Lessons from the Breakthrough Groups™
Marketing Tactics That Work

Presented by: Rich Goldberg
SNEEC 9.24.18
Breakthrough Group™ Benchmarking
What Also Informs My Advice

Our experience with hundreds of leading oil, propane, and HVAC companies in 34 states across the country over the last 25 years.
What Informs My Advice

Our rebate marketing, social media and Realtor work with 19 fuel associations, which gives us unique insights and huge amounts of data daily.
3 Core Elements to Any Smart Plan

- Goals
- Budget
- Tactics
Goals are
Qualitative, Quantitative, and Time Sensitive

Plan Approach #1
Identify goals and work backwards

Plan Approach #1
Look where you are and build up
# Having Goals Requires Tracking

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>New customers by</td>
<td>projected gallons/type/source*</td>
</tr>
<tr>
<td>Lost customers by</td>
<td>gallons/type/source*</td>
</tr>
<tr>
<td>MIMOS</td>
<td></td>
</tr>
<tr>
<td>Equipment sales, service</td>
<td>plans, billable service</td>
</tr>
</tbody>
</table>
| Other **Quality of customers** – auto, service plan, budget, autopay, e-bill, company owned tank, etc.}
Building Your Budget and Plan

Set Your Priorities And Total Marketing Budget $ Amount

Identify Potential Tactics

Estimate Their Cost And Timeframes
Ratios for Advertising Spend
Benchmarking with 60 fuel companies – However it depends on your goals

<table>
<thead>
<tr>
<th>Category</th>
<th>Less than 4,000</th>
<th>4,000-12,000</th>
<th>12,000+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing $ per Active Customer</td>
<td>$30</td>
<td>$25</td>
<td>$28</td>
</tr>
<tr>
<td>Marketing $ As A % of Gross Profit</td>
<td>4.8%</td>
<td>3.9%</td>
<td>4.8%</td>
</tr>
<tr>
<td></td>
<td>Less than 4,000 Customers</td>
<td>4,000-12,000 Customers</td>
<td>12,000+ Customers</td>
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<tr>
<td>---------------------</td>
<td>--------------------------</td>
<td>------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Internet and Social</td>
<td>37%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>Marketing Personnel</td>
<td>18%</td>
<td>23%</td>
<td>5%</td>
</tr>
<tr>
<td>Direct Mail to Prospects</td>
<td>9%</td>
<td>11%</td>
<td>5%</td>
</tr>
<tr>
<td>Radio</td>
<td>7%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Customer Communications</td>
<td>6%</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Yellow Pages</td>
<td>5%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Print Advertising</td>
<td>4%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Donations/Sponsorships</td>
<td>4%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Guerilla Marketing</td>
<td>3%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Logos, Signage, Vehicle Wraps</td>
<td>3%</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>Television</td>
<td>1%</td>
<td>2%</td>
<td>10%</td>
</tr>
<tr>
<td>Trade Shows</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Getting The Tactics Right
Brandilicious

Make yourselves look *yummy* to your target customers, and find lots of ways to reinforce it.
Brand Strategy

The purpose of branding is to differentiate your company in the marketplace and to get customers to identify it as different, better, and special so they feel they have good reasons to buy from you at the prices you want to charge.

Start by asking: What do we want people to think about us? Then figure out all the ways to get that message across.
What Matters Most
To Most Residential Fuel Customers?

Dependability
Nice

Easy/Convenient
Safety

Reasonable prices
Efficiency

What is overrated?

Family owned
Local*
Cheapest
Environment*
Two Examples of Companies We’ve Worked with to Make Their Brands More Meaningful
Before
Switch to us for your oil or propane to get guaranteed savings and service!

If you’re not buying your fuel from Murray-Heitz, you’re missing out on an unbeatable combination. We’ve got employees who really care about your comfort, and programs that save you money and make it easier to stay warm in our harsh winters.

✓ Guaranteed fair prices
✓ Real price protection
✓ Fast service response 24/7
✓ Completely safe propane and oil installations

WOW!
Great Deals on boilers, furnaces and water heaters

Service, Quality and Value — Guaranteed.

