

MTEF

How To Get The Most From A Trade Show



Every year, Johnson Controls Exhibits at about 15 national and countless local trade shows. Are trade shows just expensive “show and tells,” or are they effective marketing tools?



...continued from front page.

That depends, says JCI Marketing Communications Manager George Huhnke, on what we do to Huhnke, on execute the shows. "Trade shows do represent a high cost per thousand as opposed to other forms of communication, but they also provide us with many opportunities that other communications don't." George says that trade shows are unique in that they bring customers, prospects, and competitors together in one place, and allow us to:

Communicate face-to-face

Provide hands-on demonstration

Respond immediately to questions

Enhance our image

Reinforce existing relationships

Survey competitors' offerings

Develop sales leads

"Trade shows are one of the most direct ways of reaching key prospects," says George. "In a single setting we can show the breadth of our products and services that are applicable to a certain target audience. It increases their awareness of JCI, which can increase our share of the market."

The key to translating increased awareness into increased market share, according to George, is developing an execution strategy for each trade show. "We talk to marketing personnel in all business units to find out their needs and interest in being represented at a show. Based on that input we produce a coordinated approach targeted to the particular audience," he explains.

"We announce our participation to all branch offices, and encourage them to visit the show with their key customers." Inviting customers to trade shows is one strategy George strongly recommends. He says also, "If you plan to bring customers or give them tickets to attend a show on their own, let us know about it. Then we can be certain to pay particular attention to them when they arrive at our booth."

SSD Senior Account Representative John Bernaden notes that trade show results have improved from more branch participation. "Our increasing emphasis on the field is also becoming evident in the ways we're doing trade shows now," says John. "Before, Milwaukee marketing people staffed our booths. But in the last several months we've started staffing our booths primarily with field and business development salespeople. They're a lot closer to customers. We're getting a lot more leads from trade shows now that branch people are involved."

George says that while written orders do occur at trade shows, most activity focuses on gathering information. Facts on customers and prospects are compiled on "inquiry cards" at each show. Immediately after the show Marketing Communications follows up with those individuals by mail, and then forwards the cards to the appropriate branch offices. If a card is labeled as a "hot lead" it's sent directly to the branch. George emphasizes, "We do not 'sell' on the trade show floor, but instead make it easier for the salesperson outside the trade show. Our objective is to convince visitors that if they need to make a decision in areas we serve, they'd be totally remiss if they did not consider JCI. We warm the door knob—the real selling takes place at the branch office".

