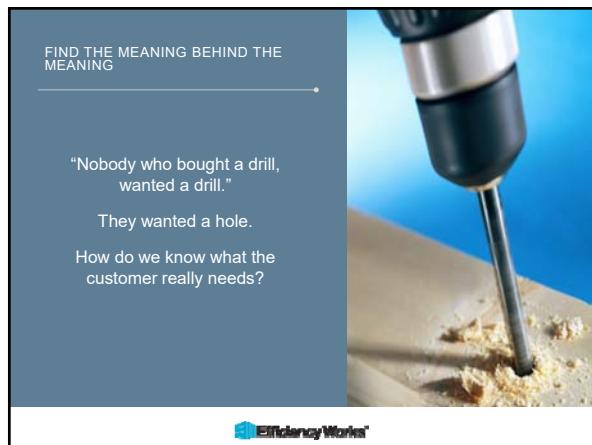
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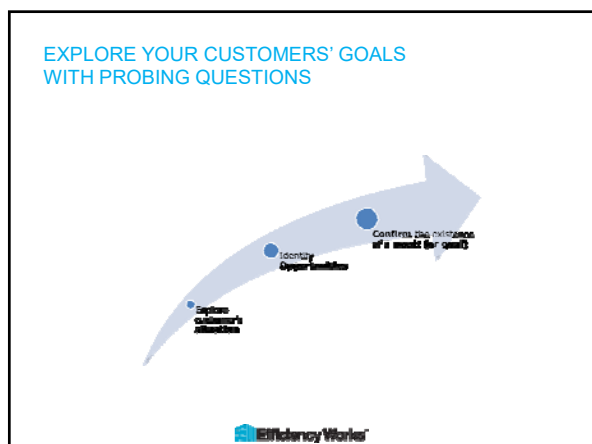
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## PROBING QUESTIONS (CLOSED vs. OPEN)

### Closed Questions (Yes/No)

- Do you want to go ahead and ...?
- Is it ok with you if we ...?
- Are you ready to...?

BETTER →

### Open Questions

- How do you feel about moving ahead with ...?
- What do you think about ...?
- How ready are you to ...?

- Enhance your rapport with the customer
- Opportunity to establish common ground
- Timeframe to establish that there is NOT an opportunity and can disengage without burning bridges...




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## PROBING QUESTIONS

### Exploratory

- What system do you have for...?
- How do you determine...?
- What are your biggest challenges?
- How comfortable are you with...?
- What is working well?
- Do you anticipate growth?

### Opportunity

- How well is that working?
- What trouble have you had?
- How successful has that approach been?
- What do you think about...?
- What other options are you considering?
- How much support is there at the...?




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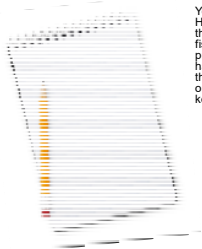
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## PRACTICE PROBING QUESTIONS: CASE STUDY 1



You are meeting with Tom Tipper after an initial phone call. He is the owner of a medium-sized industrial facility, where they are specializing in manufacturing Tip-ups for ice fishing. Business was great a few years ago which prompted the move into a larger, but older building. Sales have slowed and their energy costs are 60% higher than they were in the smaller building. There are numerous opportunities available, but Tom struggles with budgets and keeping the doors open.



Please write down some probing questions to ask Tom to determine his goals and your ability to address his needs. Be prepared to respond with Opportunity questions as follow-up.




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### FINDING THE DECISION MAKER

- [Top challenge of 2/3 of B2B marketers](#) = engaging key decision makers
- At a typical firm with 100-500 employees, [7 people are involved in most buying decisions](#)
- Probability is low that the first person you reach (or even the second or third) is the right person!




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### GET ALL THE INFORMATION

- As much info on your prospects as possible:
  - Who are they?
  - What technology do they utilize?
  - What are they seeking?
  - With which of your competitors have they worked?
  - What partners do they have?
- Google and company websites - often reveal the decision makers, through quoted articles highlighting innovation
- Who to start with:
  - Do they promote efficiency or sustainability?
  - Who is quoted?




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### ASK THE RIGHT QUESTIONS

- Asking the right questions is a skill — something you need to continually improve.
- Use the question “Who pulls the trigger?”
  - Direct question - does not insult the person to whom you are speaking
  - DO NOT ASK: “Are you the decision-maker?” or worse, “Who is the decision-maker?”
    - Embarrassing for the prospect and
    - Pressure for an answer




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### ASK THE RIGHT QUESTIONS

- Simply asked: "How will the decision be made?" And whatever your customer says, follow up with yet another question about the decision-making process...

