



WELCOME

Building Customer Loyalty: Your Most Important Sale

The arrival of fall conjures ideas of Thanksgiving – a time for friends and family members to gather together, strengthen bonds, and build lasting relationships.

So why is the story any different for Lennox Dealers and service technicians across the country? The answer:

In truth, winning customer loyalty and building lasting relationships with our ever-expanding customer base is at the very foundation of the Lennox brand, and is as important as any product or service we offer.

That's why, in our fall issue, we explore ways for you to strengthen connections with your customers; a priority which should be an uncompromising objective to your business plan. From inspiring and educating technicians on ways to bring added value before and after the sale to proactive methods of structuring maintenance contracts and ensuring long-term customer interaction and involvement, we'll look at impactful and

inventive ways to accomplish the goal of solidifying customer loyalty.

And as always, we look forward to celebrating your success.

Hany Bedard



SERVING THE COMMUNITY

BY LISA MARTIN



Alan Anselman accepting the 2014 Community Impact Award on behalf of Lennox Industries, from Paul Beals, President of the Marshalltown Area Chamber of Commerce. Photo courtesy of Andrew Potter, Times Republican.

On behalf of Lennox Industries and its employees, Marshalltown General Plant Manager Alan Anselman received the 2014 Community Impact Award from the Marshalltown Area Chamber of Commerce.

"This prestigious award is presented as a way to recognize a business, organization, or individual whose work and community spirit have changed the landscape of the community," says Lynn Olberding, Executive Director, Marshalltown Area Chamber of Commerce.

Founded in Marshalltown 119 years ago, Lennox remains an active partner in the community. "I am routinely thanked for what our employees contribute in terms of their time and money, but one of our largest and most productive partnerships is with Quakerdale," says Anselman. Twenty-seven years ago, Lennox founded a Pro-Am Golf Tournament that has gone on to raise more than \$1.5 million for the community-based nonprofit.

"Our employees serve the broad needs of the community, from helping out with the Salvation Army and local food pantries to raising money for veterans, homeless shelters, and many other worthy causes," says Anselman, who serves on the Board of Directors for the Marshalltown Area Chamber of Commerce. "We live here and we want to make our community the very best it can be."



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Exclusive to Premier Dealers

Premier Dealers get the 411 this month on a trio of business-savvy apps, everything from all the common HVAC formulas and calculations at your fingertips to county-by-county severe weather updates to an easy-to-use app that converts your smartphone into an actual level.





BUSINESS

Q: I want to check the profitability of various departments. How do I allocate overhead in my accounting software to do this?

A: I have a saying, is the juice worth the squeeze? In other words, is the bookkeeping effort required to do this worth the information you get out on a monthly basis? Some

accounting software makes allocating overhead easier than others. However, you do not need accounting software to determine department profitability. A spreadsheet will do. One simple way to allocate overhead is in proportion to department revenue, but this method is not recommended. It tends to put too much overhead into departments like residential new construction and not enough into departments like service. I recommend the following three steps instead:

Begin by using the direct allocation method. Look at each
overhead expense line item. If the expense goes to a particular
department, assign it to that department. For example, the wages
for a dispatcher would go to service. Vehicle expenses for service

- technicians would go to service as well. Some expenses such as advertising may need to be proportioned between departments such as Residential Replacement and Service.
- 2. If you can't tie an expense directly to a department, the next best method is to proportion it to the various departments based on the field labor expense. For example, if a department uses 25 percent of the total labor cost, it gets 25 percent of expense for the particular line expense.
- 3. For some expenses, it's up to the owner or general manager to decide how to allocate among departments. The owner/general manager wages come to mind.
- 4. Conducting this exercise can be very revealing. For example, many companies find out they are actually losing money in service. Overhead in service can be 45 percent to 50 percent of sales, or even higher.

Knowing department overhead also helps in setting pricing strategies. Pricing objectives include recovering direct costs, recovering an appropriate amount of overhead and generating a desired profit.

Gary Oetker is the Lennox Business Coach and is available for onsite and phone coaching with individual dealers. If you wish to ask Gary a question, please send an email to lennoxnews@dcustom.com.



HEATING UP CUSTOMER RELATIONSHIPS

5 Ways To Win Customer Loyalty

BY JENNIFER CHAPPELL SMITH

A few years back, Joe Jones went to lunch with a Lennox dealer in Dothan, Alabama, and witnessed a key reason for the dealer's success:

"He shook hands with 10 different people before we got to the table," recalls Jones, who works as a regional business manager in brand management at Lennox International.

Building good relationships serves as a foundation for the best dealers' business plans. Jones says the most successful heating and air operations have an owner or manager who make relationships a priority. Almost all of these top-performing businesses — large or small — have someone at the helm "who is a social butterfly, with almost a presidential-like aura," Jones says.