National Trade Shows Fiscal 1991

ASHRAE 1991

January 21 - 23
New York, New York

Spring National Plant Engineering and Maintenance Show

April 8 - 11
Chicago, Illinois

American Society for Hospital Engineering

July 8 - 9
Orlando, Florida

Building Owners and Managers Association

June 22 - 26
Nashville, Tennessee

Association of Physical Plant Administrators

July 21 - 24
Orlando, Florida

American Hospital Association

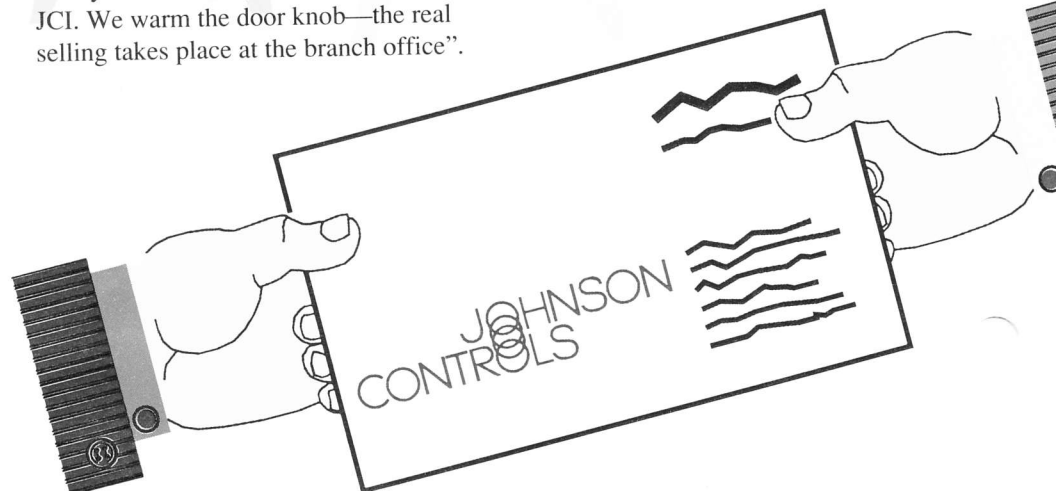
July 29 - 31
Anaheim, California

National Commercial Buildings Conference and Expo

September 11 - 13
Atlanta, Georgia

American Society for Industrial Security

September 23 - 26
Orlando, Florida



The Buck Stops Here ...

“Let me check with the office.”... “Someone else would have to handle that.”... “Can I get back to you?”... “Can I have him get back to you?”...

Our customers are hearing a lot less of that, as branches start to reorganize the way they serve them.

Many branches are moving away from the strict chains of command characteristic of traditional, functional departments like engineering and sales. They're moving instead toward work *teams*, whose members focus together on serving specific markets or on managing projects.

What do you get when you give employees the run of the place? MTF talked to a few from the Los Angeles branch to find out.

In the The Los Angeles branch, work teams began as experiments a little more than a year ago. Business was good and the branch was growing rapidly. But as growth accelerated, it became increasingly difficult for employees in different functional departments to communicate with each other effectively. Typically, a job came in from the sales department, was handed over to the engineering department, and then went to the operations department. Within each of these steps there was a multitude of other steps, as any number of employees within each department could end up working on the job. And as that number increased with the branch's growth, the opportunities for gaps in information or misinterpretation increased right along with it.

From left to right, team members Mace Weber, Pride Metcalf, George Munoz, Tom Hoffman, Gerry Guardado, Joe Yanez, and Dennis Delfosse.



▼ *Standing, from left to right, team members John Derkas, Vince Rothemich, Craig Hall, and Rick Perez. Seated: Scott Krebs.*



Employees got together to examine options to improve interaction and customer service. The choices were creating more formal procedures, or reducing the number of hand-offs—they chose fewer hand-offs. As a result, the branch organized three test project management teams. Each team consisted of a project manager, project engineer, lead systems representative, mechanics, and additional technicians or engineers as needed. These team members pooled their expertise to serve only those projects specifically assigned to them.

So far the choice has proven to be the right one. Employees say they're more satisfied with their jobs, and customers say they're getting better service. The branch now has six more project management teams specializing in different markets, locations, or types of work.



George notes more accessi we're always we're on site



“We get the pro —Systems Re

Systems Represente structure's popul delivery process. we have to make and cuts down th be eliminated is levels. “As mem decisions on how

falls within the realm of our an boundaries cross. For instance something in the sequence of ability to point out that need to helps us be more long-term. If

And There...

And There...



"We have the support of other team members."

—Technician Gerry Guardado

The larger the branch, the more likely that the needs of different departments will become more and more distant. Someone whose main objective is to sell, for example, may not always fully consider potential complications in delivering the job. With a tighter team structure, common needs become more obvious. Technician Gerry Guardado observes, "When you work together on a project everyone has the same goal—the project's overall success—so you

tend to get more cooperation. You talk to each other more about what the customer needs, whether or not it has to do with your area. You also learn more about different aspects of the job, and so better understand everyone's different perspectives. In the end, you're more apt to work together and do whatever you can to get the job done."



"We still have structure, but better flexibility."

—Branch Manager, George Harry

Each team member still has a primary task to accomplish. But with a team structure, the definitions of who does what are less strict. "We don't care who goes to the meetings or who turns the screws, just as long as the job gets done," says Branch Manager George Harry. "One person may be more experienced than the other, but when in a bind they'll all get in the ditch together and work it out."

"It's easier for customers."

