Fred Schoeneborn, CEM

- President FCS Consulting Services, Inc.
- Thirty-eight year career with Mobil Oil
- Created & Managed a Global Energy Program, won AEE, DOE and 3-EPA awards,
- Saved $103 MM in 4 years
- Consultant with companies, 3M, Alcoa, DOW, Raytheon, ArcelorMittal, Toyota, ExxonMobil
- Recognized by ACEEE as a “Champion of Energy Efficiency”.
Agenda

- Implementation Challenge
- Barriers --- Enablers
- Implementation Strategy
- Rewarding Implementation

**NEW** Implementation Guidebook
- The Value of Replicating Best Practices
You identified great opportunities…

Now What?
How a Plant Manager Sees It

- Can’t spend **potential** savings
- Assessment has **cost** time and effort
- Hold assessment host **accountable**
- Corporate could “**seize**” the money identified
Focus on Implementation

- Not part of the **assessment focus**
- Not part of **training**
- Not on **agendas**
- A stepchild of activities
Implementation Barriers

- Unattractive evaluated return on investment
- Lack of manpower or personnel changes
- Change in policy or funding for energy reduction
- Process related limitations
- Concerns regarding operational changes
- Limitations of current available technology
- Red Flags by the employees
- Political issues
Latent Implementation Barriers

- Implementation did not have a "seat at the table"
- **Case** not made for the benefits of implementation
- **Failure to implement** not understood by stakeholders
Implementation Enablers

- Use the Golden Rule of Selling "Lead with Benefits not Features"
- Speak $$$$ when quantifying opportunities
- Make Site Energy Leader accountable:
  - **Owner** of the plant assessment
  - **Responsible** for implementation
  - Performance is determined by **implementation** NOT identified opportunities
Implementation Career Trap

- Identified Savings
- Implemented Savings

$80 Million

$62 Million Left on the Table

“The Check Was Not Cashed”

$18 Million

Years

$80

$60

$40

$20

Million

1

2

3

4
Implementation Helpers

- Understand the site energy use patterns
- Develop an “elevator speech” describing them
- Identify an easy-to-understand project as a lead sample of opportunities
Implementation Strategy

- Review results with management – get **buy-in**
- **Accept** findings/recommendations/estimates
- **Announce** acceptance of findings formally
- **Praise** the plant participants
- Show the “**Prize**”
- **Assign and publicize accountability**
- **Educate** the staff to facilitate implementation
- **Be flexible** – encourage modifications
- **Celebrate identified Best Practices**
Implementation Aids

- Contact your BB-BP TAM for questions on funding
- Assign an owner for each recommended action
- Establish “by-when” completion dates
### Project Implementation Tracking Tool

<table>
<thead>
<tr>
<th>Plant</th>
<th>Division</th>
<th>Business</th>
<th>Project Description</th>
<th>Owner</th>
<th>Technology</th>
<th>Annual Savings Estimate</th>
<th>Cost to Implement Estimate</th>
<th>Implementation Status</th>
<th>Funding Status</th>
<th>Project Origination</th>
<th>Electricity Savings (kWh)</th>
<th>Natural Gas Savings (MM Btu)</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Louis</td>
<td>Glass</td>
<td>Automotive</td>
<td>Reduce Pressure</td>
<td>Paul</td>
<td>Compressed Air</td>
<td>$10,000</td>
<td>$5,000</td>
<td>Planned</td>
<td>No Funding Needed</td>
<td>Plant Audit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Technology Implementation Status

<table>
<thead>
<tr>
<th>Technology</th>
<th>Implementation Status</th>
<th>Funding Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boilers</td>
<td>Identified</td>
<td>Not Ready for Funding</td>
</tr>
<tr>
<td>Chillers</td>
<td>Being Evaluated</td>
<td>Funding Requested</td>
</tr>
<tr>
<td>Compressed Air</td>
<td>Planned</td>
<td>Funding Approved</td>
</tr>
<tr>
<td>HVAC</td>
<td>Implemented</td>
<td>Funding Denied</td>
</tr>
<tr>
<td>Lighting</td>
<td>On-hold</td>
<td>No Funding Needed</td>
</tr>
<tr>
<td>Process</td>
<td>Dropped</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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*Source: FCS Consulting Services, Inc.*
Implementation Tactics

- Focus on “big ticket” items for impact
- Keep **score** – use BB-BP Project Implementation scorecard and “Thermometer” graph
- Report progress to plant management at weekly plant operating **meetings**
# Project Implementation Scorecard