#### "Then what?"

- "Then what" leads you through the decision-making process
  - Keep asking: Then what? Then what? Then what?
  - Finally come back to the trigger puller




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### BE PERSISTENT

- Most successful salespeople – persistent, navigate the buying process
- When you do ask questions, be sure to include the tough stuff....
- Do not be afraid to ask about budgets, fiscal calendars, who signs the contracts.
- If you do not know HOW they buy and WHEN they buy, your proposal may sit for months




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### PRESENTATION



- Presentations can be to one or more people
- Customize your message to each customer
- Create a proper Value Proposition
- Anticipate and overcome critical objections




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### SIGNS OF INFORMATION OVERLOAD

- Recognize "glazed-over eyes"
- Ask questions
- Simplify
- Unresponsive/uncaring attitude
- Is topic relevant?
- Frustration about "paperwork"
- Only leave pertinent items,
- Explain importance (value)



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### TYPES OF OBJECTIONS

#### Fact-based & Specific

- "I don't know if it will work as well as what we already have"
- "Why would a utility pay me to use LESS of their product?"
- "Will this disrupt the workplace?"
- "Are the savings real?"

#### Stalls

- "I don't have time"
- "Come back next week"
- "Sounds too good to be true"
- "Who are you?"
- "What I have still works... why replace it?"
- "It's too close to Christmas"
- "I'm going on vacation"

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### OVERCOMING OBJECTION TIPS

- Objection handling principles
- Listen and understand
- Repeat the objection in your words
- Be prepared
- Gut check – Ask yourself, "Do they trust me?"



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### WHAT IS THE REAL OBJECTION?



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### BUILD TRUST: CLOSING THE EXPECTATION GAP



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### CLOSING



- Always be closing
- Customer is interested
- It's our job to keep it that way!
- Maximize and tailor benefits

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### CLOSING ESSENTIALS

- Find the decision maker
  - How does your company make decisions like this?
  - What steps happen before a PO is generated?
  - Who ultimately pulls the trigger?
  - Then what?
- Recognize the buying window
  - Ask about decision making timelines.
  - Does this need a request for capital (CapEx)

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### CLOSING ESSENTIALS

- Create a sense of urgency
  - Opportunity time-line
  - Promotions
  - Technology standard changes
  - Cost of waiting or doing nothing
- Asking them "Yes" questions
  - Choice of "yes" or "yes"
  - "Would you like to talk on Wednesday or Thursday?"

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### THINGS THAT CAN KILL A PROJECT

- Disruptions to work place
- Fear of the unknown
- Lack of confidence in savings
- Limited access to capital
- Vague understanding of true impact
- Lack of time to make a good decision
- It's still working....why replace it?
- And sometimes....You.

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## SUPPORT & FOLLOW-UP

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graph LR
    A((Prospecting & Qualifying)) --> B((Opportunity Identification))
    B --> C((Presentation))
    C --> D((Close))
    D --> E((Support & Follow-up))
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```

- Contact without being a pest
- Set expectations and deliver
- Take time to plan for long term

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## FINISH STRONG

- The Last Impression
  - Promote clarity, bring simplicity
- The Value Proposition
  - Focus on the benefits
  - Resolve PAINs
- Is there anything else I can do for you before I leave?
- Let them know what you've done and why.
- Let them know about the follow-up process

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## TECHNICAL SELLING

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#### BUILDING BASICS

- Most buildings able to lower energy consumption by 30%
- Opportunity increases as energy use increases
- Promising savings for buildings using less energy




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#### CHALLENGES FROM THE CUSTOMER'S VIEW

- "I believe that there are energy savings that can be achieved within my buildings. But the path to get there is more complicated than I would like."
- "I am not an engineer. This means when it comes to making building infrastructure investments, I don't have a deep understanding of all the unconnected pieces of the system and therefore, I am going to need to reach a certain level of comfort before making a decision."
- "A data dump from an audit report does not help me get any closer to making a decision – there is a reason these often end up collecting dust."




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#### YOUR CUSTOMERS NEED A TAILORED SOLUTION

- "I need a short list of the things that I must do that will get me the most gains for my investment."
- "I need data – help reassure me that these projects are going to work. Prove to me that these efficiency improvements have been done before at buildings like mine."
- "Give me options – I may want to fund these projects, I may want to finance them. Help me understand and compare these options."