—Lead Technician George Munoz

ie teams in L.A. can be responsible for just one project, or for veral, depending on the magnitude of business assigned to them. But e type of assignments and work load given to each team always low more customer focus on each project. "Before, customers would e dealing with several different people from different departments." mments Lead Technician George Munoz. "Now the team's project anager interacts with the customer, and passes the information along us. We get a much better handle on the demands of the project." at assigning teams to specific projects also means that they're ble to customers. "Our team takes care of one project at a time, so within the customer's reach. And the customers are happy that . You can see it in their attitude—they're relaxed when we're there."

"It's turned out to be a key selling point."

—Marketing and Sales Manager, Dennis Charlebois



Since the project management teams have been in place, productivity has improved. On the average, jobs are completed faster, with fewer complications, and with enhanced customer service. Says Marketing and Sales Manager Dennis Charlebois, "Our contractors have more confidence that we can do it right the first time. Customers are seeing the difference. And we can sell the difference." ■

"It acts out more reliably and with better quality."

—Representative Team Leader, Craig Hall

ative Team Leader Craig Hall gives one reason for the ivity: "The team structure really streamlines the whole As we eliminate the number of hand-offs and consultations on the job, it becomes a lot easier to coordinate activities e time it takes to execute the job." Another reason steps can ecreased decision-making power placed on employees at all ers of a team we each have more authority to make to best serve the customer." Craig explains. "This usually as of expertise, but there are also times when the I might function as a salesperson at times. If I see pportunity that might have been overlooked, I have the e the customer and deliver it up front." Says Craig, "It all we do it right up front, we'll keep the customer."

Miscellaneous...

SSD Vice President and General Manager Jim Wilson presented an overview of his "Visions In Action" to branch managers and team leaders during a two-hour broadcast on JCCN December 10th. He emphasized three "Winning Strategies" for fiscal 1991: market server, local leadership, and continuous improvement.

Branch Efforts...

The Washington State Hospital Engineers Association selected JCI's Seattle and Spokane branches as their "vendors of the year." Association members commented that out of all their suppliers, JCI was the most responsive to their needs.

Ten branches were awarded \$1,000 Sears gift certificates for exceeding their fourth quarter unscheduled service goal by 106 percent or more. The awards capped off Product Management and Marketing's "Wacky Wager" promotion, which paired branches to compete for the greatest increase in unscheduled service business. Forty-three branches qualified for the Sears gift certificate drawing after reaching the 106 percent mark. Ten winners were then selected out of a raffle. Congratulations to the following branches:

Little Rock	Denver
Toledo	Birmingham
Cincinnati	Honolulu
New York	Vancouver
Columbia, South Carolina	Binghamton

And congratulations to the other 33 branches for a tremendous performance.

Pacific Coast branch secretaries, installation and engineering managers, marketing and sales managers, service operations managers and branch managers got together for a regional branch management team meeting in Phoenix, Arizona November 3-4. The meeting focused on business strategies for fiscal 1991, with a special emphasis on work process improvement and teamwork. Participants were treated to a performance by and interactive exercises with an improvisational comedy group to develop awareness of team principles and build team skills.

Appointments...

Sal Agnello has been appointed Business Development's Education Market Manager.

Joe Kaveski has been appointed branch manager in Shreveport. Joe was previously a sales engineer in the Tulsa branch.

Alan Muhs has been appointed branch manager in Tuscon. He was previously Tuscon's installation and engineering manager.

Kris Cantlon is Houston's new marketing and sales manager. He was an account executive with the Controls Products Division in Milwaukee.

Ron Koch has been appointed branch manager in Syracuse. He was previously marketing and sales manager in the Miami branch.

Richard Brooks has been appointed marketing and sales manager in Columbia. He was previously a sales engineer with the Jacksonville branch.

Tom Reinhart is Kansas City's new branch manager. He was previously the branch's marketing and sales manager. Former branch manager Ray Lam will be the branch's operations manager.



◀ From the left, Vice President of Business Delivery Systems Pete Wrenn, Director of Product Management and Marketing John Tavares, and Repair Services Product Manager Brian Lee draw the ten winning branches out of the raffle drum.)

