

The Weekly Sales Beast

Douglas James Martin

Industry Module: Air Curtains

Featuring

Out of Thin Air

The Complete Guide of How to Sell

Nature's Natural Barrier-Air Curtains

In conjunction with ***Rick Thurston***

As head of Green Air Systems, associate author Rick Thurston took the long road to the pinnacle of business success in the HVAC industry.

Rick cut his teeth with Manitoba Hydro, first in the Northern region, then to the St. Boniface district followed by a stint in the business department. Retail experience at Furnaceman culminated in assuming manufacturers representative status with York International for a dozen years until the call of entrepreneurship could be held off no longer.

Recognizing early the innovative nature of the Air Curtain industry, Rick pioneered the initiation of a Canadian utility incentive for air curtains with Enbridge Gas. He also designed and built the first mega air door project for the Alberta Oil Sands (Albian Sands Project). This was for the doors for the giant rock wagons used in unimaginable conditions.

As a proven industry leader Rick has distinguished himself as an innovative thinker and more appropriately, a “Do-er”, as noted by being the first to establish air curtains as a viable alternative to plastic strips for cooler freezer applications, in Western Canada.

A MESSAGE FROM BERNER INTERNATIONAL AND GREEN AIR SYSTEMS

Growth and development have been cornerstone values at Berner International since our humble beginnings in 1956. Our market success has been, and continues to be, driven by our partnership with distributors and dealers who are our valued ambassadors to the customers and the environments in which our products work.

At Berner's and Green Air Systems, Innovation transcends our product line to encompass ways we can build our dealer relationships stronger, deeper and with greater mutual value. That desire, to bring meaningful additional contributions to our joint success, has culminated in sharing our investment in The Weekly Sales Beast skills development program with you.

Like you, this educational program is unique and hardworking, and a great opportunity to reinforce positive selling skills and behaviors week after week. As partners in our selling process, enhancing our joint abilities will bring rewards to all our businesses.

We hope you enjoy this remarkable series and we look forward to growing together.

Steve Benes, Berner International
Rick Thurston, Green Air Systems

A RATHER “POETIC LICENSE” VERSION OF THE HISTORY OF AIR CURTAINS, AND AN ACCURATE HISTORY OF BERNER INTERNATIONAL

Archeologists working in the Chilean mountains excavating ancient habitat caves were befuddled as to why the caves situated just slightly askew to the prevailing winds were far richer with evidence of early tribal life than the caves on the Lee side of the mountain, which would have completely protected the dwellers. In 1979, this was a real head-scratcher. The only logical thing to do was to break the research party into groups and have them live in the two locations for a month and record their findings. And by two groups, I mean just the grossly underpaid, near volunteer, third year university students who had thought that signing on to this expedition would be good for their resumes. The real archeologists stayed at base camp along with their chef and cool looking Land Rovers.

When the lab rats emerged with their summaries in hand, the technical data was relatively the same; it was the environmental impacts, not written in the notes that captured the attention of the lead professor. While pouring over the statistics, each team regaled the other with their experience stories. The lee side complained about bugs, which they assumed were just part of the deal, and the skittish nights of listening to the too close low growling of neighborhood mountain lions. The other team reported just minimal bugs and no pesky kitty cats that may have descended through the evolutionary chain from angry dinosaurs.

The professor quickly came to the theory that those living on the lee side had the advantage of a knocked down wind, current, which gently rolled down the mountain side seeping into their cave and slowly exiting out to

A4

continue it's path snuggling the ground as it meandered to the valley below, carrying with it the human scent of the inhabitants to waft into the nostrils of any passing mountain lion. Bugs scooted in and out for the mere sport of it as the wind force was so weak even baby bugs would come over for a look see. Those on the skewed side had a far greater air flow speed across their entranceway. The air rotation still existed with ample replenishment, but as it exited it became thrust upward and with greater dispensary along its path above the plains in the valley. Lions may catch a weak whiff but the scent compass would be too broad to follow. Bugs without a Gold's Gym membership had no chance of penetrating the faster air movement.

Thus began the study of nature's air barrier and how it impacted early life on our planet. The professor went on to write a best selling book "To Air is Human" sharing exactly zero of his royalties with the undergrads who had lived in the caves.

As a sales person, you can confidently say that Air Curtains have been improving environments for at least 10,000 years. Although getting testimonials may be a bit of a problem.

You are welcome to re-tell this story to potential customers, although you should know I made the whole thing up. I'm not saying it couldn't have happened, but a more current, perhaps better historical story might be that of Berner International.

In 1956, Erling Berner brought European technology to the United States and formed Berner Industries, the foundation of today's Berner International Corporation, the first manufacturer of air curtains (also known as air doors) in the U.S.A.

Headquartered in New Castle, Pennsylvania, Berner International combines state of the art equipment with highly skilled workers to produce the most efficient, cost effective, reliable air curtains on the market.

Our strong commitment to listening to our customers and solving their problems has established Berner International as the leader in the air curtain market. In the late 1970s, Berner took the lead in approaching the other air curtain / air door manufacturers to work with A.M.C.A. (Air Movement Control Association) to successfully develop a certified method of rating air curtain performance. Product performance is critical, and at Berner, we believe our customers deserve the best assurance that our products perform as stated.

Berner International's continual growth is through the leadership of Georgia Berner, president of the company since 1984. Entrepreneur of the Year is just one of the many awards Ms. Berner and her company have received during her 20+ years of leadership. Under Georgia's direction, Berner has become an employer of choice in the region.

In business for over 50 years, Berner has a reputation for customer service, innovation, quality and performance, and is proud to be a leader in systems that save energy and create healthy, comfortable environments.



CHAPTER 2

WHAT EXACTLY “IS” AN AIR CURTAIN AND HOW DOES IT WORK?