## Assessment Project Implementation Scorecard

<table>
<thead>
<tr>
<th>Key:</th>
<th>ON TIME</th>
<th>GRACE PERIOD (DAYS)</th>
<th>LATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STATUS</th>
<th>Project Description</th>
<th>Subtask</th>
<th>Project Manager</th>
<th>Initial Assessment Due/Completed</th>
<th>Project Submitted Due/Completed</th>
<th>Project Implemented Due/Completed</th>
<th>Project Follow-Up and Verification Due/Completed</th>
</tr>
</thead>
</table>
| LATE DATE             | 10/6/2009
| PROJECT DUE DATE      | 10/10/2009
| LATE DATE             | 10/10/2009
|                       |                     |         |                 |                                  |                                 | 10/12/2009                        | 10/13/2009                                      |
| PROJECT DUE DATE      | 10/10/2009
| LATE DATE             | 10/10/2009
|                       |                     |         |                 |                                  |                                 | 10/12/2009                        | 10/13/2009                                      |
| PROJECT DUE DATE      | 10/10/2009
| LATE DATE             | 10/10/2009
|                       |                     |         |                 |                                  |                                 | 10/12/2009                        | 10/13/2009                                      |
Project Implementation Thermometer Graph

ASSESSMENT IMPLEMENTATION RESULTS

Annual Savings
- $1,450,000 Assessment Target
- $605,000 Implemented

Production Improvement
- $710,000 Assessment Target
- $55,000 Implemented

One-Time Savings
- $590,000 Assessment Target
- $30,000 Implemented
Recognize accomplishments – $$$ always work

Celebrate with notes to stakeholders (e.g., DOE, plant neighbors, & internal stakeholders)

Ask management to present the 100% completion award to teams and individuals

Sell your accomplishments but sell with facts
100% Implementation Completion Award
Implementation Checklist

- **Review** the checklist before and after the assessment

- Complete the **checklist** with team & Site Energy Leader
Implementation Checklist

- Stress importance of focusing on implementation not just identification.
- Obtain management "buy-in" before concluding the assessment.
- Have Site Energy Leader (SEL) schedule status review meetings with management.
- Announce acceptance of findings formally.
- Praise the plant participants.
- Publicize best practices found.
- Assign accountability for each recommendation.
- Lead discussions with "benefits" not features.
- Talk $$$ not Btu or kWh.
- Have Site Energy Leaders get a "seat at the table" (at budget meetings).
- Identify the "Pain" (reasons WIR RA – What's in it for me?)
- Facilitate developing an "elevator speech" – brief interest grabber.
- Give priority to "big ticket" items that are easy to explain.
- Assign owners for each project and publicize this information.
- State planned completion dates.
- Review funding, rebates, incentives, and potential assistance.
- Discuss project tracking mechanisms.
- Consider scorecard approach like the "Thermometer".
- Plan recognition for accomplishments.
- Share 100% Completion Award template.
- Encourage identifying PR resources and communication opportunities.
- Educate SEL about implementation issues.
- Share a copy of the checklist.
Accessing the Guide

- The guide is available for download from AMO’s Publication and Product Library at:
  
  http://www.eere.energy.gov/industry/pdfs/implementation_guidebook.pdf
11 Assessment to Implementation Guidebook Principles

1. Integrate the process of identifying energy-savings opportunities with the process of implementing energy-savings opportunities
2. Assign clear accountability to those participating in the assessment
3. Explain and communicate the implications of performing an assessment
4. Understand the company scheduled to conduct the assessment
5. Perform an assessment only if the plant welcomes it and demonstrates its commitment to implementation
6. Organize assessment logistics to promote a successful identification process for opportunities
7. Employ an assessment process that moves smoothly from identifying to implementing opportunities

8. Maintain continued momentum from the assessment to the implementation of approved energy-savings projects

9. Quantify energy-savings benefits from assessments

10. Publicize successful implementation results and recognize employee contributions

11. Identify lessons learned to ensure success
Replicating Best Practices

- Design one – build many
- **Leverage** Best Practices
- **Link** implementation and replication
- Adhere to company **procedures**
Replicating Roadmap

- Consider it a **process** not an isolated event
- **Identify** a Best Practice candidate
- Build a **vision**
- Present the **business case**
- Develop an **Action Plan**
- **Communicate** the status
Concerned Stakeholders

- Credit the original design team
- Consider the Site Engineering team
- Retrain the Operating staff
- Evaluate the impact on the Finance staff
- Address Executive level management
- Institutionalize with future design teams
Make the Case

- Stress financial messaging
- Remember “It’s not the money - It’s the money”
- Sell best practice identification using a matrix
- Consider corporate “hot buttons”
NOW --- Will YOU Cash the Check ??

$2,100,000 is on the Table
THANK YOU