



WINNING IN THE USA

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RAMBOLL

RAMBOLL ENERGY REFERENCES

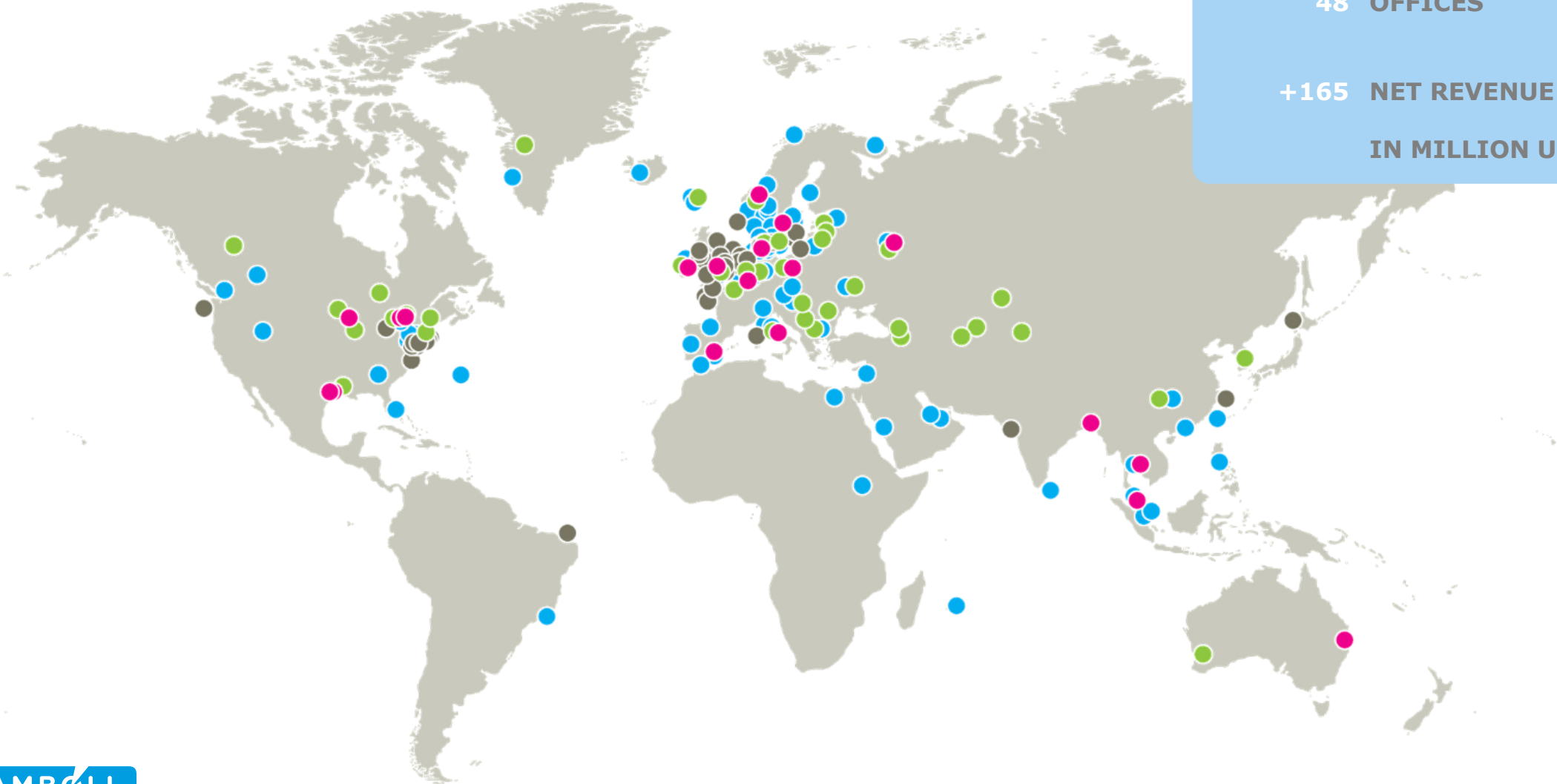
RAMBOLL IN USA

820 PEOPLE

48 OFFICES

+165 NET REVENUE

IN MILLION USD



ONGOING DISTRICT ENERGY PROJECTS, USA AND CANADA



FOUR FACTORS HAVE TO BE CAREFULLY CONSIDERED WHEN ENTERING THE US MARKET

Selecting the right destination in a country geographically very diverse

1

Having the right sales setup

2

Impacting and working with the right organizations, codes and legislative institutions