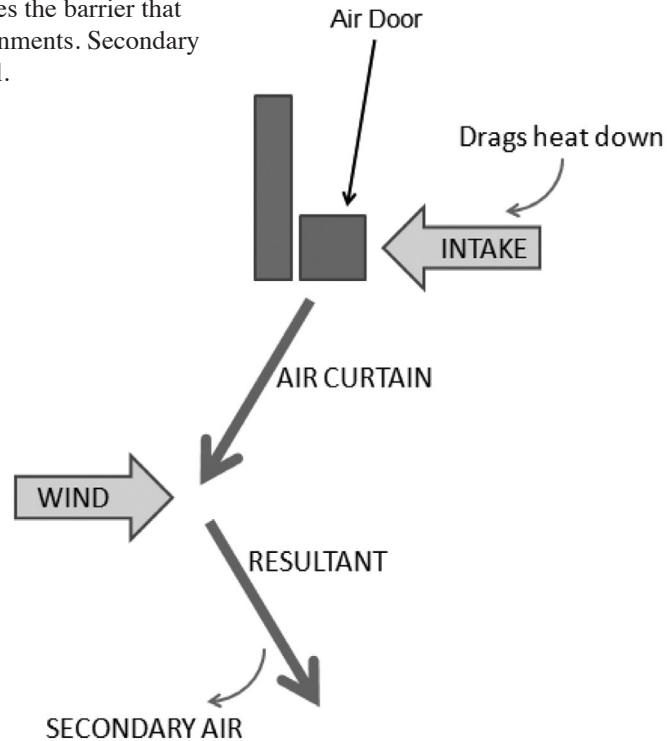
In its most simplistic terms, an Air Curtain, or Air Door, is a controlled sheet of high velocity wind, which separates two distinct atmospheric environments. In more complex terms, telling your friends that “I control the environment” as your vocation, may seem a little lofty, but closer to the truth than you might think. As you’ll learn, the effectiveness of Air Curtains can be astounding in their varied applications, but in order for that effectiveness to be maximized, a more technical understanding of the dynamics impacting the Force, Swath and Angle of the air barrier greatly influences the positive measureable outcomes.

The most recognized application for an Air Curtain is positioning between an inside/outside scenario like a shipping

door or entranceway into a grocery store. Boasting some 90% effectiveness in keeping each environment away from the other has all but ended grumpy warehouse managers from saying “Hey! We’re not heating the whole neighborhood here”! Or maybe that’s just a flashback to my dad during my childhood. Either way, no longer does expensive climate controlled air from inside, spill out into the general vastness of the great outdoors.

Air doors are mounted above and or on the inside of an exterior opening. When the exterior door is opened the air door immediately reacts and drags stratified air down from above. An air curtain is created by forcing air out of the air door’s nozzles at 15 degrees deviation from center. The reason for 15 degrees deviation is to counteract the outside wind and balance the air between the inside and outside.

The RESULTANT creates the barrier that separates the two environments. Secondary air that is lost is minimal.



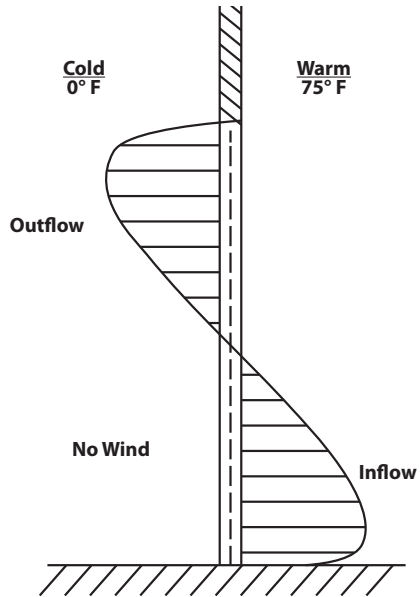
EFFECTS OF AIR INTERCHANGE THROUGH WALL OPENINGS

The following diagrams depict the velocity profile and infiltration caused by typical air interchange. Typically, 80% of heated air loss goes out the top 20% of the door.

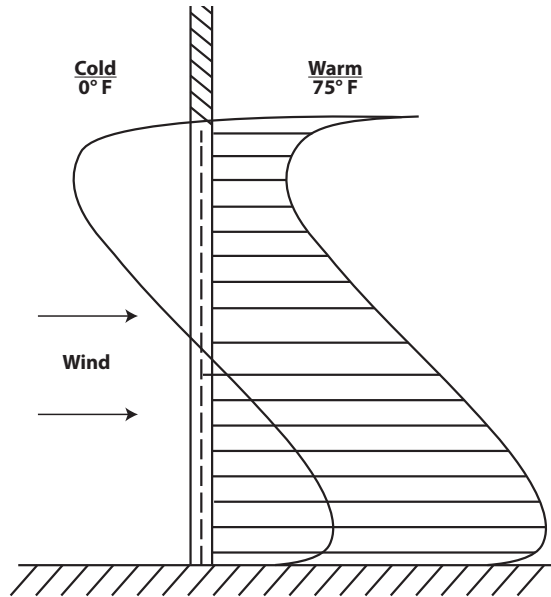
The VELOCITY PROFILE shows the typical air interchange pattern through an open doorway when the exchange is caused by a temperature (air density) difference between spaces and there is no effect from wind. Warmer air moves through the top half of the doorway while an equal mass of cooler air flows through the bottom half.

INFILTRATION through an entrance caused by wind is shown superimposed on the air interchange pattern due to temperature or stack effect. Total in-leakage from building under balanced pressure is calculated by multiplying the full door area times the wind velocity ($\text{cfm} = \text{AREA} \times \text{Velocity in fpm}$).

An air door counteracts the effects described above



Velocity Profile



Infiltration



COMMON AND UNCOMMON APPLICATIONS AND BENEFITS

THE DOORS-THE HOLE, NOT THE BAND.

In the twenty-second century we'll call them ETP's or Environmental Transfer Portals, but for now we'll just continue to refer to them as doorways. Dock doors, Customer Entranceways, Drive-through Service Windows and pretty much anywhere that an outside/inside business situation exists. Frequent openings between two distinct environments, or an extended opening, will cause heat or cooling lost depending on the seasonal settings of the interior space. Either way, it's expensive air.

As we discussed earlier, an Air Curtain stabilizes two different environments with minimum leakage, meaning as little as 10% of the expensive air squeaks out.

The opportunity to engage potential customers in an Air Curtain conversation has never been better. Companies are looking deep into the financial statements scanning for cost savings at every turn, and energy has been on the rise year after year. For many, it's become a major expense, but often they feel it's an uncontrollable cost for the most part, so it's glazed over and other categories get the scrutiny. Air Curtains offer a compelling solution to rising energy costs for clients. And the mathematics bare out the efficiency.

Instinctively everyone knows that when doors are opened and air comes in, the HVAC systems have to go into overdrive to re-stabilize the comfort environment. Cha-Ching!

So the primary hot button for these customers is going to be financial savings. Your Berner International or Green Air Systems representative have calculators available for you to determine energy loss and overlay a quote which determines ROI (Return on Investment) when you get to the point of presenting a detailed proposal. But in order to do that, you need to appreciate the size and scope of that market segment and plan an approach that makes sense and creates an inviting exchange.

THINKING BACKWARDS FOR GREATER IMPACT.

