Managing Your Leads To Convert More Sales

March 8, 2018

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Eversource Overview

Eversource is New England’s largest energy delivery company with approximately 3.7 million electric and natural gas customers in Connecticut, Massachusetts and New Hampshire.

Eversource has approximately 530,000 gas customers in CT and MA.
New Heating Customers vs. Price of Oil

- **Increase in sales and marketing to combat low oil prices.**

**GBU New Heating Customers:**
- 2007: 6,802
- 2008: 6,204
- 2009: 5,162
- 2010: 5,575
- 2011: 6,628
- 2012: 8,871
- 2013: 10,356
- 2014: 10,625
- 2015: 11,400
- 2016: 10,770
- 2017: 10,108

**Average Oil Price/Gallon:**
- 2007: $1.00
- 2008: $1.00
- 2009: $1.50
- 2010: $1.50
- 2011: $1.50
- 2012: $2.00
- 2013: $2.50
- 2014: $3.00
- 2015: $3.50
- 2016: $4.00
- 2017: $4.50

**Legend:**
- **Blue Bar:** GBU New Heating Customers
- **Red Line:** Average Oil Price/Gallon
What is a lead?

“An individual or organization that expresses interest in your goods or services.”
Wikipedia

Qualified Lead - Must be able to serve them
How to treat a lead

Make yourself easy to reach

- Dedicated lead intake folks
- No wait times for calls coming in
- Respond quickly to digital leads, emails etc.
How to treat a lead

Give information people want
- Knowledgeable lead intake
- Easy-to-read marketing materials
- Next steps
How to treat a lead

Make it easy to do business with you

➢ Set appointments right away
➢ Available sales people
➢ Appointment follow-up (email, text etc.)
How to treat a lead

Nurture, Nurture, Nurture

➢ Formal follow-up process to keep leads warm
➢ Automate if possible
➢ Individual responsibility
Each lead is valuable!

- Contract written 2016 vs 2017
- How we were handling leads
- How we are handling them now
- How does this increase our odds
- Tracking conversion rates
- Meetings and training
- Follow up
Contracts 2016 vs 2017

<table>
<thead>
<tr>
<th></th>
<th>first quarter</th>
<th>second quarter</th>
<th>third quarter</th>
<th>fourth quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2016</strong></td>
<td>231</td>
<td>552</td>
<td>1029</td>
<td>1452</td>
</tr>
<tr>
<td><strong>2017</strong></td>
<td>308</td>
<td>806</td>
<td>1394</td>
<td>1946</td>
</tr>
</tbody>
</table>

2016 vs 2017
How did we increase our odds?
What were we doing?

- Taking 2 weeks to contact customer from initial inquiry!
- Scheduling appointments around salespersons schedule! 9-5
- Attempting to close most business over the phone!
- Some customers would lose interest in two weeks.
- Not offering nights and weekends was a challenge for some families.
- We were losing families that needed us to build value in person.
What have we done to increase our odds?

- Families schedule an in-home appointment on initial call.
- Nights and weekends are available.
- Agreements are signed in home. We present a custom comparison of fuels.
- This increases our odds of meeting with families and not being forgotten.
- Being accessible when families are home is critical!
- We’re able to build value on why they should spend $$$$!
## Building value in the home!

<table>
<thead>
<tr>
<th>Current Annual Fuel Cost</th>
<th>$3,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Annual Nat'l Gas Cost</td>
<td>$1,200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Fuel Saving</th>
<th>$1,800.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Monthly Fuel Savings</td>
<td>$150.00</td>
</tr>
<tr>
<td>Estimated Monthly Fuel &amp; Maint. Savings</td>
<td>$166.67</td>
</tr>
</tbody>
</table>

### CT. Finance Rates

<table>
<thead>
<tr>
<th>Rate</th>
<th>Years Financed</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.99%</td>
<td>10</td>
</tr>
</tbody>
</table>