3

Adapting the marketing strategy to the American norms and expectations

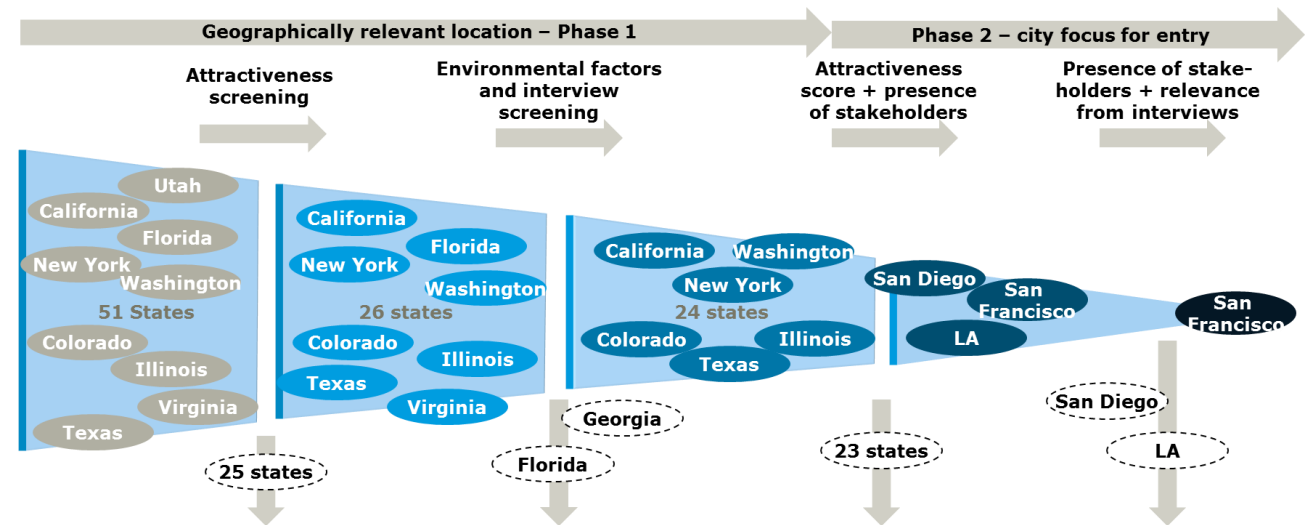
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1 SELECTING THE RIGHT DESTINATION IS VERY IMPORTANT IN A GEOGRAPHICALLY DIVERSE COUNTRY AS THE US

Considerations

- US is very diverse, with demand, legislation, climate, and economics differing across the country
- Location should be chosen in the region with best market expectations
- Market expectations can be determined through market research of demand, legislation, competition, and other relevant factors
- Most often, local expertise is needed, as regional differences can be hard to understand for outsiders, especially in terms of legal and technical requirements
- The rest of the country can potentially be served from this location, although the lacking proximity to clients will often be a prohibiting sales factor

Example of screening process



2 THE RIGHT SETUP DEPENDS ON INVESTMENT WILLINGNESS AND THE AMOUNT OF CONTROL REQUIRED

Input

- Which **investments** will be necessary in the various models – e.g. split marketing investment with distributor etc. ?
- How do we secure sufficient **market knowledge and influencing power** with employees / partners?
- How do we ensure sufficient control of **marketing efforts and pricing strategies?**

Entry model

- Direct sale
- Joint Venture
- Partnerships (Distributor/agent)
- Licensing

Advantages

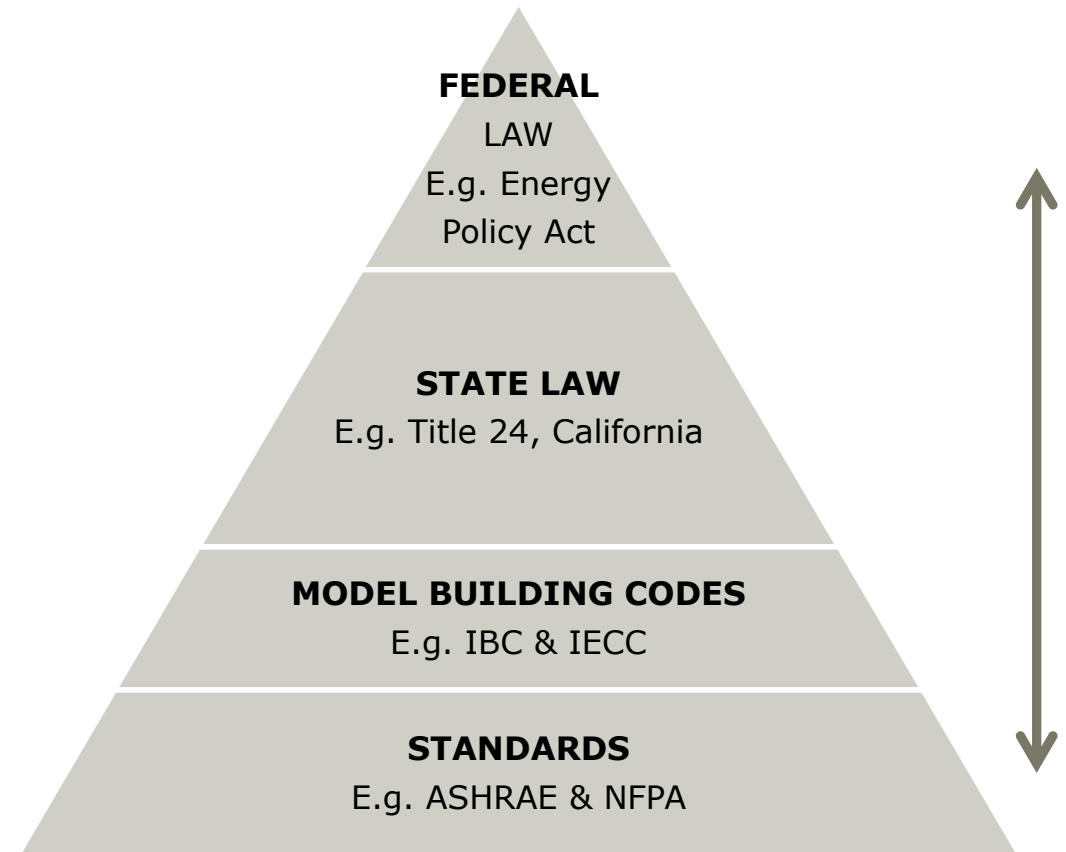
- Total distribution and pricing control
- Elimination of middlemen
- High profit
- Access to new expertise and networks
- Increased capacity
- Sharing of risks and costs with partner
- Market expertise and network
- Higher potential sales vol.
- Licensees are responsible for production and sales
- Low level of commitment
- High sales volume

