

# Business Readiness Workshop for US Offshore Wind Energy Market



## Developing your business case – strategies and tactics to access the United States Offshore Wind Market

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Wednesday, March 11, 2020, 1:00 pm – 4:00 pm  
The Westin Nova Scotian Hotel, Halifax



*REUTERS/Phil Noble photo - September 5, 2018 (Walney Extension wind farm operated by Orsted in UK)*

# Overview

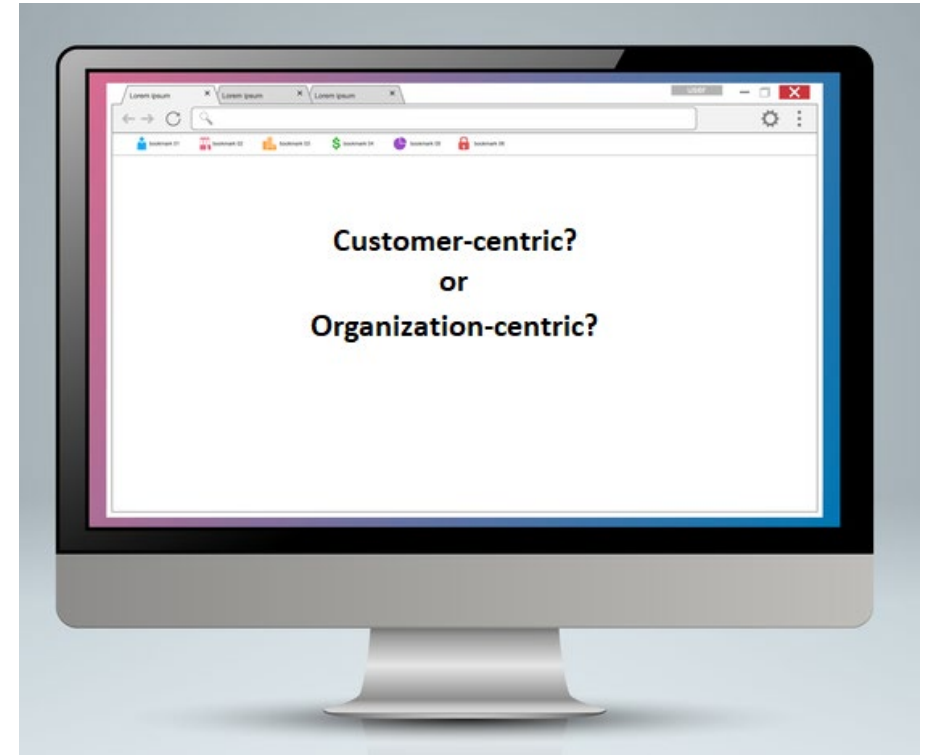


*Communications and marketing – developing the pitch and messaging tailored for the US market.*

*Tackling opportunities where there is competition –best approach*

# Reviewing Materials/Website Options

- Review your materials/website
- Customer-centric vs. Organization-based?
- What will someone from Offshore Wind see/think? Someone from USA?
- Domain name(s)? Wind specific option?
- Get external input (remove bias)
- Tailored messaging?



# Market Intelligence



<https://www.awea.org/>



<http://renew-ne.org/>



# Meetings and Market Intelligence

## Market Intelligence



Image courtesy of Shutterstock/Tony Moran

- Doing your homework
- Treat every meeting as an opportunity to learn
- Start with a high-level discussion of capabilities (reveal capability details selectively - as needed)
- Be honest about need to better understand
- Develop a list of open-ended questions about the market and opportunities
- Balance questions with insights

# Insiders Perspective

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- Try to meet at least meet 10-12 supply chain participants
  - Understand supply-chain norms
  - Find out typical participant margins
  - Learn market size, segments, peculiarities
  - Competitors/key-players
  - Understand the market peculiarities
  - Channel configurations and supply chain details
  - Ensure product/service fit





# Consultative Approach



- Consultative selling is customer/partner-centric
- Research customer needs and offer a high-level summary of your business but let questions and feedback guide the direction of the discussion
- Listen...
- Share insights/educate and ask questions
- Focus is on priorities and perspective of partner/buyer
- Relationships are important, authenticity matters, trust is earned