Running the numbers of efficiency of Air Curtains is a powerful motivator for decision makers. It's that stark look at reality of savings that causes a little bit of a mental shake-up. But savings are nebulous; they are in the future, conditional and, well, suspicious. Plus, because it's such an attractive feature of the product, money saving, every single one of your competitors is also putting forth what a bright future their product will provide as well. Most customers considering the benefits of environmental separation are planning on doing something about the air transfer loss, but plans need to be acted on and sometimes they simply don't get the priority they should. As Mike Tyson famously said "Everyone has a plan until

they are punched in the face, then they have an action plan".

Metaphorically speaking of course, you need an upper cut, jab, jab, haymaker. And it comes in an unlikely, but obvious place, the past. Running the efficiency numbers for say five years forward from date of installation will clearly show the quote cost payback, but run them five years backwards as well and highlight the money lost over that time. That number is real money, not proposed future savings. It forces a harsh reality peek and can even be used to lever side conversations about what could have been done if that money had existed. It reinforces a message of urgency in ending the financial hemorrhaging and brings definitive contrast to the situation. Circle that number in red for emphasis but don't dwell on it. I assure you that most competitors won't draw the comparison and it will place the mindset and attitude toward you as a vendor in a different and favorable light.

COMFORT BUTTON

My mom, like millions of little old ladies like her, shells out forty bucks every Friday to have her hair done. I'm not sure why exactly, but she does. And every Friday either my sister or myself picks her up from



the typical 5-seat salon and listens to her complain all the way home. She doesn't complain about the money or the fact that her "Doo" looks exactly the same as it did in 1963 with the notable exception of the color now being white. No, she complains about the draft. Every time the salon door opens in the wintertime, and winters in our neck of the woods are harsh, a rush of cold air washes over her wet hair and head. It happens five or six times in the 45 minutes or so she is there. Conversely, the summer has a blast furnace effect and causes similar discomfort. Now, as we all know, there's nothing cranky about 4' 9" ladies who lived through a war, so while the stylist is grabbing my mom's 40 beano's, she takes that opportunity to gently address the draft situation at the salon. And by gently I mean she gets right up into the grill of the stylist and let's her know she's peeved.

The owner of the salon eventually figured out the loss of even one little old lady would be the same as installing an Air Curtain, and so they did.

Strip mall businesses often have a confined small space in which they do their business. Dentist office waiting areas are always by the entry way, insurance companies, small retail stores, and a host of others are prime opportunities to talk

about the comfort levels offered through Air Curtain separation. For them, it's not just about the loss of expensive air during an open door transfer; it's about losing customers to an uncomfortable level of draft effects.

THANK YOU FOR SMOKING-OVER THERE.

Unless you are Marty McFly's best friend and the DeLorean just screeched in from 1957, you are aware of the aggressive smoking bylaws in just about every jurisdiction in North America. What began as sectioning off two areas of a restaurant or bar with painters masking tape has evolved into designated areas outside of these establishments, forever separating the smokers from the non-smoking community.

But smoke falls under the Murphy's Law of always going where it is least wanted, and so whilst patrons scurry in and out of the designated area, the dastardly second hand smoke seizes the opportunity to sneak in and attack the nostrils of those who don't embrace the joys and the richness of flavor coming from hand rubbed dried vegetation set on fire.

"You've come a long way baby!" now more aptly applies to the consideration

of customers health than the manipulative slogan from our friends at the Virginia Slims Company.

Although the two factions are happy to interact on the dance floor, neither wants the smoke from the outside uniting with the non-participating customers on the inside and managers looking to appease all patrons are turning to Air Curtains as a simple, cost effective solution. An Air Curtain can't stop 100% of the smoke from entering the premises, but it blocks well over 90% of second hand smoke, including knocking down any remnant's of cleverly blown circular rings of a grey carcinogenic used as a throwback to a century-old mating ritual of smoke signals.

It also acts as a tangible demonstration of the establishment's commitment to the health and comfort of their clients.

A quick glance off to the roadsides while driving to the shop will quickly reinforce the number of opportunities that exist in your marketplace for this application of an Air Curtain. I believe the service industry management will welcome a conversation on the added benefits an Air Curtain would bring to their businesses. Perhaps even the more enterprising sales folks out there could lobby their local politicians

to mandate an Air Curtain separation in every designated smoking area. I'm not saying you should do that but "what if" right?

QUIT BUGGING ME.

The delicate balance of nature's food chain isn't affected one iota by not allowing black houseflies, wasps, moths, mosquitoes or hornets from entering the workplaces and storage areas of clients dealing with perishables or any food processing/preparation facility.

Insect control is of great importance to a large number of companies and an Air Curtain is the world largest fly swatter. Airborne insects are proportionally very sneaky for their size, and squeezing past plastic draw curtains is an elementary task they learned in the larva stage of their development. Apart from general entranceway openings, such as shipping doors or raw stock areas, the refuse area offers a venerable playground for insects and a major problem area for many potential clients. Installation of an Air Curtain creates at least a 90% seal and bugs reported in a recent survey that because the seal is invisible, they became confused and disorientated, causing them to continuously attempt to penetrate the



unseen barrier, only to be batted back by the forceful air current.

But what works for bugs also works for dust, odor, mold, spores, pollen and noise. Plus, there are many more airborne contaminants that could cause havoc if allowed into certain environments. Oil mists, sawdust, grinding material fragments and a host of other “In” shop operations like welding smoke can easily be contained through an Air Curtain.

FREEZER PLEASERS.

Extreme temperature variation stability is a fancy way of saying the need to keep freezer temperatures and non-freezer temperatures apart. To tackle this need, food producers, processors, distributors, hotels, restaurants, convention facilities and our buddies over at Ben and Jerry’s, have long relied on plastic strip separators to rather ineffectively keep the air mixing down to a minimum.

The challenges of plastic strip separators for those who use them are plentiful. Beginning with brittleness and breakage which causes significant safety concerns as thick mil plastic, when shredded, resembles a nice collection of Ginsu™ knives and employees scooting in and

out through ratted dividers are often at greater risk than the target recipient in a Circus knife throwing act. Ice build up at the bottom base is fraught with opportunity for employees to slip and fall. This all adds up to ongoing replacement of the strips, in many cases multiple times per year.

Many of these people are unaware there is an alternative which is infinitely more cost effective and healthier, an Air Curtain. With compressor run times greatly reduced, efficiency abounds though less maintenance and an Air Curtain will operate for years with minimal or even no required maintenance. No hanging obstructions coupled with an invisible airflow creates a clear line of sight and augments workplace safety, plus the added benefit of a clean dry floor at the seam.

Plastic strips are also a venerable petri dish for bacteria collection and every time a cart pushes through the plastic strips it literally butters the bacteria onto the boxes and bags it contacts. That’s just icky to think about and has not gone unnoticed by sharp regulators who are already looking to eliminate plastic strips along the food movement chain.