Disadvantages

- Need market know-how
- Credit risks
- Higher investments costs
- High commitment
- High investment
- Resource allocation
- Management disagreement
- Net sales lower (~whole sale prices)
- Potential legal issues in termination or exclusivity
- Risk of loss of intellectual property
- Limited profit of each sale

3 IMPACTING AND WORKING WITH THE RIGHT ORGANIZATIONS AND LEGAL INSTITUTIONS IS CRUCIAL

- **Federal law** influences the construction industry and e.g. requires the US Department of Energy (DOE) to establish mandatory energy efficiency requirements for new federal and to analyze the efficiency of standards/codes
- **State law** such as California Code of Regulations Title 24 contain regulations that govern the construction of buildings in the state. Model building codes and standards are integrated into state law
- **Model building codes** such as e.g. IBC & IECC outline requirements for new and existing buildings. The codes are typically adopted at a state level, with local jurisdictions requiring more recent versions or amendments to the codes to make them more usable for the local area
- **Standards** are developed by organizations like ANSI, NIST, ASHRAE and NFPA and provide guidelines for the construction industry. Standards are commonly included by reference in model building codes. Standards are typically written by voluntary committees comprised of employees from both private and public sector



4 MARKETING COMMUNICATION MUST BE ADAPTED TO THE AMERICAN STANDARDS

Avoid “Green washing” accusations

- Unsupported marketing claims about environmental friendliness (even if the claims are correct), are at the risk of “green washing” accusations
- NGOs and other watchdogs follow companies to ensure that green claims are supported and real. If not, they could start a law suit or a negative media campaign
- Acquisitions are not necessarily fact-based, and therefore requires pro-activeness and empathy

Do not overestimate the value of being Danish

- Even though Danish environmental technology has a good reputation in the US, this is not enough to sell – ability must be proven
- Americans do not necessarily have the same preferences as Danes. For instance, design and aesthetics are often less important while functionality is more important

Do not use too modest marketing communication

- If a technology is the best at something, this should be clearly and directly stated
- Use facts to substantiate claims
- Base marketing on improved business cases for the customers

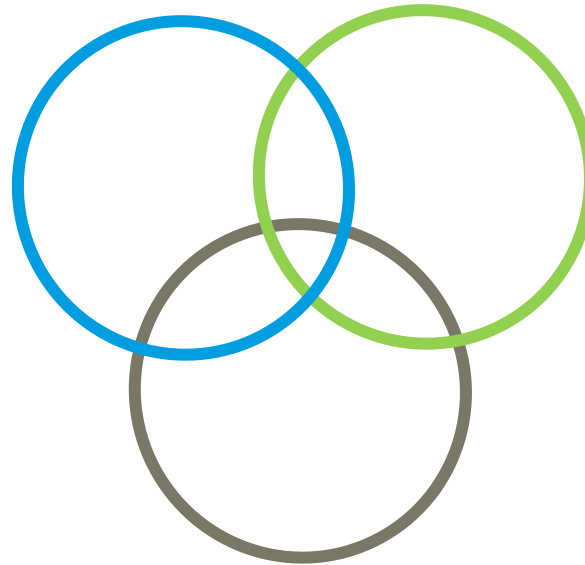
Do not underestimate the value of networks

- In a much larger market with many more players, personal relations can often make the difference
- Professional associations and network groups are more popular in the American business environment

RAMBOLL HAS A UNIQUE OFFERING FOR DANISH COMPANIES WHO WANT TO ESTABLISH THEMSELVES IN US

Management Consulting

- Go to market strategy
- Growth strategy
- Market analysis
- Business case development
- Implementation support



World leading environmental expertise

- Air quality management
- Environmental risk management, compliance & strategy
- Ecological services
- Health sciences
- Impact assessment
- Laboratory services
- Resource & waste management
- Site solutions

Local awareness in the US

- Local project references
- Local clients and networks
- Awareness of local client demand
- Awareness of local legislation, requirements and standards

THANK YOU!