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### THE VALUE OF ENERGY EFFICIENCY - COMMERICAL

For a 500,000-square-foot office building:

- Cumulative cost savings of \$120,000
- Increase in asset value of over \$1 million

For a medium-box retailer with 500 stores:

- Cumulative cost savings of \$2.5 million
- Increase in sales of 0.89%

<https://www.energystar.gov/buildings/about-us/how-can-we-help-you-build-energy-program/business-case>




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### THE VALUE OF ENERGY EFFICIENCY - COMMERICAL

For a full-service hotel chain with 100 properties:

- Cumulative cost savings of \$4.1 million
- Increase in revenue per available room of \$1.41

For an 800,000-square-foot school district:

- Cumulative cost savings of \$140,000
- Salary of 1.2 full-time teachers each year

<https://www.energystar.gov/buildings/about-us/how-can-we-help-you-build-energy-program/business-case>




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### BUSINESS PRIORITIES – CONTEXT IS KING

Supermarkets

- Bottom-line: Saving \$1 in energy = \$50 worth of sales.
  - Profit margins < 2%
  - Energy costs > \$5/sq ft
- EPA's Energy Star program - reducing energy costs by 10% in a supermarket = increasing sales \$42/sq ft
- Universities
  - Long term planning
  - Facility life = 50+ years
  - Focus on ROI / payback; life-cycle cost analysis is the best route




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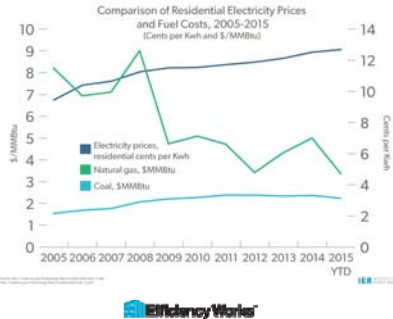
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## ECONOMIC MOTIVATION – FUTURE REALITY

Colorado electricity prices rose 34% 2005 to 2015

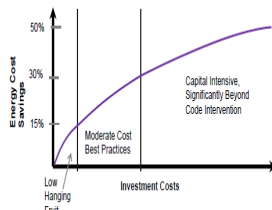


## OPPORTUNITIES FOR ENERGY EFFICIENCY

• Typically 15% savings can be from **low hanging fruit** (lighting, tune ups, water measures).

• **Moderate Cost, Best Practices** can reach 30% savings (VFDs, Automation, upgrading equipment at end of life).

• **Capital Intensive** has highest potential, most cost (system redesign, complete replacements, envelope upgrades).



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## ECONOMIC OPPORTUNITIES

Methods for Evaluating Energy Cost Reduction Projects:

- Simple Payback
- Internal Rate of Return (IRR)
- Return on Investment (ROI)
- Net Present Value (NPV)

Which of these does not fit?

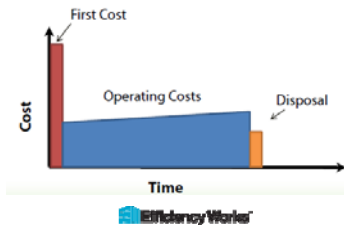
- Simple Payback because this metric doesn't include the lifetime of the measure.



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### LIFE-CYCLE COST ANALYSIS

- Consider total cost of ownership, not just upfront cost (operating costs usually significantly outweigh first cost)
- Pay more now, save year after year




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### COST OF DOING NOTHING

Once recommendations have been identified and presented the lost savings start to accrue.

- Initial Cost: \$500,000
- Annual Savings: \$125,000
- Lifetime: 20 years



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### INTERNAL RATE OF RETURN, NET PRESENT VALUE – THE LANGUAGE OF THE CFO

The Internal Rate of Return is a good way of **judging an investment**. The bigger the better!

Internal rate of return (IRR) is the discount rate often used in capital budgeting that makes the net present value of all cash flows from a particular project equal to zero. Generally speaking, the higher a project's internal rate of return, the more desirable it is to undertake the project. As such, IRR can be used to rank several prospective projects a firm is considering. Assuming all other factors are equal among the various projects, the project with the highest IRR would probably be considered the best and undertaken first.

Net present value (NPV) is the difference between the present value of cash inflows and the present value of cash outflows. NPV compares the value of a dollar today to the value of that same dollar in the future, taking inflation and returns into account.




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### FINDING THE DECISION MAKER IS NOT ENOUGH

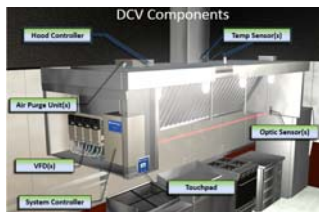
- During the course of the day, a typical executive is going to be running from meeting to meeting responsible for making decision after decision.
- Think about that a bit? How do you feel when are constantly asked to approve something over and over again (for those of you with kids at home this should not take much imagination). It won't take long before your default response is **NO!**
- They can't say yes to everything so you have to raise the bar of what is required before a project gets approved. Executives are also going to quickly lose patience for requests that don't seem to be well formed and aligned with their business goals.