AIR CURTAIN BENEFIT SUMMARY

The benefits of using an eco-friendly Air Curtain are numerous and can vary depending upon the business and environment it is installed in. The following summarizes the many benefits.

- Provides a 90% seal across an open doorway exposed to the outside elements
- Reduces heating and cooling costs significantly for areas with high patron or staff traffic.
- Energy savings provide a rapid and definable return on investment
- Permits a business such as a restaurant or club to leave entrance and patio doorways open for server staff and patrons to move back and forth with utmost convenience.
- Prevents icy-cold winter air and hot, humid summer air from entering open doors
- Blocks flying insects, pollen and mold spores
- Blocks cigarette and cigar smoke and other obnoxious odors
- Improves safety hazards by reducing ice and frost build up associated with loading docks entrances and line of vision impairments
- Manufacturers can block air borne contaminants such as oil mist and other particle based contaminants from migrating throughout their plants.
- Easily installed for any size opening
- Small businesses can apply for rebates from most provincial energy providers

THE AIR CURTAIN MARKET

Typically when looking at a market scope we break it down into three distinct categories. New customers, Retrofit/Replacement customers, Specification customers.

I'll spend a quick moment of the Specification Market. Calling on the ACE market, Architects, Consultants and Engineers are generally done through a dedicated sales team looking to position Air Curtains into the drawings and specs for new building facilities. Beyond the obvious advantages Air Curtains bring, in this scenario they have the added advantage of positioning Air Curtains as an insurance policy for protecting the investment and operational costs of a new HVAC environment. The professionals dealing in this market are more apt to embrace the idea of using forced air as an

environmental protector. The challenge in this market is to secure a specification that not only calls for Air Curtains, but calls for a brand specific Air Curtain system.

The Retrofit/Replacement Market is a vast collection of early adopters of the Air Curtain systems. These are the clients who years earlier recognized the advantages offered through this innovative barrier method. All things machinery have a lifespan and replacement of older units offers a built in market opportunity. A quick look through the past records of your companies sales will indicate which of your past clients may be looking to update their equipment needs. When you are out visiting customers become cognizant of the condition of existing units in use at their facilities, often it's time to introduce the topic of

updating product, particularly with recent innovations in efficiency and hardware costs. When dealing with longtime users, you may encounter a variety of experiences. Ensure you are well versed in past challenges customers may have experienced with earlier installations and be able to demonstrate the effectiveness of advances made in recent years. This segment is substantial and grows each year as more and more early users look to upgrade.

The New Customer market is monstrous. With ever increasing energy costs, a genuine focus on employee's safety, the provable reduction in airborne nuisances, the health and comfort of patrons and the obvious convenience of an Air Curtain system, more and more companies and businesses are looking seriously at this innovative solution. As a sales professional looking to put some energy behind this product line, the timing couldn't be better. For years, it seemed, Air Curtains were ahead of their time. But no more, the market has caught up with the technology and enough positive history and longevity of performance is in place for Air Curtains to take their rightful place in the market.

We've discussed throughout this document the logical applications and the types of companies and businesses who should embrace our environmental solutions. From warehouse and shipping stations to restaurants, bars, food processors and preparers, to small retail and the million or two drive through windows across North America, opportunity abounds. Everywhere you look there will likely be a legitimate opportunity to have an Air Curtain conversation with someone. It is of course, up to you to start the dialogue.



SELLING PROCESS AND THE NINE FACTORS WHICH CAUSE POSITIVE INFLUENCE.

I've dedicated my life to selling. I love it. I love it so much, that many, many years ago, I undertook to learn more and more about the process of selling for the mutual benefit of vendor and customer and ended up writing a dissertation on the corporate mantra of Building Better Customer Relationships. It seemed we all understood what good customer relationships looked like but few of us had a solid grasp of how they were achieved and more importantly maintained. I surmised that a process could be extracted and indeed duplicated for the purposes of causing deliberate positive business relationships.

What emerged were two parts. The program entitled EPIG™ Customer Relationship Architecture profiled the four founding principles of real maintainable

business relationships and the nine factors that cause influence within them.

As you are likely reading this in a vehicle or bathroom somewhere, it's not the ideal forum to begin laying heavy psychological theory on you. Perhaps one day we'll meet at a conference or something and you can sit through a couple of days of me driveling on about the Phycology of Relationship Selling. In the mean time a quick backgrounder is this:

EDUCATION

Learning and sharing as much relevant information as possible, continuously.

PARTICIPATION

Exploring and ensuring ways in which both parties interact for the same purpose.

INTEGRATION

Implement forums where all parties collaborate for mutual value.

GRATIFICATION

Ensuring the relationship rewards are equal.

I know, heady stuff, but lots of fun when we get right into the weeds of how relationships either flourish or disintegrate based on those four little words. But anyway, the real action side is in managing the influence within that framework.

THE NINE FACTORS WHICH CAUSE INFLUENCE

“The Factors Which Cause Influence” is actually known in psychology circles as The Compliance Theory, which sounds kind of slimy, but nonetheless, is it’s working title. The basis of which is that there are nine ways, that when introduced into varying situations, will cause a likely predictable outcome. You will recognize these factors from your everyday life, albeit you may not have known the definitions, and I’ll relate them to your personal quest to be the top Air Curtain salesperson in the Milky Way.

Authority-People follow the advice of those they perceive to have expertise.

Establish an authoritative grounding by demonstrating innovation and industry leadership. Capitalize on the long history of Berner International, not just as a quality manufacturer, but highlight their leadership in spearheading industry efficiency measurement standards and highlight early innovations. Weave the credibility of your company within that context and your personal credibility through experience, contributions and years of industry experience.

Reason-People respond positively to requests that make sense.

Thankfully, common sense still prevails in this nutty world of ours. Prove that what you are introducing genuinely solves a problem, and people logically will embrace it. Ask if a scenario is detrimental, like ice build up at the freezer door, and people will acknowledge it. Demonstrate a cost reduction stratum that is accurate, reason will prevail and it will be embraced.

Reciprocity-People need to create a natural balance through a sense of indebtedness.

We've all used reciprocity in our selling careers. Buy a customer lunch or dinner, and they repay the debt by listening to what we say over the meal. Ball tickets? Premium items? In some cases trips or conferences, are all intended to cause an imbalance that the client internally needs to square. Debt sounds harsh, but that is what it is. Customers will repay through their own sense of value received. Often we are looking for an opportunity to be heard, a chance to layout our story in an environment of seclusion where we can control the attention span. Reciprocity affords a slight degree of leverage particularly in garnering time and attention. If your attempts at reciprocity borders on obligation, it will be repelled.

Efficiency-People tend to select the easiest way of doing things.