Save up to $250
on our Advantage Plan
207-805-3514
SaveWithMH.com
What can you use propane for?
Propane is an efficient, clean and safe fuel that is exceptionally versatile. How can you use propane?

To fuel your stove, heater, or water heater.
To fuel your outdoor BBQ grill.
To enhance the beauty of your home with the coziness of a fireplace or to heat your garage.
To reduce energy bills by using propane in your furnace or boiler at a cheaper cost per gallon.

Exclusively for propane customers:
- Great prices—guaranteed
- Free gas check
- Free installation on your existing lines
- Exceptional 24-hour service by our skilled technicians
- One call for both oil and propane
- Same-day priority service

Winter-ready tips from Tom Swengel

There are several reasons why it is a good idea to warm up your home this fall before the winter weather. You can prevent your heating system from stopping working, which could lead to a sudden, unexpected cost for installation. With the right planning, you can extend the life of your furnace or heating system. Here are some tips to consider:

1. Get autoterminals for your furnace heater.
2. Have someone check your home regularly.
3. Ensure that your home is well insulated.
4. Keep your furnace filters clean.
5. Keep your minimum fuel tank level.

Customer Satisfaction Survey

Dear Homeowners,

We are the leading provider of heating and cooling services in the area. We are always looking for ways to improve our service and the experience of our customers. Please answer the following questions:

- How satisfied are you with the service you received?
- How likely are you to recommend our services to others?
- How likely are you to use our services again?

Thank you for taking the time to complete this survey.

Tom Swengel
Service Manager

Fall 2017

Comfort Matters

Help us spread the warmth!

Dear Friends,

As fall sets in and winter quickly approaches, Murray-Heutz Oil and Propane is thinking about all your cold-weather needs. As always, you can count on us to deliver on our promise of service, quality and value—guaranteed. This year, however, we’re taking that promise to a higher level.

Many families are struggling to keep their homes warm. With that in mind, we’ve launched Spread the Warmth, a charitable campaign to help families in Central Maine heat their homes. Along with our partner, Catholic Charities of Maine, we will select a homeowner to receive a new furnace or boiler—free of charge. Please help spread the warmth to our friends and neighbors.

Doug Sanders
Home—can make a difference.

Along with Catholic Charities of Maine, we will select one household to receive the new heating system and, before December 25, the Murray-Heutz team will donate its time and expertise toward the system’s installation.

If you don’t have a nominee in mind, but would like to take part in the campaign, you can make a monetary donation. All donations will help other families in need. If you raise enough funds, we’ll donate additional heating systems and the labor to install those systems. To participate, please go to SpreadtheWarmthME.org.

Thank you in advance for helping us Spread the Warmth to our friends and neighbors.

Staying positive about heating fuel prices

As we enter another heating season, optimism remains high for the long-term stability of oil and propane prices. Advances in technology have brought us higher levels of domestic production, and heating fuel that burns more cleanly than ever.

Thank you for your efforts in global demand and a huge increase in US production. The cost of heating oil and propane is remaining stable. And while there’s always a chance that prices may
Get a **Sweetheart Deal!**

February and March are the best months of the year to buy heating and cooling equipment. **Prices will never be lower** and scheduling is super easy this time of year.

This Valentine’s Day season is sweeter than ever, with heartwarming savings if you sign up by March 31 and complete the installation by April 30.

These great deals are available only to existing Murray-Heutz Oil and Propane customers.

Don’t have a Venica Plan? We’re offering 50% off on the first 50 oil customers who get a new oil or propane heating service plan.* Reduce breakdowns, increase efficiency and get handy service.

**Sweet:** 50% off

**Sweeter:** Hundreds of dollars in savings

**Sweetest:** up to $1,000 off

The cherry on top

Don’t wait! These offers will last only until March 31, 2017

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**Great prices — guaranteed**
**Free gas check**
**Free install** on your existing lines
**Exceptional service 24/7**
**One bill for both oil and propane**
**Great options** for converting your oil home to propane, or using super-efficient propane space heaters, water heaters and gas fireplaces

Don’t currently use propane? Call us to see how you can put this versatile, clean-burning fuel to work in your home or business.