### KITCHEN DCV HOSPITAL CASE STUDY

#### Energy Savings Potential

- Fan Energy Savings up to 90%
- Conditioned Air Savings up to 50%
- Less wear and tear on motors and belts with soft start from VFDs
- Payback 1-3 years typical



### HOSPITAL KITCHEN DCV CASE STUDY

PROJECT: CHICAGO HOSPITAL – ACTUAL EXAMPLE –  
 ADDRESS: – – –  
 APPLICATION: Retrofit / Existing Building  
 DATE: June 3, 2014

Total Energy Savings:	\$31,809 /YEAR
Electrical Savings:	197,933 kWh/YEAR
Fan Energy Savings:	\$24,310 /YEAR
Heating Savings:	\$7,067 /YEAR
Cooling Savings:	\$432 /YEAR
Net Installed Cost:	\$37,250 * Efficiency Works rebate
Installed Cost:	\$45,250 \$400 per Exhaust Fan HP
Other Adders & Deducts:	Efficiency Works Rebate* - \$8,000 MUA controlled

Payback Period: 1.2 YEARS

Rate of Return: OVER 5 YEARS: 86%  
 OVER 10 YEARS: 91%

Environmental Savings: 265,230 lb CO<sub>2</sub>/YEAR



## HOSPITAL KITCHEN DCV CASE STUDY INTERNAL RATE OF RETURN – NET PRESENT VALUE

### CASH FLOW ANALYSIS

PROJECT: CHICAGO HOSPITAL – ACTUAL EXAMPLE –

#### CALCULATIONS:

NET PRESENT VALUE = 5 YEARS @ 12%	\$80,655	INTERNAL RATE OF RETURN (IRR)	86.3%
NET PRESENT VALUE = 10 YEARS @ 12%	\$167,154	INTERNAL RATE OF RETURN (IRR)	91.2%



## CARBON SAVINGS TOOL

- Input the savings into the EPA Equivalencies Calculator and share the good news!
- <http://www.epa.gov/cleanenergy/energy-resources/calculator.html>
- Hospital Kitchen DCV example: savings of 265,230 lb. CO<sub>2</sub>/Year =

CO<sub>2</sub> emissions from



## USE THE EFFICIENCY WORKS APPLICATION TO VALIDATE SAVINGS AND REBATE



Business Rebate Application 17.3

Page 1: Lighting

Instructions: Fill out the customer and general project information on page 1 of this application. See the rebate amount and product requirements at the bottom of this page to confirm product eligibility. Enter your project cost. Does not apply to lighting for new construction projects or site master renovation project. **REMARKS:** Enter the light fixtures must comply with local bond use code, which may require the Rebate to be full cost.

Line #	Existing Fixture					New Fixture				
	Existing Fixture Type	Existing Fixture Description	Current (If a lighting fix, label watts, etc.)	Existing Fixture Quantity	Existing Fixture Savings	Fixture Type (See description below)	New Fixture Description (See description below)	New Fixture Quantity	New Fixture Savings	Annual Savings (\$/yr)
1	T12 Fluorescent	34500T T12's	Mini Sales Floor	400	40	T5 Fluorescent (Recessed replacement)	Controls (T5)	400	35.0	4,300
2										
3										

Rebate		Savings		
Incentive Per Fixture (\$)	Total Incentive (\$)	Energy Savings (kWh/year)	Electric Cost Savings (\$/year)	Power Reduction (W)
\$40.00	\$16,000	47,742	\$3,676	10,900



PUT THE REBATE ON YOUR PROPOSAL!  
PRE-QUALIFY THE PROJECT AND CLOSE THE DEAL!

LightWorks (800) get-lite		LightWorks (800) get-lite	
123 Main Street, Ft. Collins, CO		123 Main Street, Ft. Collins, CO	
400 LED fixtures:	\$20,000	400 LED fixtures:	\$20,000
Installation Labor	\$12,000	Installation Labor	\$12,000
Total	\$32,000	Total	\$32,000
* May qualify for a rebate from Efficiency Works		Efficiency Works rebate	-\$16,000
		Net cost after rebate	\$16,000
		- Rebate covers 50% of project cost	
		- ROI is 4.35 years	
		- Measure life is 30+ years	

VS.

WHICH IS MORE ATTRACTIVE?




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MAKING YOUR PROPOSAL STAND OUT FROM THE CROWD

- Include:
  - Efficiency Works Rebates, lowering overall cost
  - ROI and **when appropriate** Internal Rate of Return (IRR) and/or Net Present Value (NPR)
- Use Life-Cycle cost analysis on large capital projects and show your client you chose the most reliable, lowest overall cost solution for the long term.
- Share your knowledge of projected utility costs in the future and position your project as a hedge against price increases.