Ensure your process for the customer is as simple as possible. Make it easy for them to meet with you, listen to you, understand you and ultimately make a decision in your favor. Organize your information in a way that requires little effort on the customer's

behalf and always reinforce the ease of effect both before and after a commitment.

Consistency-People tend to behave consistently based on their past behavior.

People are pattern driven. It is far easier to repeat behavior than to change it and it generally becomes their default position. If this is a customer who may look to a new vendor for a piece of equipment you have provided in the past, remind them of your long history of working together and the perils of potential change. If this is a new customer you are looking to switch over to your company, explore with them their consistent positive outcomes from past change decisions they have made. Use consistency to reinforce product performance and overall ongoing customer embracement of your company. Demonstrate the long-term associations your company has had with suppliers, employees, and customers. Show repetitive high industry rankings in service and customer satisfaction.

Rapport-People follow the advice of those they like and favor those which they share commonality.

Building rapport with customers is the cornerstone of a selling career. Deliberately building rapport with customers is a sophisticated skill. Most of us rely on our good nature to win “Likeability” with customers and prospects but “Likeability” doesn’t build trust. Commonality does. In a long-term selling environment, investing in conversation time with a purpose will pay incremental benefits. The purpose is to find rare commonality with the customer. It’s not uncommon for people in a given geographical area to support the same football team or hockey team; it’s easy and amazingly frequent. Many of your competitors will not go much deeper than the obvious layers of social commonality. But looking for the rare connection will bring incremental rewards. Explore conversations with an eye to uniqueness. Discovering a common interest in model train building, or that each of you is a member of a small club or organization, or have a shared experience independent of one another will cause a proprietary bond. Deliberately learn as much about the customer as possible, and share as much of you as possible.

In doing so, you will discover something in common that your competitor will not, and that will give you a distinct advantage.

Social Evidence-People will imitate the actions of those they respect.

Another way of saying social evidence is “respected third-party endorsement”. And we see them constantly on television. Tiger Woods shaving with a certain razor blade or Michael Jordan driving a certain type of car. In the consumerism world, it’s a little overdone and significantly less believable these days than it was way back when Babe Ruth branded a chocolate bar. But it still works and therefore, still is used. In the business-to-business segment third party credibility is far more believable. An opportunity to present a relevant testimonial or case study from a recognized company adds substantial impact to your conversations. If you are speaking with a modest grocery store chain, a performance summary letter from an engineer at Safeway carries substantial weight. Having a few case studies for a variety of business that your potential customer is likely to recognize reinforces your performance claims by an independent, respected third party.

Scarcity-People tend to want something more if supply is short or time is limited

Scarcity creates a sense of urgency to make a decision and is instrumental in advancing purchasing parameters. It's not all that likely you are going to run out of stock or certain models will be discontinued by month's end. But limiting time on the confines of a quotation, for instance the pricing configuration and available time for installation, defines and advances the decision pallet.

Attitude-People are naturally attracted to a positive motivated nature.

Manufacturers bring the quality products, your company provides the business infrastructure and support, you bring the positive state of mind necessary to move business forward. Personal motivation is impossible to quantify, unless it is absent. Then it's easy, failure. Most sales people I know are natural optimists and portray a positive attitude the vast majority of the time. But each of us can be adversely affected by surrounding circumstances in our personal and business life. We carry an inner responsibility to minimize the amount of time that gets sucked out

into the negative side of the equation. I don't want to "Tony Robbins" you, rather simply remind you that each of us can implant a strategy to overcome the negative affects of adversity and it's our duty to do so. Customers respond to confidence and confidence comes from a consistent positive attitude.

Authors Note: *The factors which cause influence is not a sales skills buffet that gets dumped out collectively on every sales call. They are to be cherry picked according to the situation and used to move the discussion into a more favorable direction for you. Strategies and tactics can be developed for each category and held at the ready for an appropriate opening.*



PRIDE AND PAYBACK

Throughout your selling scope you are going to run into unhappy prospects who will take you out back and show you a malfunctioning Air Curtain and point to it as an unmistakable mark of bad ideas. They will be partially right. The mistake part, but not about Air Curtains, but the source of their equipment manufacturing. Offshore units simply cannot compete with North American made craftsmanship. Period. Quality materials, precision parts and alignments, experienced assembly people who know how to fit components together, and quality control technicians

who are experts at their jobs and don't let anything leave the factory floor unless it's perfect, produce incomparable quality Air Curtain units. Quality means longevity and proven performance. When confronted with a prospect who is lukewarm on the technology, the chances are there is an offshore unit somewhere in their past. Arm yourself with some local testimonials or case studies that demonstrate the performance quality of units that are North American Made.

COMMON OBSTACLES AND OBJECTIONS

Vestibules:

Typically Consulting Engineers and Architects are not excitable people. But once the data came in on Air Curtains being used as an alternative to vestibules, well they were downright giddy. Firstly, vestibules are not as effective as everyone once thought. Especially as traffic increases, it often leaves both door groupings open to air escape. Larger square foot vestibule areas are the only way to address an increased traffic scenario. And with construction costs in the \$150/sq. ft. range, well the mathematics are just out and out scary. But what really excited the folks with more letters behind their names than the mandarin alphabet was the reclaiming of the vestibule space as a new application-specific area.

Prospects who point to their vestibules as their air exchange solution are easily converted into a conversation about what they could do, and even perhaps what they could earn, if that space was reclaimed by using an Air Curtain.

Once the process of “Blue-Skying” *what could be* begins, it’s tough to hold the prospects back. Various codes and other considerations will eventually need to be addressed and specific information can be scooted into your hands by simply contacting Green Air Systems for a full information bundle.

Price:

There is no getting around the fact that considering a solution for anything is going to cost money. But in economic

climates of strict expenditure scrutiny, sometimes any capital investment is off the conversation list. Fortunately for you, Air Curtains fall into a very unique category: Rapid Pay Back or RPB. Very few salespeople have the luxury of being able to posture their products in a provable RPB arena.

Firstly, you have the rare opportunity to draw a great big fat felt pen line between the cost of the program and an expense line on the customer's financial statements known as Energy Costs. From the moment of installation, that line item number begins to go down. Secondly, the reduction of that number is continuous and predictable giving you an opportunity to mathematically determine a point when the investment has been realized or recouped. Say that time line is 12 or 14 months, now overlay that reduction over the probable lifespan of the unit, and you'll show something few, no, very few people can; Earnings. Yes, that's right.

Think about it, your customer is paying more in energy costs than they need to, and an Air Curtain can reduce that amount instantly. That means their Return On Investment begins with an 8%-10% payback from month one onward. Once the initial outlay has come in,

around the 12-14 month mark, the investment continues to generate income for the life of the equipment. Look for ways to thoroughly flush out this conversation with prospects, it makes incredible sense. And as you learned earlier, people respond positively to things that make sense.

