

# *Save Energy Now* LEADER Web Conference

## *Project Implementation Seminar Series:*

1 - Creating a Climate for Successful Project Implementation

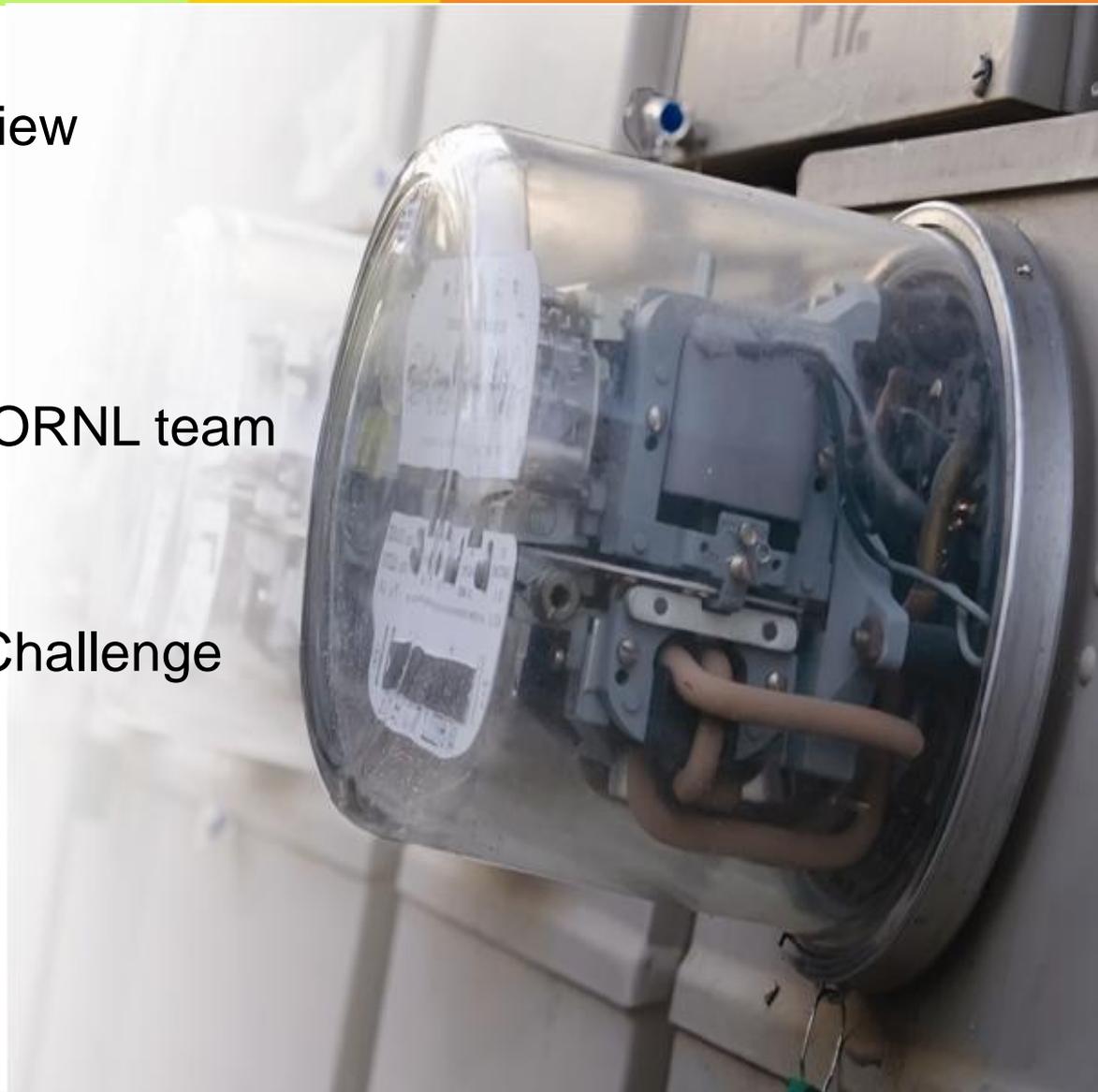
Fred Schoeneborn, CEM, CEA  
FCS Consulting Services, Inc.