Switching your propane deliveries to us has never been easier!

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Murray-Heutz Oil and Propane
Service, Quality and Value — Guaranteed

Call 207-225-3000

mhollandpropane.com
Murray-Heutz Oil and Propane and Catholic Charities Launch Charitable Campaign to Help Families in Central Maine Stay Warm This Winter

Murray-Heutz Oil and Propane has launched a new program called Spread the Warmth www.spreadthewarmthme.org to help struggling families get through tough times.

This year, we are asking members of the community to nominate individuals and families who need a new heating system but can't afford one.

Working with our partner Catholic Charities Maine we will select one homeowner to receive a new furnace or boiler free of charge. Murray-Heutz will then volunteer their time to install the heating system before December 25th.

"We know winters can be tough and our many team members in Maine worked..."
We would like to take a moment to say a BIG thank you to our delivery drivers, service techs, and customer service reps, working around the clock, braving the storm, and doing their absolute best to meet our customers’ needs during the extreme weather conditions last week. We truly appreciate your hard work and commitment to serving our customers.
We are still catching up and making our deliveries as quickly as possible!

A look into one of our deliveries last week! A must-read for your Monday morning....
Gillman Dube stood in his doorway early Wednesday, his face revealing a look of utter surprise.
He knew he had not ordered heating oil, but the familiar faces of his oil delivery men were at his door. One of the delivery men was holding flowers and a box of chocolates.... See More

As many of you know, we partnered with Catholic Charities Maine, for our Spread the Warmth project to bring a new heating system to a family in need.
The Holt Family have been customers of Murray-Heutz Oil and Propane since the Murray family started the business - Randy Murray himself installed the previous heating system over 30 years ago! It was great to see them selected by Catholic Charities and be able to help them stay warm. Being able to give back to the communities we... See More
GREEN IS GOOD.

Propane is a clean-burning fuel that saves you money. Just about any appliance that runs on electricity operates more efficiently on propane!

LEARN MORE

The #1 fuel delivery company in the Ithaca area!
We’ve all got one thing to say to you...
Tired of being treated like this?

Winters around here are hard to like. Ehrhart is easy.

Wouldn't you rather do business with people you like?

Warm Thoughts Communications

Breakthrough Marketing™
Warmthoughts.com
Bill's Column
late spring 2017

what is the Ehhrant difference?

Dear Friends,

As you know, we’ve been in business serving you to help make you and your family more comfortable year-round since 1940. Our reputation has been built on a commitment to serve and we have made a commitment to you.

The Ehhrant Difference is... You!!! We are truly here for you. Whether it’s a new furnace you need, or just a reminder to change the filter, Ehhrant is here to serve you. It is a personal touch that makes a difference.

Thank you for choosing Ehhrant. We are happy to serve you.

Sincerely,

Bill Ehhrant
Ehhrant Energy

ask the expert

Q: What are the advantages of a pre-venture travel plan?

A: Traveling without a pre-venture travel plan can be risky. A pre-venture travel plan will help you stay safe and healthy while traveling.

- It will help you avoid unnecessary medical costs.
- It will help you avoid unnecessary legal costs.
- It will help you avoid unnecessary emotional costs.

For more information, visit ehhrant.com.

Comfort Matters

Fall 2016

have you noticed our new logo?

Bill's Column

never run out of wood pellets again!

Mazza of you know, the wood pellet system is a clean-burning and efficient alternative to other fuels. Ehhrant Energy is the leading provider of wood pellets in the area.

- A pre-venture travel plan helps you plan for unexpected medical expenses.
- A pre-venture travel plan helps you plan for unexpected legal expenses.
- A pre-venture travel plan helps you plan for unexpected emotional expenses.

For more information, visit ehhrant.com.
Dear new homeowner,

We're the company that's been providing fuel and service to your home. Congratulations on your purchase.