Invisible Need:

Complacency is a tough enemy. Often, customers or prospects don't see the need to change what has always worked. And that is a difficult obstacle to maneuver around. I've only met around five or six thousand sales people so don't take this as gospel, but a sense of frustration begins to emerge in these situations, followed by a little more aggressive natures.

Nothing gets accomplished if even a whiff of confrontation is in the air. Steer the conversation toward something equally invisible as a benefit; Workplace Safety. Begin your path by discussing lines of sight and the added safety advantages that come with that. You'll find virtually every customer has a desire to talk employee safety. Use that as your launch pad, then weave in the numerous other benefits Air Curtains provide to a prospect far more open minded than he or she began.

Past Poor Experience:

Regardless of whatever experience someone has had, it's real to him or her. Faulty equipment, poor installation, lousy results tracking, whatever, all of this adds up to their preconceived experience. Listen intently to their explanations and touch each one as the customer relays them to you. If it was faulty equipment, determine the source of supply and that will probably give you answers for them. Poor installation? Yes, it happens, and now you can talk about how well trained your technical people are on installations. Whatever the experience, technological advancements, well trained installers, organized case-studies and results should overcome "what was" and inspire "what could be".

Noise:

Managers of local Bar and Restaurant establishments are hyper sensitive to escaping noise, particularly if they are located in dense urban setting with mixed in residential. They have a legitimate concern about violating noise curfews associated with local by-laws. If, by some chance, a manager is related to Mick Jagger and the Stones pop in to do a surprise set, there is going to be a problem, but under normal sound track

situations, an Air Curtain will stifle the ex-filtration of noise to within local by-law standards.



OWNING YOUR OWN AIRPLAN

If you were to stop and think about the vastness of opportunity in your marketplace for Air Curtain applications, it can honestly become overwhelming. To the point where the question becomes, “Where do I start”? It starts with an AirPlan.

For the people reading this module who don’t get up each morning consumed with the idea of selling Air Curtains, like the manufacturer representatives do, it begins with feeling comfortable and confident in your understanding of the purpose and customer benefits of using forced air in a variety of ways to solve serious issues. Hopefully the preceding information has given you that knowledge and you instantaneously recognize where an Air Curtain will bring value.

Next, make a decision that you’ll have a determined number of Air Curtain conversations per week. Everybody’s time and territory dynamics are different so you decide what’s workable within the confines of your week. No doubt your week is already packed with pre-arranged customer meetings for a variety of purposes, but look for and be cognizant of applications within those calls. Commit to finding, let’s say, three opportunities to introduce the topic of Air Curtains on the calls you are making anyway. In the sales trade, we call those comfort calls. It affords you the chance to add this topic amongst other topics and begins to familiarize your product presentation scope in a less stressful manner. Typically the results will range from mild interest to a full-blown

discussion, which can easily lead to more formal quotations.

Commit to making a number of application specific calls where you've identified, through industry or other basis, a likely need for an Air Curtain. Decide you are going to visit one restaurant, one food processor, one manufacturer, one sensitive materials warehouse facility, and one other typical user each week.

Finally set a unit target for yourself. Becoming proactive in deciding your volume will help keep your sales goals in the forefront and allow you to monitor your personal progress.

In today's selling environment we strive for mutual benefit between customer and vendor. Part of that is understanding the benefit we garner from our successful endeavors. With Air Curtains as part of your product roster, it's more than helpful, from an internal motivation perspective, to understand and articulate what reaching your planned goals means to you.

Integrating your personal Air Curtain strategy into your overall territory business plan will bring focus, clarity and rewards for your efforts.

Plan to know about Air Curtains. Plan to talk about Air Curtains. Plan to seek new Air Curtain opportunities. Plan to move Air Curtain units. Plan to be prosperous. That's a dandy looking AirPlan.



GLOSSARY OF TERMS

cfm

Cubic Feet per Minute – relates to the volume of air passing through the opening. This metric in combination with fpm is used to assess the amount and velocity of air required to effectively offset the incoming air.

fpm Feet per Minute

Velocity

The combination of cfm and fpm derives the velocity of air.

ASHRAE

American Society of Heating, Refrigeration and Air Conditioning Engineers. The ASHRAE guide is the bible for engineers. Plant managers would be familiar with this term.

Resultant

Refers to how the air door works. In summary the combination of air created by the air door offsets the external wind creating a barrier or “resultant”.

Mixed Air

Air doors intake stratified air from the interior space. Air stratifies at approximately 90 degrees F at the ceiling and when mixed with the outside air reduces to approximately 50 degrees at floor level in a normal inside environment.

Wind Pressure

Wind pressure is used in the calculation for determining the type of air door required for the application.

A30

Negative Pressure

The difference between the amount of air entering the building versus the amount of air exiting the building. For example, the air exiting a restaurant is 300 cfm for every linear foot of canopy exhaust fans. A 15-foot span of canopy exhaust fans requires 4500 cfm entering the building to avoid negative pressure. It should be noted that most restaurants have what is referred to as make up air systems that counter the effects of air exiting the building.

Environmental Separation

The curtain of air created by an air door separates the environments on either side of the air door.

Gigajoule

Equates to 1,000,000 (1 million) BTUs.

CGA

Canadian Gas Association is the body that has jurisdiction over all types of gas used in commercial and residential applications.

Entrainment

Is the drag of air created by an air door. For example a person walking pushes air in front of them creating a drag of air behind them.

Delta - p

Refers to temperature difference and is also referred to as “Delta T”.

btu

British Thermal Unit or the amount of heat required to raise the temperature of 1 pound of water 1 degree F.

Cascade

Refers to the momentum of the air coming into a building. Cold air is denser and therefore has more momentum. As cold air enters it falls or cascades and pushes heat out. Air doors counter this effect.

Stratify/De-stratify

Stratify refers to the layers of heat or warm air. De-stratify makes these layers more even



CHAPTER

12

TECHNICAL SUPPORT

Installation information and various calculators are available through Green Air Systems and through technical training seminars coming to your area shortly.



The Weekly Sales Beast

Out of Thin Air

Facilitator Led Module

Training Session Worksheets



INTRODUCTION AND AGENDA

Welcome to the live portion of Air Curtain training. This section will be lead by a seasoned market and industry professional who is dedicated to your success as an Air Curtain sales leader.

Your instructor will review the proceeding chapters in general terms to ensure you have a complete understanding of the material discussed and the processes and opportunities associated with selling Air Curtains.