Second Quarter Chairman's Award Nominations

During the last quarter, the following SSD employees were nominated for Chairman's Awards for their superior efforts in customer satisfaction:

Nomination

Danny Mendes
Wichita Branch Team
Rob Manger
Ann Marie Boyle, Tony Crescenzo, Cheryl Dutkiewicz, Evelyn Kallish, Yolanda Yaknall, Steve Probost, Tom Louden, and Dennis Hatton
Glenn Taylor
Tim Shea
Curtis Wheat
Roy Reina
David Ho
Linda Duttman
Dan Pearson
Dave Kontz
Jeff Willis, Wade Burt, Betty Butler,
Jim Rizzo, Ronnie Kennedy, and Ronnie Goodwin
Donald Peacock
Ken Niebuhr
Dave Brooks
Joe Jordan
Roger Hardcopf
David Ireland, Scott Fishel, Ann Mieczkowski,
Jim Campbell, John DePozzo, and Danielle Sileo
Mary Pilon
Gene Warfield

Location

Los Angeles
Wichita
Toronto

Philadelphia
San Diego
Chicago
Nashville
San Antonio
Toronto
Toronto
Austin
Miami


Albany, Georgia
Sioux Falls
Dayton
Miami
Miami
Dallas

New York
Albany, New York
Salisbury

**Merit award winners will be announced in January.
Next quarter's nomination deadline is March 1.**

MTF is published monthly for employees and retirees of the Systems and Services Division. Employees like:

Boston Mechanic Edward "Fitzy" Fitzgerald, for his "professionalism, knowledge, and communication skills."

His coworkers used these words to describe him, and they earned him the branch's first award for excellence in service—a new way the branch is recognizing superior performance. 

Readers may submit story ideas, news items, and comments to Fran Verito, MTF Publications Editor, P.O. Box 423, 507 East Michigan Street, Milwaukee, WI 53201.

JOHNSON
CONTROLS

Psssst! Have You Made The Controls Connection?

A brand new, international employee publication has just been unveiled for Controls Group employees around the globe.

The publication, called *The Controls Connection*, will be distributed to employees each quarter. It'll concentrate on the ways we work to achieve our company and our individual goals.

Look for the special introductory issue of *The Controls Connection* in your office.



Happy Holidays!

Energy Services Training

by Mark Ruud

A revitalized Energy Services program jumped off to a good start last summer and is certainly in the running today as a prime money maker for your branch. Have you been wondering how you could join the race? Energy Services and the JCI Training Institute provide an excellent series of courses and seminars designed to meet your specific needs whether you are in sales, applications, project management or service. Here is a brief description of these classes and a matrix to help you decide which ones are right for you.

636 - Energy Services Sales Seminar

Focuses on the sales process with emphasis placed on uncovering and dealing with the energy conservation needs of the customer. Both Financial Services and Performance Contracting elements of Energy Services will be emphasized. One week. Class size: 24.

644 - Energy Services Technical Audit Course

Concentration is on performing energy audits, making air and water measurements and understanding and identifying energy conservation measures. One week. Class size: 15.

618 - EFACT Seminar

Examines savings opportunities present in temperature control and HVAC systems. The EFACT Energy Savings Analysis Program and alternative methods of calculation are covered. Students have the opportunity to become certified to use EFACT for savings guarantees. One week. Class size: 15.

665 - EFACT Advanced Seminar

Provides an update and student recertification for use of the EFACT Energy Savings Analysis Program. Students practice analyzing "real"

Energy Services projects. Three days. Class size: 15.

653 - Energy Services Operations Seminar

Includes all facets of managing performance based projects with emphasis on bills analysis, tracking and monitoring, energy baselines and Cost Avoidance Reporting. One week. Class size: 15.

671 - Lighting Services Sales Seminar

Discusses how lighting is used in buildings and the variety of concepts used in the application of energy conservation in lighting systems. One week. Class size: 25.

TSG Holiday Hours

The Technical Support Group **WILL** be open for business December 26, 27 and 28 during normal hours, although a little thin on staff. TSG **WILL NOT** be available for calls December 24, December 25, December 31 and January 1. All will be back to normal on January 2, 1991. Happy Holidays from everyone in TSG.