December 09, 2009



# Agenda

- Seminar Series Overview
- Today's Presentations
  - Fred Schoeneborn - ORNL team
  - Steve Schultz – 3M
- The Implementation Challenge
- Future Presentations



# Focus of Seminars

- 12 One-hour seminars are designed to assist *Save Energy Now* LEADER Companies and exchange Best Practices on Project Implementation
- Conducted every second Wednesday of the month
- Will focus on real world examples, challenges and suggested solutions
- Practical Tools will be made available
- Peer *Save Energy Now* LEADER company participants

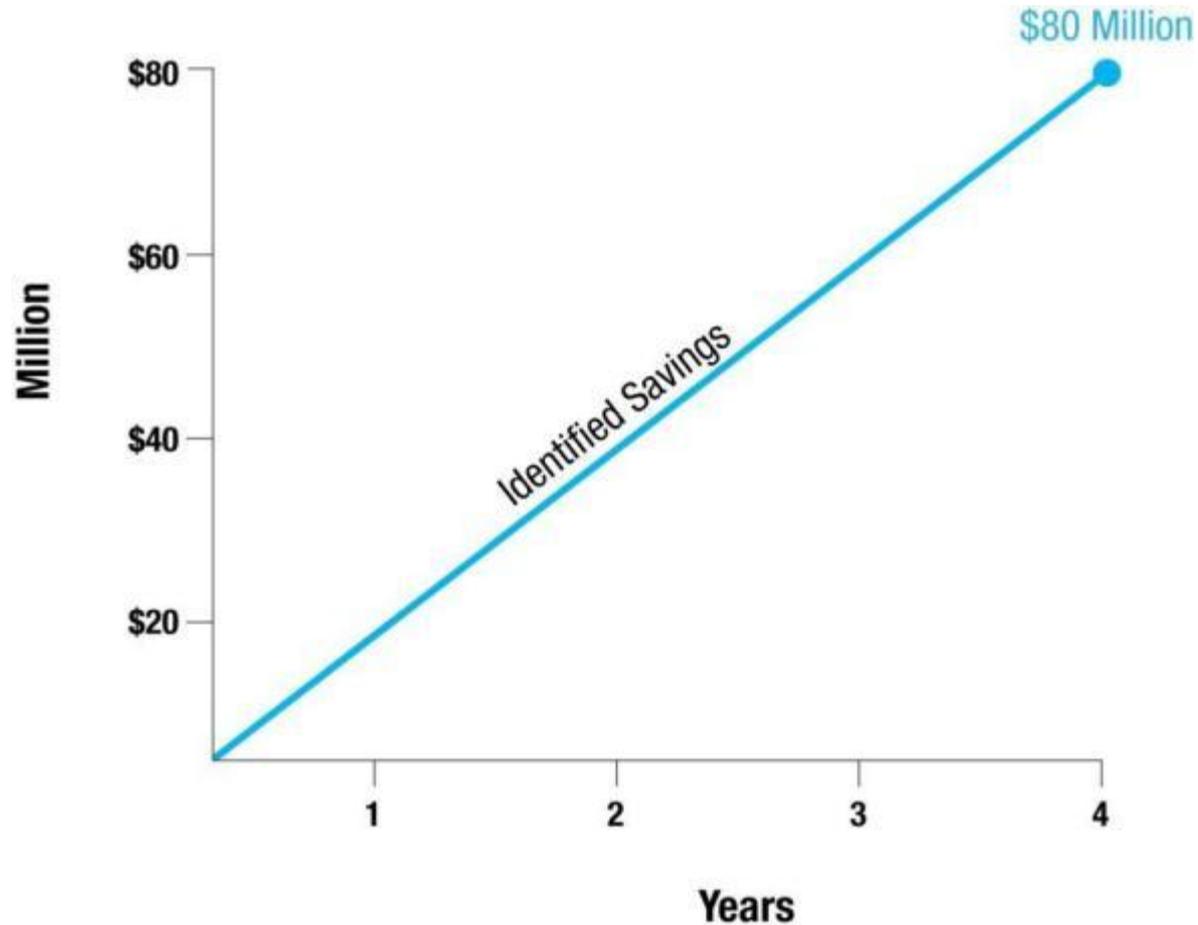


# Plant Manager's Bottom Line

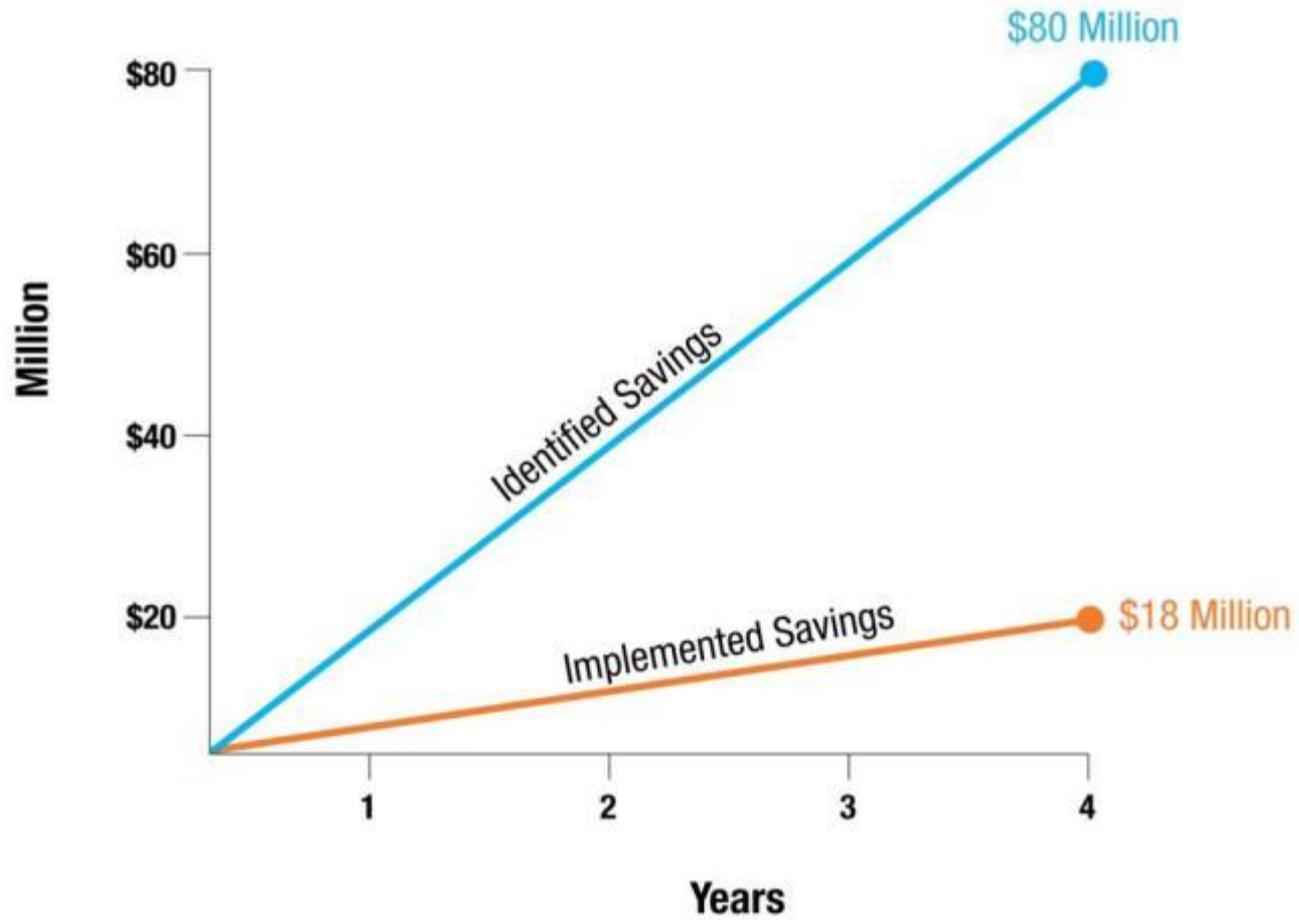
*“I can't spend Potential Savings  
identified by Energy Assessments  
-- Show Me the Money”*