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FACILITY – SPECIFIC KNOWLEDGE

- Know Your Customer:
  - Activity: Before a meeting, gather some characteristics about the business that would be helpful to know...
- Let's use somewhere familiar to all....




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**EXAMPLE: GROCERY STORE AND EQUIPMENT TYPES****Know your key terms!**

- Equipment types
  - Multi-decks
  - Coffin cases
  - Know difference: Walk-in vs. Reach-in
- Technical terms
  - Tons of Refrigeration
  - Low Temp
  - Medium Temp
  - Anti-sweat heaters
  - Halogen vs. LED spotlighting




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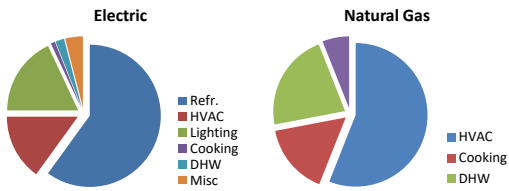
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**EXAMPLE: GROCERY - TYPICAL ENERGY USAGE**


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**EXAMPLE: GROCERY - KEY OPPORTUNITIES****Top 5 Electric**

- High performance T5 T8 or LED lighting
- ECM motors
- LED case lights
- LED spotlighting
- Anti-sweat heater controls

**Top 5 Natural Gas**

- Economizers for HVAC and Walk-Ins
- Auto Closers, Gaskets and Strip Curtains
- Heat reclaim from refrigeration for space heating
- ENERGY STAR rated kitchen appliances

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**EXAMPLE: GROCERY ENERGY INTENSITY CHARACTERISTICS**

- Electric intensity – average
  - 51.3 kWh/square foot or 175 kBtu/square foot
- Natural gas intensity – average
  - 0.38 therms/square foot or 38.1 kBtu/square foot
- Most electric-intensive commercial building type
- Set-back thermostats often not applicable – store temp set same 24/7 to limit food spoilage



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**HOW TO SPEAK A GROCER'S LANGUAGE – BIG PICTURE**

Grocery stores measure **Sales per Square Foot**

- Average US Supermarket = \$16M/year in sales with average size of 50K sq. ft. \*
- **Net Profit** averages 1% or \$160,000 per year\*
- This equals \$320/sq. ft. in sales annually
- Average energy cost \$200K per year or \$4/sq. ft.\*
- Example 20% reduction in energy use over 3-4 years

\*EPA Source:  
<https://www.energystar.gov/sites/default/files/buildings/buildings/2015/2015Sales%20Per%20Sq%20Ft%20For%20Supermarkets%20and%20Grocery%20Stores.pdf>



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**HOW TO SPEAK A GROCER'S LANGUAGE – BIG PICTURE**

**Energy Efficiency is equivalent to INCREASING SALES!**

- According to the EPA, \$1 saved in energy = \$59 in sales
- \$40,000 in EE savings X \$59 = \$2,360,000 in net sales
- \$16 Million in sales becomes effectively \$18,360,000!
- \$320 in sales per square foot increases to \$367 –/+13%
- \$4 per square foot of energy use is reduced to \$3.20
- Energy Efficiency is the easiest way to increase sales and lower costs at the same time, over time.

\*EPA Source:  
<https://www.energystar.gov/sites/default/files/buildings/buildings/2015/2015Sales%20Per%20Sq%20Ft%20For%20Supermarkets%20and%20Grocery%20Stores.pdf>



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#### ASPIRE TO OVERACHIEVE

- Leave a positive and lasting impression
- Do more than is expected
- Follow-up as promised
- Offer to walk them through their first project
  - Help with supporting activities
  - Build an appreciated, trustful relationship



 Efficiency Works

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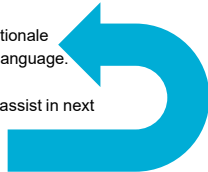
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#### COMING AROUND FULL CIRCLE

- Understanding – Prospecting/Qualifying
  - First listen, learn and filter before applying knowledge
- Recommending – Presenting/Engaging
  - Narrow to highly pertinent items, explain rationale
  - Keep things simple, but use their financial language.
- Nurturing - Follow-up as promised, build trust, assist in next steps, initiate action, culture growth



 Efficiency Works

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site: [efficiencyworks.CO](http://efficiencyworks.CO)

email: [info@efficiencyworks.CO](mailto:info@efficiencyworks.CO)

phone: 970-229-4823

 Efficiency Works

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