Whether dealers have that personality type or not, they can foster familiarity and personal connections with five key tools.

SOCIAL MEDIA
With a strong online presence and smart use of Facebook and other platforms you can maintain virtual friendships with customers and bring in new ones. "Social media can help you be a

social butterfly even if you're an introvert," Jones says.

Taking advantage of the robust social media package that Lennox makes available to dealers can help, along with creating content that shows insight into the local market. Jones points to a Florida dealer that uses Lennox-provided content, but supplements with its own — including a holiday greeting of a snowman made of sand and sporting the company's logo. "They weren't hard-selling something," Jones says. But using friendly, fun content, along with advice and the occasional special rate, can keep dealers top of mind. It's a great way to keep your existing customers, and attract new ones.

MAINTENANCE CONTRACTS

Jones points to a key performance indicator: how many maintenance contracts are on a dealer's books. The goal should be 1,000 for every \$1 million of gross revenue. To hit that number, Jones recommends "making maintenance contracts affordable, not cheaper — just affordable." Consider offering automatic, monthly payments rather than annual billing. Point out the risks to a unit without

regular maintenance and let customers know that their warranties may be void without scheduled maintenance.

VISUAL AIDS
Service techs that show a diagram of the system after a service call make an impression. "The equipment is hidden behind walls, and the unit is behind a bush outside," Jones says. By seeing a diagram of what was checked or cleaned, customers have a greater appreciation for the complexity of their system — and greater confidence in those servicing their systems.

Dealer logo stickers on units can play an invaluable role in bringing customers back by helping homeowners remember who to call. Reward busy techs who finish an installation job with the application of such stickers — and give them incentive to do so. Perhaps have your techs take smartphone pics of, say, 20 applied stickers to get a dinner-for-two gift card, suggests Jones. The Lennox iComfort Wi-Fi® thermostat can automatically bring up dealer contact information, as well.

PRIDE IN WHAT LENNOX PROVIDES

Jones says it's easy to forget the seriousness of what Lennox offers — not just comfort, but a true health benefit. It shouldn't take a dangerous heat wave or freeze to remind the industry of its critical role. Maintaining personal pride can help maintain customers. "It's a great, honest way of making a living," Jones says.

Above all, remembering that the heating and air business is ultimately about people — their needs, their perceptions of your business — can help you focus on them. "When you put people first, it will change the way you do business," Jones says.

For more on the Lennox social media package, contact your territory manager or visit www.davenet.com/
PartnerResources/Marketing/Pages/SocialMedia.aspx.

CONGRATULATIONS TO THE 2013 AWARD WINNERS

Every year Lennox honors its top dealers and territory managers with its Dave Lennox Awards, Circle of Excellence Awards, and Master Council Awards. The following are the winners for the past year.

2013 Dave Lennox Awards Le Place D'Armes

- Montreal, Quebec

Bottom Row, Left to Right: Victor & Terry
Tesan – Busan HVAC Ltd. of Concord,
Ontario; Theo & Kim Etzel – Conditioned
Air Corporation of Naples, Fla.; Andy &
Debbie Reade – Burgesons Heating and
Air Conditioning of Redlands, Calif.; Sandy
Shumate-Tysor & Greg Tysor – Shumate
Mechanical LLC of Duluth, Ga.; Angela &
David Rampey – Air Assurance Company of
Broken Arrow, Okla.

2nd Row, Left to Right: Bob & Cheryl Tibbetts – Dave Lennox; Gary & Rosalie Cooper – Cooper Heating and Cooling of Broomfield, Colo.; Pat Minegar & Carol Clark – A-1 Heating and Air Conditioning of Meridian, Idaho; Susie & John Boyce – Airco Service, Inc. of Tulsa, Okla.; Trisha & Paul Kelly – Parker and Sons of Phoenix, Ariz.; Marilyn & Gregg Little – Springbank Mechanical Systems Ltd. of Mississauga, Ontario; Stephanie & Rusty Cochran – WC Heating & AC of Murrieta, Calif.; Lindi & Jeff Lambert - Midwest Heating Cooling & Plumbing of Kansas City, Mo.; Lisa & Frank Arnold, Jr. – Prudential Heating and Air



Conditioning of Louisville, Ky.; Paula & Howard Albert – Arctic A/C of Old Bridge, N.J.; Nina & Rob Zadotti – Gold Medal Service of East, N.J.