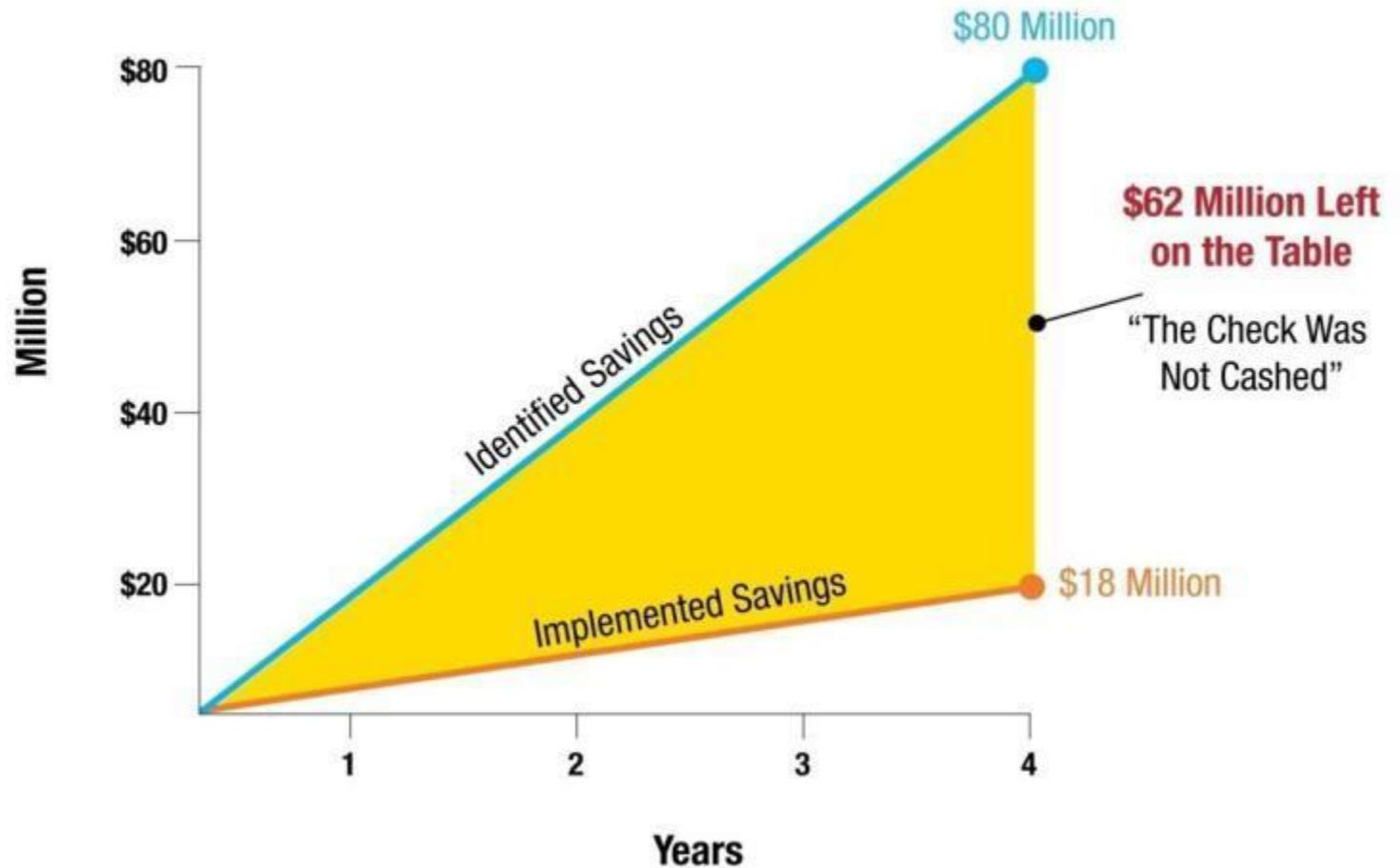
# The Implementation “Career” Trap



# The Implementation “Career” Trap



# The Implementation “Career” Trap



***“Everything depends  
on***

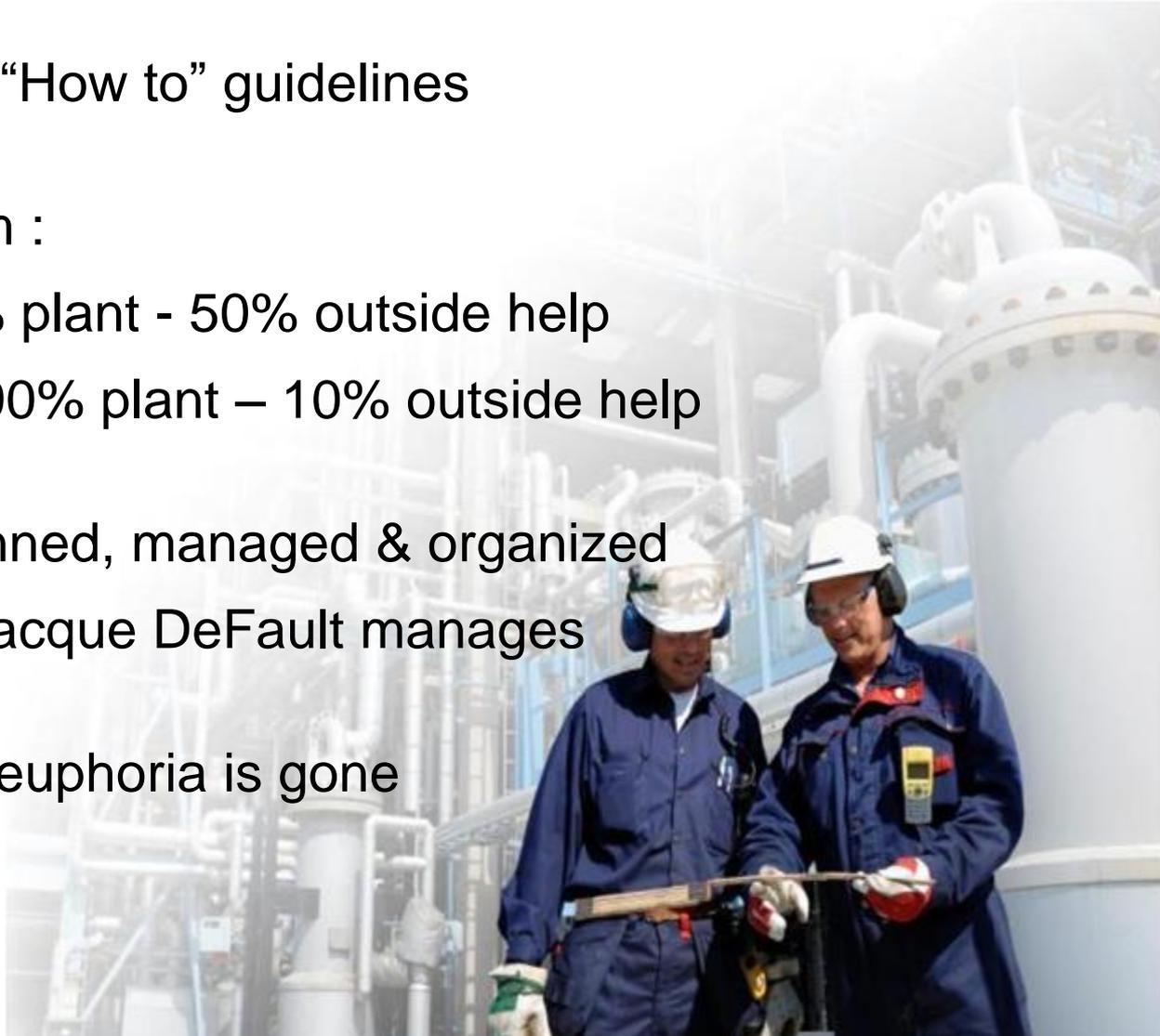
***EXECUTION***

***Having just a vision is  
no solution.”***



# Understand the Implementation Challenge

- Lack of available “How to” guidelines
- Shift in focus from :  
Assessment, 50% plant - 50% outside help  
Implementation, 90% plant – 10% outside help
- Assessment: planned, managed & organized  
Implementation: Jacques DeFault manages
- The assessment euphoria is gone



# You are Not Alone

- Single Biggest Challenge of Energy Management Programs
- I have only seen ONE company who had zero problems with Implementation
- All other observed companies struggle with implementation: staffing, funds, departure of assessment hosts, process improvement projects win over energy projects, etc.