Usually new homeowners are concerned with knowing:
- How much fuel will I use and what will my bills be?
- How do the heating systems work, what kind of shape are they in, and what needs to be done to avoid problems?
- Is there anything else I can do to save money?

You may have even noticed some things you hadn't quite expected—drafts, hard to heat places, hot water issues, etc.?

I would like to give you your home's records and your free gift.

I can answer many of your questions, because we've taken care of this home for the previous owner. I also have the maintenance records, repair history, and amount of fuel used.
More than 8,000 families around here now heat their homes with Ehrhart.

What are you waiting for?
Questions about our Service during this Frigid Weather Emergency

In recent weeks, over 300 cold weather records have been set in the Northeast and Midwest. More frigid weather is on its way. We are doing everything we can to keep pace with this extraordinary cold wave.

I want to personally assure you that we are working double time to make sure your homes stay warm. You may have seen some news statements about other companies who have run out of propane or whose plants... See More
When it snows, we need your help to keep you safe and warm. Please clear your driveway or pathway to your tank (at least 10 ft wide for our trucks), and clear the area near your fill so we can get you the fuel you need. Our drivers are working hard to battle the elements and get to everyone! For more information on our service and important safety tips, please visit: https://www.ehrhartenergy.com/extreme-cold-weather-alert/

GREEN IS GOOD.

Ehrhart delivers more eco-friendly fuels than any other company in the Finger Lakes.

Extreme Cold Weather Alert | Ehrhart Energy

Questions about our service during this Frigid Weather Emergency In recent weeks, over 400 cold weather records have been set in the Northeast and Mid-Atlantic. More frigid weather is on its way. We are...

EHRHARTENERGY.COM
Digital Rules

SEO

SEM

Website

Social Media
How Do Americans Spend Their Time

- **TV**: 238 minutes per day
- **Mobile (invoice)**: 197 minutes per day
- **Online (laptop and desktop)**: 123 minutes per day
- **Radio**: 86 minutes per day
- **Other connected devices**: 33 minutes per day
- **Print***: 24 minutes per day
- **Other**: 21 minutes per day

*5.5 Hours Per Day Online*
Google Ad Revenues – Follow the Money

Source: eMarketer, March 2018
Total Media Spend – Digital Ascending
45% Say They Consider Reviews
How Consumers Research Appliance Purchases

- Read consumer reviews: 62%
- Online research: 59%
- Recommendation from family, friends, co-workers, and neighbors: 52%
- Employees at stores such as Home Depot, Lowe’s and ACE: 47%
- Recommendation from installer or contractor: 41%
- Paid review and screening services such as Angie’s List: 17%

From our 2017 Proprietary Research of Propane Customers
Cover All Your Digital Bases

2017 Study of Relative Impact on Lead Generation

- Pay-Per-Click/Display: 34.2%
- Social Media Marketing: 24.8%
- SEO: 41.0%
What is the purpose of your website?

#1 Impress potential customers

- You feel like the kind of company I’m looking for
- You have what I want and are in my service area
- You are impressive/different

**DON’T**

- Photos of trucks/tanks only
- Old company photos
- Outdated design
- Hide where you serve

- Out of date specials
- Fail to differentiate
- Hard to find what you need

**DO**

- Feature customer reviews
- Pictures of real people
- Easy to navigate
- Current design
- Add live chat

- Organized, helpful content
- Mobile friendly
- Why us?
- Call to action

Warm Thoughts Communications

Breakthrough Marketing™
WARMTHOUGHTS.COM
What is the purpose of your website?
#2 Attract potential customers organically - SEO

- Google is the boss
- What you don’t see can kill you

**DON’T**

<table>
<thead>
<tr>
<th>Neglect to update after launch</th>
<th>Too many banners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weak on-page SEO</td>
<td>Too little content</td>
</tr>
<tr>
<td>Slow page load speed</td>
<td>404 errors</td>
</tr>
<tr>
<td>Wrong keyword optimization</td>
<td>Poorly tagged</td>
</tr>
</tbody>
</table>

**DO**

<table>
<thead>
<tr>
<th>Use keyword based copy</th>
<th>Have newsletter articles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular ranking adjustments</td>
<td>Include location pages</td>
</tr>
<tr>
<td>Focus on quality score</td>
<td>Link to your other sites</td>
</tr>
<tr>
<td>Add new copy regularly</td>
<td>Google My Business</td>
</tr>
</tbody>
</table>
Poor SEO

This company showed up on page 5 of Google search results for “propane delivery Albuquerque” despite the fact they are located in that area.