### Boiler (Forced Hot Water) Costs

<table>
<thead>
<tr>
<th>Type</th>
<th>Price</th>
<th>Efficiency</th>
<th>Down Payment</th>
<th>Amount Financed</th>
<th>Monthly Investment</th>
<th>Monthly Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard Efficiency Package</td>
<td>$7,500</td>
<td>80% - 85% AFUE</td>
<td>$0</td>
<td>$7,500</td>
<td>$332.23</td>
<td>$83.44</td>
</tr>
<tr>
<td>High Efficiency Package</td>
<td>$8,500</td>
<td>80% - 85% AFUE</td>
<td>$0</td>
<td>$8,500</td>
<td>$384.36</td>
<td>$102.30</td>
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<tr>
<td>High Efficiency Comb-Boiler Package</td>
<td>$9,200</td>
<td>94% - 97% AFUE</td>
<td>$0</td>
<td>$9,200</td>
<td>$419.36</td>
<td>$88.99</td>
</tr>
<tr>
<td>Steam Boiler Package</td>
<td>$3,500</td>
<td>95% - 97% AFUE</td>
<td>$0</td>
<td>$3,500</td>
<td>$109.31</td>
<td>$57.36</td>
</tr>
<tr>
<td>Customer's Package</td>
<td>$500</td>
<td>82% AFUE</td>
<td>$0</td>
<td>$500</td>
<td>#NUM!</td>
<td>#NUM!</td>
</tr>
</tbody>
</table>

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Safety First and Always
Building value in the home!

<table>
<thead>
<tr>
<th>High Efficiency Package</th>
<th>High Cost Water Heater</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boiler (Forced Hot Water)</td>
<td>Furnace (Warm Air)</td>
</tr>
<tr>
<td>$9,550 * Incl. $750 rebate</td>
<td>$6,200 * Incl. $800 rebate</td>
</tr>
<tr>
<td>94% - 97% AFUE</td>
<td>95% - 97% AFUE</td>
</tr>
<tr>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>$9,550</td>
<td>$6,200</td>
</tr>
<tr>
<td>$105.98</td>
<td>$68.80</td>
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<tr>
<td>$60.69</td>
<td>$97.87</td>
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<tr>
<td>$84.55</td>
<td></td>
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</tbody>
</table>

*AFUE: Annual Fuel Utilization Efficiency*
How are we tracking our appointments? What are we doing with that information?

<table>
<thead>
<tr>
<th>EA</th>
<th>2017 NCOM Leads</th>
<th>Unable to Construct</th>
<th>Appointments</th>
<th>Meters</th>
<th>Close to Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>EA 1</td>
<td>168</td>
<td>11</td>
<td>154</td>
<td>155</td>
<td>92%</td>
</tr>
<tr>
<td>EA 2</td>
<td>257</td>
<td>23</td>
<td>230</td>
<td>163</td>
<td>63%</td>
</tr>
<tr>
<td>EA 3</td>
<td>269</td>
<td>12</td>
<td>241</td>
<td>231</td>
<td>86%</td>
</tr>
<tr>
<td>EA 4</td>
<td>213</td>
<td>27</td>
<td>195</td>
<td>148</td>
<td>69%</td>
</tr>
<tr>
<td>EA 5</td>
<td>43</td>
<td>1</td>
<td>40</td>
<td>37</td>
<td>86%</td>
</tr>
<tr>
<td>Totals</td>
<td>950</td>
<td>-</td>
<td>-</td>
<td>734</td>
<td>77%</td>
</tr>
</tbody>
</table>
Monthly reviews and weekly meetings

Weekly group meetings
- Round table to discuss common objections. What’s working?
- Role playing all parts of sales process.
- Sales trainings based on feedback from what EA team is reporting in the field.
- Recognize top performers!

Individual Monthly
- Review individual close rates
- Set targets for following month
- Provide coaching if conversion rates are below minimum standard
- Develop plan to ensure monthly targets are hit!
Sales are not always made on the initial visit! How often are you following up?
Results of change!

- Providing better customer service to potential customers!
- Converting more of our leads to sales!
- Providing training to everyone in our organization to help them be as successful as possible!
Thank you!

Questions?