# Larger Meetings: Reading the room



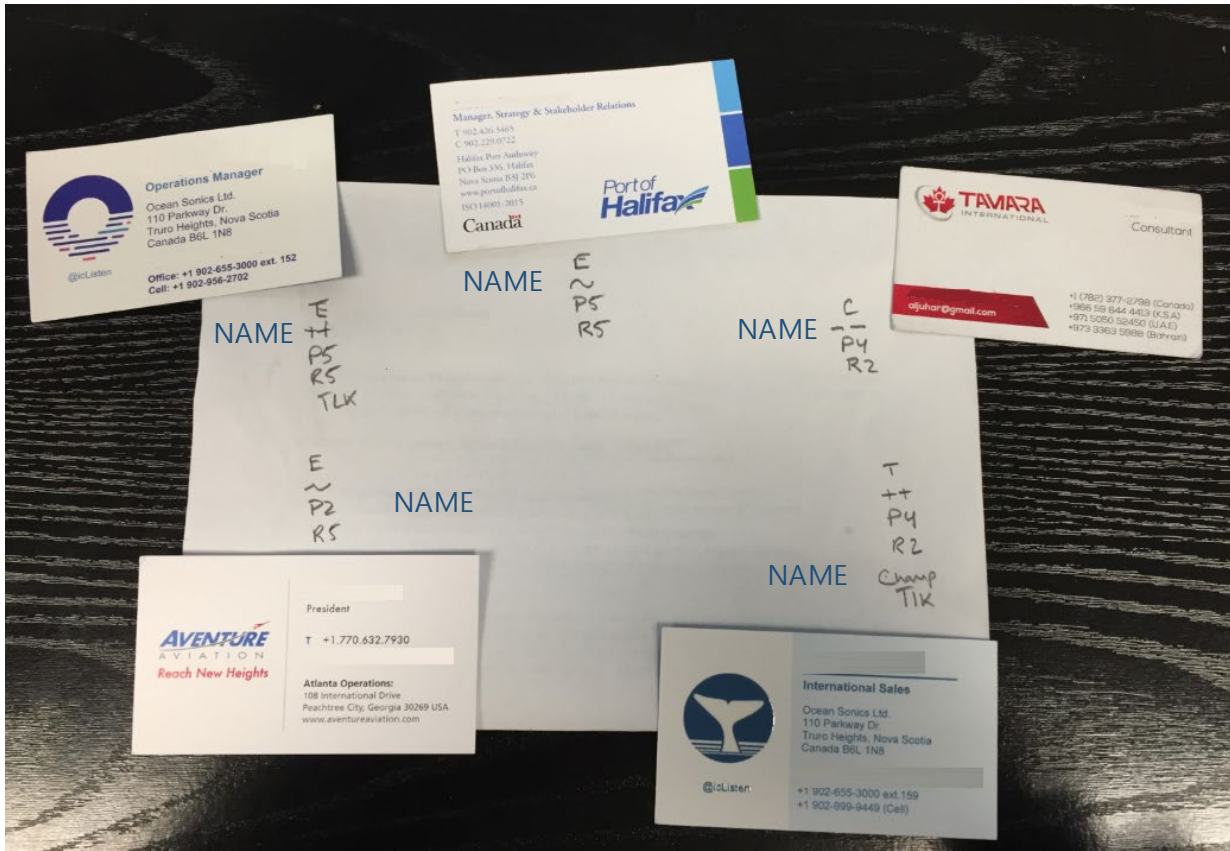
Image courtesy of Getty Images

- Create a table map with codes for each participant
  - Role/Specialty
  - Positive-Negative (e.g., --, -, ~, +, ++)
  - Power/Influence (e.g. P1-P5)
  - Rank (e.g., R1-R5)
- Identify (1) "champions" and (2) "talkers"
- Follow up and communicate consistently
- Use email, LinkedIn messaging, and occasional texts



# Meeting Map

- Use 2 people in meetings
- One person leads/presents
- One person reads room and takes notes
- Different personalities connect with different people



# Develop Complete Picture

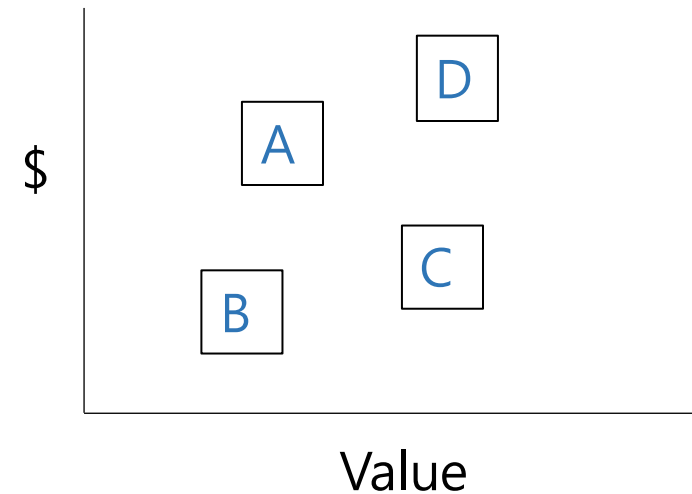


Image courtesy of Industry Week

- Nominate a business development champion
- Develop a network of contacts and continue dialogue (use many contacts for data)
- Combine data and triangulate to verify details
- Create company/partner profiles (summarize company stories, highlight needs)
- Identify key opportunities (size, segments, activities)
- Process and politics, timelines, budgets
- Potential partners, competitors, etc.

# Tackling Opportunities where there is Competition

- Early identification of partnerships is key
- Sustained commitment to sector is needed
- Ongoing dialogue with network of contacts
  - Ask about competitors, research, and review
  - Find key points of differentiation
  - Use competitive landscape maps for positioning
- Nurture and leverage relationships (takes time)



# Sales Agents Can Make a Difference

- Agents are good for lengthy, interactive sales cycles and large customers
- Complex/politicized procurement
- Relationship-driven buying
- Commission only, no expenses
- Retired senior execs from upper tier, targeted suppliers are good candidates for strategic input (not tactical sales effort)



Image courtesy of HRFuture.net

## Sales Agents (cont'd)

Good agents at strategic level can:

- Gather high-level (internal) client input
- Hold informal discussions with top management
- Understand internal politics
- Provide strategic advice on positioning and approach
- Be particularly helpful if they are already embedded in industry association



Image courtesy of HRFuture.net



# Sustained Focus

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- Take a long-term view of sector
- Stay focused and be patient
- Market intelligence critical
- Relationships and partnerships will be key



Image courtesy of Siemens  
(Norway)



# Questions