Why?

1. Keywords in the header are “Timely Gas Delivery Services to Your Home”
   There is no mention of propane – only gas. **Are you using Oilheat and not heating oil?**

2. Headers don’t have any location references so the site won’t rank for them

To rank on Page 1, they would have to make all headlines across the site **keyword rich**.
What is the purpose of your website?

#3 Get existing customers to buy more from you

- Win the battle to sell equipment/appliances and diverse services
- Don’t just link back to manufacturers info

**Do:**

- Robust section about appliances/equipment (whether or not you install them)
- Calls to action
- Blogs
What is the purpose of your website?

#4 Enable convenient functionality

Do:
- Online payments
- Order fuel
- Contact us
- Schedule service calls
- Look up account information
What is the purpose of your website?

#5 Provide other useful information

**Do:**

- Safety information
- Payment program explanation
- Tank sizes/descriptions
- How stuff works including video
- Forms
- FAQs
- Weather crisis updates
Search Engine Marketing - SEM

✓ Paid search – Pay Per Click, Display, Retargeting, Geofencing, etc.
✓ Expect Cost Per Click - $4-6*
✓ Potential Cost Per Call - $15-$40*

DON’T:

Forget to review results and adjust
Forget that Quality Score affects cost per click
Avoid buying your own name
Focus only on clicks
Misunderstand the customer journey

Purchase wrong keywords
Underbudget/overbudget
Stop and start
Not listen to your calls
Socialize

✓ Facebook would be the largest country in the world
✓ Facebook Ad revenue is skyrocketing - for good reason
✓ Prospects come to see who you are, what you’re like
✓ You can push out messages to engage them, build relationships, manage reputation and attract new business

DON’T

Assign it to just anyone who knows Facebook
Post only business or only social
Fail to respond quickly to negative reviews
Buy likes from wholesalers
Post too little
Get into a fight online

DO

Mix content about community, personal, and business
Use as a communication line during crises
Pay attention to metrics
Get creative
Post multiple times per week
Take conflicts offline
Proactively drive reviews
Advertise
Winning at Direct Mail

- A good list is essential
- Frequency + Reach
- Creative includes an offer
- Put a tracking number on it
- Test – lists, offers, packaging, frequency, location
Capture Property Transfers

- Move-ins are prime targets
- Be first, be often
- Differentiate creative by target
- Keep going back to the well
What’s Your Sales Plan?
## Sales Hacks

<table>
<thead>
<tr>
<th>Hack</th>
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<tbody>
<tr>
<td>Specialist vs. generalist</td>
</tr>
<tr>
<td>Tape calls</td>
</tr>
<tr>
<td>Revisit your comp plans</td>
</tr>
<tr>
<td>Bundle it</td>
</tr>
<tr>
<td>Have someone else do the mailings</td>
</tr>
<tr>
<td>Property transfers, SOCIALize</td>
</tr>
<tr>
<td>Follow up</td>
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</tbody>
</table>
If you’d like to discuss this, or how your company might participate in a Breakthrough Group, just call or email.

Rgoldberg@warmthoughts.com
201.330.9276 x222
Keep in Mind...

Do

- ✓ Realize your history matters to you more than to your prospects
- ✓ Pay attention to details – watch the dinner place settings and golf tees!
- ✓ Use tracking numbers wherever possible
- ✓ Live a little – experiment
- ✓ Make changes to your customer service approach an ongoing process
- ✓ Overkill recovery if you make a mistake
- ✓ Welcome customers the right way
- ✓ Be really careful associating your brand with an on line “lite” version
- ✓ Be careful about inaccurate lead source tracking