

# WANT TO JOIN A BREAKTHROUGH GROUP? HERE'S WHAT TO KNOW

Higher energy prices, greater pressure from conversions, rampant volatility, changing customer behaviors, aggressive competition, fewer gallons per customer, changes in the fuel itself – our market is changing as never before. And one thing that fuel companies can agree on is that this business isn't getting any easier. So why go it alone? **Warm Thoughts Breakthrough Groups** provide an opportunity to cut through the noise and work one on one with your peers to solve your biggest challenges.

## 1. HOW DO BREAKTHROUGH GROUPS WORK?

Warm Thoughts Breakthrough Groups offer the opportunity to learn from our industry's leading strategists and from top fuel companies as well. The groups are capped at 10-12 participants, allowing members to develop honest, trusting relationships. Unlike traditional groups, Breakthrough Groups are formed around non-competitors to share ideas, benchmark and explore new opportunities in an open environment that is supportive, confidential and industry-focused. The companies are assigned a group based on their size and location, keeping clear of any potential competitors or service area overlap.

## 2. HOW MANY PEOPLE ARE PARTICIPATING AND HOW OFTEN DO THEY MEET?

Warm Thoughts currently runs 5 Breakthrough Groups, comprised of 60 members. There are new groups forming and space available to companies of all sizes. Each group meets three times per year, for a few days at a time, typically in Fall, Spring, and Summer. These meetings are supplemented with phone calls covering specific topics of interest in the Winter and throughout the year as needed.

## 3. WHO PARTICIPATES IN BREAKTHROUGH GROUPS?

Our members run the gamut from as small as 1,500 customers to as large as 70,000, spanning 12 states. Principally, participants are owners or general managers of companies. While most of them are very experienced at what they do, we also have some "next generation" members – those who are going to take over the business in the coming years. Ninety-five percent of the members renew every year.

## 4. WHAT TYPES OF TOPICS DO THE GROUPS COVER?

Each group determines its own agenda with the support of its facilitator. We reach out to each member prior to meeting and ask whether they're facing anything they'd like feedback on. It could be a question around structuring the company, a better way to handle acquisitions or a problem with a partner. It's all about helping each member deal with the challenges they're facing and supplement them with the broader topics that are important to look at – safety, technology, sales and customer retention. Some recent topics we've covered include making money while selling fewer gallons per home, tactics and strategy for price protection programs, improving sales compensation and the cost of new accounts, successfully diversifying a company, evaluating software providers, negotiating with suppliers and strategies for improving key operational metrics such as gallons per delivery, stops per driver, and revenue per technician.

## 5. DO MEMBERS HAVE TO BE WARM THOUGHTS CUSTOMERS?

Nope – although we love it when they are! We do not intend for these groups to be an advertisement for Warm Thoughts' marketing services, but rather a value-oriented group experience.

Tap into the extensive experience of your facilitators, peers and other experts associated with the program and gain the chance to expand your own horizons and gain valuable insights into the issues you're facing and achieve *real breakthroughs*.