Energy Services Training

Trainee Selection Guide Based on Degree of Fit Between Trainee and Course Content
(1 = Best, 2 = Good, 3 = Fair)

Course	Sales Engineer	Applications Engineer	Project Manager	Field Rep	System Rep
#636 ES Sales March 18 - 22 July 15 - 19	1	3	2	3	3
#644 ES Technical March 11 - 15	3	1	2	3	3
#618 EFACT January 21 - 25 September 30 - October. 4	1	1	2	3	3
#665 EFACT Advanced May 28 - 30	1	1	2	3	3
#653 ES Operations June 10 - 14 August 12 - 16	3	2	1	3	3
#671 Lighting Services February 18 - 22 September 9 - 13	1	1	2	3	3

Company Confidential

EBTRON Interfaces

by Kirk Drees

As many of you are aware the AE100 and AE400 Ebtron air flow stations listed in the Branch Purchasing Directory (BPD) are a cost effective option for measuring low velocity air streams. The cost of implementing these stations is minimized because the electronics used to process the non-linear flow and temperature signals is not included. Instead a J.C.I. digital controller is used to process these signals. Currently the DSC 8500 has been used for this application. The CAL 1 is furnished with the flow station. In the near future GPL will also be available to allow an interface with Metasys.

Caution: A The AE100 and AE400 cannot be directly interfaced with the Application Specific Controllers. The software required to process these signals is very complicated and exceeds the capabilities of the ASC's.

As an option, Ebtron does offer a more costly flow station which includes the signal processing software and hardware to provide a linearized signal. Contact EBTRON at 1-800-232-8766 for more details.

Did You Notice?

Did You Notice? is a new monthly column for the TNP. Here will be listed recent distributions, FLASH sheets, red and black new product releases, "Candystrippers", etc. It is hoped that this will become your one stop to discover what you've missed over the last month and where it has been filed in your branch.

- Personal Computer Configuration Update for Metasys and JC/85 Applications (October 12, 1990) Inter-Office Correspondance - FAN 839
- Pureflow Air Compressors (October 31, 1990) New Release - FAN 717, FAN 195

- Fast Track Program for Iron Valves (November, 1990) New Release - FAN 195, FAN 840
- IUN Offset Temperature Reporting for Metasys (November 5, 1990) Flash Sheet - FAN 636
- New Counterline Supplement to Current Catalog (November 9, 1990) Inter-Office Correspondance - FAN 195
- IBM PS/2 with SCSI Hard Drive Platforms (November 19, 1990) QUIK-COMM FAX - No FAN

Idea of the Month

The Pipefitters Crew from the Dayton, Ohio branch (Henry Townsend, Bud Howard, Jerry Boyer, Jim Allenspach and Dave Deger) and Joe Kershner, Dayton's Service Operations Administrator sent in the spring compression tool pictured in figure 1. Dayton branch service representatives used these for valve packing jobs, feeling that this tool is much easier to use versus the spring compression tool that is offered from McCally Tool Company (Code #JC5389) and more cost effective. They write, "As any service rep can tell you, when doing a valve repacking job that involves unit ventilators, space is not a luxury, and with this valve compression tool, all concern about space is eliminated. The McCally tool sometimes can be a problem if any devices are mounted above or near the valve. This tool can be made for half of the cost that the McCally tool can be purchased, and it has been our experience that this tool will hold up much longer." We think this fabricated tool would be especially helpful for a service rep working overhead while up on a step ladder. This tool should not be seen as a replacement for the JC5389, but rather as an addition to the tool box.

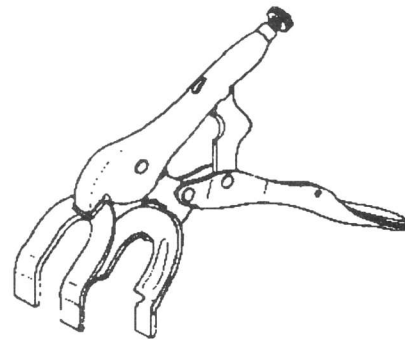


Figure 1

For their good idea, the crew from Dayton will receive the \$50 award for our Idea of the Month. If you have any great ideas, send them to TSG in Milwaukee (M14) or FAX them to us on the Idea of the Month FAX Form (see June, 1990 TNP).

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File in your branch
Technical Tips

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