The in-person session will deal with some very specific aspects of Air Curtain knowledge and give you an unprecedented opportunity to interact with a vast experience base. Use this format to ask questions and share your past experiences. There are a number of worksheets, which

connect to the Building Long-term Customer Relationships section. They are there to help you create a deliberately effective customer sales and management plan. And at the end of this section are a few pages for notes for you to jot down pearls of wisdom you pick-up during the session.

This section deals with;

1. Prospecting and Initial Contact
2. Learning How to Calculate an Accurate Return on Investment
3. Installation Principles (done on whiteboard in the session)
4. Building and Maintaining Long-term Customer Relationships
 - A. The Nine Factors Which Cause Influence
 - B. Commitment and Continuity

Buckle up; it's going to be a great ride.



PROSPECTING AND INITIAL CONTACT

If ever there were an “Anthem-worthy” movie for salespeople, it’s Glengarry Glen Ross. Iconic actors like Jack Lemmon, Kevin Spacey, Alec Baldwin and my personal favorite, Al Pacino become rabid for “Leads” in this 1992 classic drama. Pacino screams the most memorable of the over 100 references to leads with his classically angry delivery of the line, “Where are the leads”? It may have been a little spicier than what I can avail in print, but you get the idea.

Leads for Air Curtain sales pitches will come from two sources, you and Green Air Systems/Berner International. As partners in the sell through of Air Curtain technology, GAS has built a dedicated staff of telecallers who contact vertical profiled companies in your area to introduce the concept and benefits of

Air Curtain technology to them. Their purpose is to give an overview of Air Curtains to a company, which should have a natural interest in the broad pallet of benefits an Air Curtain can offer, and to gain an agreement from that contact to meet in person with a sales professional. That “lead” is immediately directed to your branch by GAS for distribution and follow-up by a local representative. Leads are also generated through marketing initiatives such as direct mail post cards, EBlast whiteboard videos and a number of other methods used to create inquisitive interest about our Air Curtains. Sound expensive? It is, and that’s is why it’s imperative to react to the opportunity promptly and professionally.

Once you have been given an internally generated “Prospect Lead” immediately

contact the prospect to establish a connection and determine a time in which you can meet. Timing is crucial when following up on third person leads so please don't let much time escape between getting the lead and contacting them. Reinforce the prospects good decision to learn more about Air Curtain benefits by using phrases such as "I'm really looking forward to demonstrating the substantial energy savings our innovative door systems have been producing for businesses like yours". Be your natural good salesperson self and proceed to your sales opportunity.

Prospect pipelines are the lifeblood of the sales team and normally it's the last thing on most salespeople's minds during the busy day. As we have discussed throughout this series, opportunity abounds in a broad market pallet of applications. I know getting you to cold call new opportunities in the midst of all your daily tasks is a big ask. But I'm going to ask anyway. But before I do, let me soften it up a bit for you. In the sales training world, the word prospect generally assumes a new fresh, never before seen customer opportunity. And it pretty much does. But there is also prospecting within your existing customer portfolio. Thumb through your current

account list and ask yourself who in that group should hear about Air Curtains. No doubt that number will be a bunch. OK, Bunch, isn't really a number, but there will be plenty. That ten-minute exercise will net you a month or so list of calls you can make to folks you already know. Add to that, being vigilant in looking for Air Curtain applications on the calls you are making for other reasons and making soft introductions while you are there, will lead to ancillary appointments to discuss environmental separation alternatives.

Every sale begins as a prospect and through a professional process, becomes a customer. Our goal is to arm you with the knowledge and the skills to convert a higher percentage into a mutually beneficial business relationship.

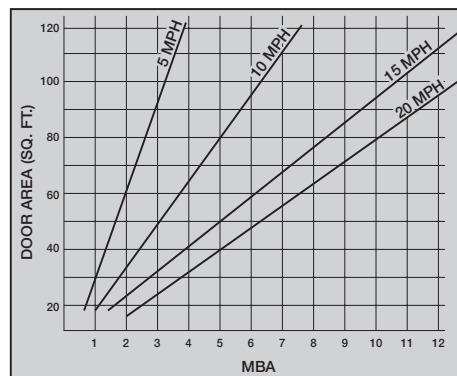


HOW TO CALCULATE AN ACCURATE RETURN ON INVESTMENT

One of, if not THE most powerful tool in your selling arsenal will be the ROI calculator.

By calculating a barrier to winds, air doors help to control the heating and cooling costs of structures. In addition to providing more comfortable and safer work areas, air doors pay for themselves by reducing energy loss. This is accomplished by controlling the air movement at open doorways.

Air doors work year-round in all climates, under all weather conditions, to save energy. Industry standard calculations for measuring savings during winter are readily available. An air door will prevent up to 90% of the loss occurring through an opening compared to an open door. In addition, air doors use about one unit of energy for every 10 units they save.



The above graph shows the typical heat loss due to direct wind pressure. Find the area of your door (width x height). Move across the graph to the outside wind velocity. Now read the heat loss that the door experiences in MBH (Millions of BTUs per Hour). MBH = 0 to 65 degrees F (1.085 x CFM). CFM = Area x (MPH x 88).

A38

Payback within one year from energy savings is typical. Many local utilities offer rebate programs under which air doors may qualify. Energy savings is a significant benefit of the many benefits realized when using air doors for environmental separation applications. Other benefits include prevention of air borne contaminants, smells, flying insects, frost and ice build up, improved safety and aesthetics due leaving doors open versus closed.

INPUT DATA FOR COST JUSTIFICATION OF OUTSIDE DOORS

DETAILS OF INSTALLATION

Door height

10

feet

Door width

10

feet

Inside air temperature

70

degrees Fahrenheit

Percent door is open

25

as an integer

Number of hours door is used

8

hours

Cost of 1 Therm

8.85

dollars/1,000,000 BTU

Average wind in wintertime

12

mph

Outside wintertime air temperature

17

degrees Fahrenheit

Months of heating

7

months

Exposure factor

2

as an integer

Cost of electricity

6.85

cents / kWhr

Horsepower of fan motors

7.5

Hp

Total cost of contract

\$6,800

dollars

CUSTOMER ADDRESS ON LETTER:

Title

(Address line 1)

text (required)

First Name

(Address line 1)

text (required)

Last Name

(Address line 1)

text (required)

Address line 2

text

Address line 3

text

Address line 4

text

Address line 5

text

Address line 6

text

EQUIPMENT DESCRIPTION

Door description

text (required)

Equipment description

text (required)

Calculating Energy Savings & Cash Flow Analysis

An automated tool has been developed to easily calculate the energy savings of a proposed application of an air door. The data is entered into the spreadsheet below. Once the data has been entered into the calculator, the tool automatically determines the energy savings and from the savings the ROI (return on investment) is derived.