# An Enabler of Implementation --- Rewards and Recognition

- Steve Schultz – 3M Director of Energy, has Created One of the Greatest Internal Rewards and Recognition Programs
- Responds to Radio Station WII-FM



# 2009 Energy Recognition Program

- Tier I Locations
- Based on a Point System Using Energy Dashboard Results
- Team Award – Entire Plant Energy Team Qualifies
- Annually
- Self Nomination
  - Tier II Locations
  - Maximum Award – Gold Level



## 3M Energy Program Dashboard

3M	2003 Q1	Q2	Q3	Q4	2003 Total	2004 Goal	2004 Q1	Q2	Q3	Q4
<i>May 18, 2004</i>										
<b>Energy Trend</b>										
Btu/ Pound of Product	5,044	4,272	4,844	4,071	<b>4,475</b>	<b>4,251</b>	4,772	4,772	4,772	4,772
Change <sup>2</sup>	-0.38%	-8.64%	0.58%	-2.45%	-2.98%	-4%	-5.39%	11.69%	-1.49%	-17.22%
Energy Use (MM Btu)	35,174	37,366	39,227	31,988	<b>37,366</b>	<b>136,546</b>	38,622	38,622	38,622	38,622
Change	7.34%	19.69%	20.39%	9.12%	<b>14.81%</b>		9.80%	3.36%	-1.54%	20.74%
Energy Cost	\$427,278	\$499,812	\$512,885	\$415,380	<b>\$1,854,355</b>	<b>\$1,733,822</b>	\$471,602	\$471,602	\$471,602	\$471,602
Change	9.64%	21.81%	18.57%	7.09%	<b>14.39%</b>		10.37%	-5.64%	-8.05%	13.53%
Energy Cost per MM Btu	\$12.15	\$13.38	\$13.07	\$12.99	<b>\$12.90</b>		\$12.21	\$12.21	\$12.21	\$12.21
<b>World Class Rating</b>										
World Class Energy Assessment Score <sup>3</sup>	90%	88%	91%	92%	<b>92%</b>	85%	92%	88%	75%	<b>85%</b>
<b>Projects</b>										
\$ Value of Energy Projects Secured & Delivered	\$6,990	\$165	\$165	\$165	\$7,485	<b>\$74,174</b>	\$12,729	\$12,729	\$12,729	\$12,729
\$ Value of Energy Projects Secured as a % of Plant Energy Spend <sup>3</sup>	1.6%	0.0%	0.0%	0.0%	0.4%	4%	2.7%	2.7%	2.7%	<b>2.7%</b>
\$ of Projects Identified, Being Evaluated & Planned	\$0	\$0	\$0	\$12,729	\$12,729		\$0	\$0	\$0	\$0

0

4

3

7

Btu per Pound of Product Reduction	Plant Energy Program Effectiveness Rating	Projects Secured – % Delivered Compared To Plant Spend	Points
4%	90%	4%	5
3 - 4%	85%	3 - 4%	4
2 - 3%	80 - 85%	2 - 3%	3
1 - -%	70 - 79%	1 - 2%	0
0 - 1%	69% -	0 - 1%	0

15 = Platinum  
 12 - 14 = Gold  
 9 - 11 = Silver  
 7 - 8 = Bronze

# Energy Award Winners 2009\*

Platinum	Gold	Silver	Bronze
Brownwood New Ulm Tonawood Atherstone	3M Center Corona Greenville Guin	Alexandria Austin Center Brookings Cynthiana Nevada	Menomonie Valley
Aycliff Brookville Tape Gorseinon Ribeiro Preto san Luis Potosi	Beauchamp Hilden Seefeld Singapore	Hutchinson Prarie du Chien Wausua Springfield	Naju
		Gendorf Higashine Itapetininga Kamen London Ontario Sumare Yang-Mei	

\* For results achieved in 2008

# Plant Energy Team Recognition

Award Level	Dinner	Lunch/ Coffee	Certificate
Platinum	Team with Significant Others		X
Gold		Team Box Lunch	X
Silver		Team Coffee, Cookies	X
Bronze			X

Certificates signed by Vice President of Engineering and Corporate Energy Manager



3M CEO George Buckley presenting the 2008 Platinum Energy Awards to the 3M Plant in Sumare', Brazil

# Future *Save Energy Now* LEADER web conferences on project implementation

- January 13, 2010 – 2 PM eastern “Preparing for project implementation Before an assessment”
- Please share with us any comments regarding these web conferences – these are YOUR sessions and we want to make them as meaningful as possible for you
- Send comments to Lindsay Bixby at: [LBixby@bcs-hq.com](mailto:LBixby@bcs-hq.com)



*Now Your  
Questions*



# ***THANK YOU***

