Mechanical Contractor Primary Persona | Buyer

Mechanical contractors plan the purchase of complex systems for facilities. They work on behalf of their clients, building owners, to purchase mechanical parts and install them in new or retrofitted construction in both residential and commercial applications. A mechanical contractor offers a one-year warranty after a product is installed. For the long run, they may seek service contracts for maintenance and repairs.

JOB RESPONSIBILITES

- Planning and logistics for multi-system functionality within a construction timeline (New Build)
- Creative problem solving for their customers biggest pain points in their facility (Retrofit)
- Coordination of all mechanical sub-contractors
- · Cognizant of time and budget guardrails
- Work in their offices but are frequently visiting their various jobsites

WHAT DOES SUCCESS LOOK LIKE FOR THEM?

- Turning over a project on time and on budget
- · Word of mouth referrals

WHAT DO THEY CARE ABOUT

- · Cost, quality, on time delivery, and ease of install
- Communication
- Pressure to utilize products that utilize less natural gas
- Brand loyal to manufacturers that make them look good

WHAT ARE THEIR PAIN POINTS?

- Poor quality and communication
- Delays in production/delivery that cause havoc to schedules
- Navigating install cost, looking to control and cut to still make a profit
- Changes to orders/changes to original plan documents

WHERE DO THEY GET THEIR INFORMATION





MOTIVATION



- Hands on communication and building walkthroughs to assure understanding of their customer's exact needs.
- Heat Load Analyses to take the ambiguity out of the facilities' heat requirements and what exact equipment would solve for them.
- Fast turn-around of information pricing, heat loads, status of manufacturing and delivery.
- First time quality i.e. products are spec'd right and work as designed
- Service techs to answer calls
- In stock parts

Design/Build Contractor Primary Persona | Influencer

Design/Build Contractors oversee the complete construction project from estimation through project turnover in new builds. These firms provide a seamless experience for their customers, working closely with in-house architects and other subject matter experts to provide engineering, estimating, scheduling and construction services.

JOB RESPONSIBILITES

- Create the big picture of a construction project from all its moving parts
- Manage project costs against estimations in overall budget
- Coordination of all sub-contractors
- Customer's time and budget is top-of-mind
- Generally on job site but have temporary offices built onsite

WHAT DOES SUCCESS LOOK LIKE FOR THEM?

- Turning over a project on time and on budget
- Streamlined process for their customers

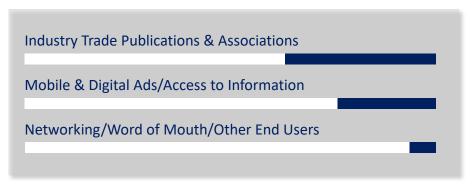
WHAT DO THEY CARE ABOUT

- Meeting indoor air quality and industry standards
- Profitability
- · On-time delivery
- Ease of install and overfall business
- Quality

WHAT ARE THEIR PAIN POINTS?

- Poor communication and lack of information.
- Slow access to information.
- Changes in project scope.
- Delays and cost

WHERE DO THEY GET THEIR INFORMATION





MOTIVATION



- **Heat Load Analyses** to take the ambiguity out of the facilities' heat requirements and what exact equipment would solve for them.
- **Fast turn-around** of information pricing, heat loads, status of manufacturing and delivery.
- · First time quality i.e. products are spec'd right and work as designed

Specifying Engineer Primary Persona | Influencer

Specifying engineers will be responsible for managing the engineering and design of a new building or facility, to ensure that all technical aspects are met, including building size, thermal and ventilation needs, and industry regulations. The engineer will then recommend specific brands or products within those outline that will then be considered or approved by a mechanical contractor.

JOB RESPONSIBILITES

- Provide thorough analysis of a facility's needs and specifications to turn over to a Mechanical Contractor
- Recommend specific solutions and prepare estimated cost
- Typically remote and will visit job sites on occasion for assessment, recalculation, or optimization

WHAT DOES SUCCESS LOOK LIKE FOR THEM?

- Creating a complete, viable solution that achieves demand for industry standards
- Ensure a safe, quality system is in place

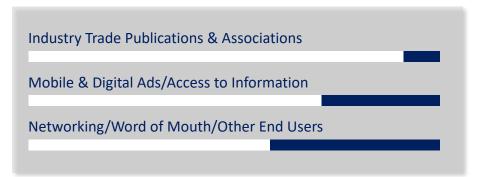
WHAT DO THEY CARE ABOUT

- Safety is the top priority
- Increasing pressure to utilize products that utilize less natural gas
- Meeting indoor air quality and industry standards
- Having enough information on specifications to make decisions
- Solution specific features for air balance, energy recovery, demand-controlled ventilation, dedicated outdoor air systems, variable refrigerant, building envelopes, metering, etc.
- Products that can integrate with existing systems

WHAT ARE THEIR PAIN POINTS?

- Not having access to the information they need
- · Too much marketing language or "fluff"
- Trying to solve for customer's requests without adequate budget
- Operability between existing and proposed solution systems
- Changing codes and standards and products that can meet those standards

WHERE DO THEY GET THEIR INFORMATION





MOTIVATION



- Provide ease of obtaining information, access to industry expertise, and access to the tools they need to make informed decisions on their new build
- Educating them on new standards, practices, and product knowledge
- Heat Load Analysis

Building Owner Primary Persona | User

A building owner is typically the person ultimately responsible for creating healthy working environments for their people. Building owners generally respond to stimuli when making choices for their facility, such as high turnover due to working conditions or a breakdown of a previous system. They don't necessarily know the ins and outs of what a good solution could be, so they generally depend heavily on internal and external subject matter experts to help them find the right solution at the right cost.

JOB RESPONSIBILITES

- Sets strategic vision for the direction of the company.
- Owning financial health of the company.
- Cultivating a culture that attracts and retains talent.
- · Oversees leadership team responsible for strategic decision making.

WHAT DOES SUCCESS LOOK LIKE FOR THEM?

- Employee satisfaction (resulting in improved culture and low turnover)
- Solid investments that add to the projected value of the facility or its output
- Immense pride in what they do and who they do it for.

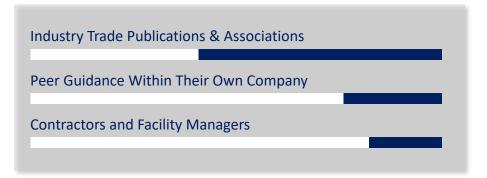
WHAT DO THEY CARE ABOUT

- · Quality and reliability of the unit. Having utmost confidence in the product
- Costs: upfront, operational, lifecycle
- Energy efficient (relating to cost, regulation, and possibly perception with ESG movement)
- Business health, employee retention, and ROI

WHAT ARE THEIR PAIN POINTS?

- Not having access to the information they need.
- Operability between existing and proposed solution systems.
- · Productivity and adequate budget to achieve goals

WHERE DO THEY GET THEIR INFORMATION





MOTIVATION



- Provide easy-to-understand information about how they can provide for their employees while still be fiscally responsible.
- Provide context about the risk(s) of doing nothing.
- Create a community for them and their managers to feel confident in their decision to buy Cambridge equipment.
- Fulfill on our brand promise even after the point of sale.
- Reduce operating costs and increase employee satisfaction.