Cost Justification for OUTSIDE DOORS

Page 1 of 2

PREPARED FOR:

Print this page

Print both report pages

ATTN:

Co.:

Address:

PH:

FAX:

Print Letter

DATA GIVEN:

Value

Units

Door height

10

feet

Door width

10

feet

Inside temperature

70

degrees Fahrenheit

Percent of time the door is open

25

percent

Hours per day the door is used

8

hours

Cost of energy per 1 Therm (dollars)

8.85

\$

Average winter wind speed

12

mph

Average outside winter air temperature

17

degrees Fahrenheit

Average heating months

7

months

Exposure factor

2

as per ASHRE

Cost of one kWhr (cents)

6.85

cents per kWhr

Horsepower of the fanmotor(s) are

7.5

Hp

CALCULATED DATA:

52,800

CFM

3,022,272

BTU/hour

\$8,238

\$

\$6,179

\$

\$158

\$

\$6,020

\$

88.5%

Percent

Cost Justification for OUTSIDE DOORS

Page 2 of 2

Print this page

Print both report pages

Five Year Cash Flow

Inflation rate: 5%

Print Letter

	Year 1	Year 2	Year 3	Year 4	Year 5
gas cost / therm	8.85	9.29	9.76	10.24	10.76
Oil cost / therm	14.20	14.91	15.66	16.44	17.26
electrical cost/KW/hr	.0685	.0719	.0755	.0793	.0833
savings / yr using door air curtain	6,020	6,321	6,637	6,969	7,318
cash flow based on \$6,800 purchase cost	-780	5,542	12,179	19,148	26,466

PREPARED BY:

The ForceField Air Door Company
1635 Sargent Ave.
Winnipeg, Manitoba
R3H 0E2
Tel: (204) 772-3101 Fax: (204) 977-0132

In the example above the return on investment occurs in year two with full year energy savings of \$5,542 and growing to \$7,318 in year 5 based on an annual inflation rate of 5%.



BUILDING AND MAINTAINING LONG-TERM CUSTOMER RELATIONSHIPS

The Nine Factors Which Cause Influence Exercises:

Referring back to page A19 of this manual will highlight each of the nine factors which cause influence. For each factor insert strategies and/or tactics which will achieve that effect. You may find that some tactics are applicable to one or more of the influence factors, that's ok. As you bullet out your points you will begin to see a myriad of tools and topics you'll incorporate throughout your sales conversations with prospects. I've done a sample to get you started. After each exercise, share your notes with other attendees in the session to ensure everyone has a chance to learn from the group and add to their own points.

Depending on time allotments, identify a minimum of ONE strategy and FIVE tactics for each of the Nine Factors of Influence.

The Nine Factors of Influence

Exercise One: Authority

People follow the advice of those they perceive to have expertise

Strategy:

Ensure customers understand the leadership role of my company
and our Air Curtain vendor has played in the products innovation
and evolution.

Tactics:

1. Know my company's history and milestones
2. Learn about the manufacturer's history and achievements
3. Become an information expert on Air Curtains
4. Communicate my personal industry accomplishments
5. Demonstrate leadership in the market through example



A42

The Nine Factors of Influence

Exercise One: Authority

People follow the advice of those they perceive to have expertise.

Strategy:

Tactics:

1.

2.

3.

4.

5.



The Nine Factors of Influence

Exercise Two: Reason

People respond positively to requests that make sense.

Strategy:

Tactics:

1.

2.

3.

4.

5.



A44

The Nine Factors of Influence

Exercise Three: Reciprocity

People need to create a natural balance through a sense of indebtedness

Strategy:

Tactics:

1.

2.

3.

4.

5.



The Nine Factors of Influence

Exercise Four: Efficiency

People tend to select the easiest way of doing things.

Strategy:

Tactics:

1.

2.

3.

4.

5.



A46

The Nine Factors of Influence

Exercise Five: Consistency

People tend to behave consistently based on their past behavior.

Strategy:

Tactics:

1.

2.

3.

4.

5.



The Nine Factors of Influence

Exercise Six: Rapport

People follow the advice of those they like and favor those which they share commonality.

Strategy:

Tactics:

1.

2.

3.

4.

5.



A48

The Nine Factors of Influence

Exercise Seven: Social Evidence

People will imitate the actions of those they respect.

Strategy:

Tactics:

1.

2.

3.

4.

5.



The Nine Factors of Influence

Exercise Eight: Scarcity

People tend to want something more if supply is short or time is limited

Strategy:

Tactics:

1.

2.

3.

4.

5.



A50

The Nine Factors of Influence

Exercise Nine: Attitude

People are naturally attracted to a positive motivated nature.

Strategy:

Tactics:

1.

2.

3.

4.

5.

COMMITMENT AND CONTINUITY

Selling is a natural process of information learning and sharing. Throughout your meeting with a prospect or existing customer, you will have had the opportunity to educate them about you and your company, the integrity and values of your guiding business vision and create a level of trust and comfort through common ideals. You will have discovered challenges they are experiencing and connected those to solutions derived from an Air Curtain installation. You will have demonstrated value through ROI analysis and longevity through showing the quality of North American made craftsmanship. You will have put to rest any skepticism about performance through well-documented evidentiary case studies and quantifiable credible industry data and you will have proposed the right product model for the

right circumstance and were honest about expectations. All the “T’s” are crossed and the “I’s” dotted, it’s time to ask for the business.

There are as many different ways to wrap up a sales presentation and ask for business, as there are grains of sand on a beach.

Exercise: In a group discussion offer a closing statement and style you favor and place it on a whiteboard or flip chart. Assemble a grouping of them formed from the input and ideas of others. Have a round table discussion about effective closes each participant has encountered in their careers. Make notes.



Oops, They *didn't* say yes.

It's not uncommon for purchasing decisions to be made over a time period. And it's understandable in today's business climate.

In the case of Air Curtains, the customer may need to absorb your proposal a little more deeply or share your insights and information with other executive members. If so, identify the decision process they use and get a clear timeline from them.

Follow-up is paramount to ensuring you communicate your ongoing desire to satisfy this customer and ensure you call back at the time agreed upon.

One Last Thing

The Sale doesn't end with an order, it begins; and it begins with "Thank you". If a customer has pushed you off for a little while, thank them for the opportunity, if you wrote an order, thank them sincerely and continue to keep in touch with them.

Follow-up during and after installation, touch base a month or two down the road and ask if everything is as expected. Continual contact will deepen your relationship with a customer and expose new opportunities within those facilities. Work your way to becoming a supplier of choice through solid relationship building strategies and tactics.



NOTES

A53



NOTES



NOTES

A55



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A57



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