Stairwell Bottom to Top/Left to Right: Diane & Terry Scott – Scott-Lee Heating Company, Inc. of St. Louis, Mo.; Virginia & Jesse Furr – F.H. Furr Plumbing, Heating & A/C of Manassas, Va.; Nicole & Gasper Randazzo – Randazzo Mechanical of Macomb, Mich.; Peggy & Ron Ainsworth – The Bosworth Company, LTD of Midland, Texas; Rena & Bernie Tolsma – Reiner Group of Fair Lawn, N.J.; Julie Berdi & Randy Gingera – Arpi's Industries Ltd of Calgary, Alberta



2013-2014 Lennox Master Council Casa Marina, Waldorf Astoria Resort — Key West, Fla.

Bottom Row, Left to Right: Gerritt Hansen, Salt Lake City District; Gerry Desmarais, Western Canada District; Lewis Ma, Miami District; Jason Barrett, Canada Commercial District; Michael Kennedy, Des Moines District; Lori Boyce, Charlotte District; Kim Keith, Los Angeles District; Dennis Guerrieri, Great Lakes Commercial District; Danny Lewis, Charlotte District; Chris Gregory, Mountain Commercial District; Randy Head, Atlanta District

Middle Row, Left to Right: David F. Marini, Southeast Commercial District; Larry Taff, Los Angeles District; Beryl Rawlings, Sacramento District; Brian Holstine, Portland District; Michael Heuring, Los Angeles District; Trevor Vanderheyden, Toronto District; André Boily, Eastern Canada District; Rick Gonzalez, Dallas District; Brad Sobczak, Phoenix District

Top Row, Left to Right: Edward Westlove, Miami District; Scott Sharkey, Northeast Commercial District; Frank Ruggiero, Northeast Commercial District; Chris Orton, Canada Commercial District; Joseph E. Jones, Jacksonville District; Kyle Dottavio, Denver District

Not in attendance: Gerard J. Borromeo, West Commercial District; Matt Smithers, Los Angeles District

2013 CIRCLE OF EXCELLENCE AWARDS Villagio Inn & Spa—Yountville (Napa Valley), California



CENTRAL REGION

Left to Right: Mike Hart - Lennox VP of Sales, Residential; Lynn & JD McGhee - LBA Air Conditioning, Heating, Plumbing, Inc. of Mission, Kan.; Karen & Paul Heimann - Welsch Heating & Cooling Company of St. Louis, Mo.; Tami & Monte Hehnke - Jerry's Sheet Metal Heating & Cooling Inc. of Grand Island, Neb.; Karen & Henry Hoff – Hoff Heating & A/C, Inc. of St. Louis, Mo.; Julie & Stan Gregory - A1 United Heating, Air & Electrical of Omaha, Neb.; Bob Tibbetts - Dave Lennox; Heather & Dan Sieverding - All Seasons Heating & Cooling of Dubuque, Iowa; Sandy & Brad Busch - B & B Heating & Air Conditioning, Inc. of Grove, Okla.; Carrie & Larry Dalton - Classic Aire Care, Inc. of St. Louis, Mo.; Mary & Gary Pennington – Lozier Heating and Cooling of Des Moines, Iowa; Yvette & Ron Farris - Air Control Corporation of Springdale, Ark.; Gary Bedard - Lennox VP/GM, Residential



NORTHEAST REGION

Left to Right: Mike Hart - Lennox VP of Sales, Residential; Paul Boartz - Lennox Regional Director – NE; Cindy & Bill Brown – Level Heating & Air Conditioning of Havre de Grace, Md.; JoAnn & Mike Blouin - C&C Air of Morganville, N.J.; Monica Burdette & Bernie Sweeney - Oliver Heating & Cooling of Morton, Pa.; Jeanne & David Lambright - Bel-Aire Heating of Portage, Mich.; Caroline Beland & Alain Savard – BS Climatisation Inc. of Laval, Quebec; Megan & Duke Schmider Jr. – Cool Power LLC of Hauppauge, N.Y.; Bob Tibbetts - Dave Lennox; Gary Bedard - VP/GM, Residential



SOUTHEAST REGION

Left to Right: Mike Hart - Lennox VP of Sales, Residential; Rich Ford - Lennox Regional Director -SE; Beverly & Richard Fortin - Del Air Heating & Air Conditioning, Inc. of Sanford, Fla.; Petra & Jake Mazhar - Cool Air Mechanical of Marrietta, Ga.: Michele & Steve Sanders - Stephen K. Denny Inc. of Jupiter, Fla.; Lauren & Buddy Smith – Russell's Heating & Cooling of Chesapeake, Va.; Susie & Hugh Rosser - Westbrook Service Corporation of Orlando, Fla.; Christine & Steve Chapman - Steve Chapman's All American Air, of St. Augustine, Fla.; Bob Tibbetts - Dave Lennox; Gary Bedard -Lennox VP/GM. Residential





WEST REGION

Left to Right: Mike Hart – Lennox VP of Sales, Residential; Robert Meehan – Lennox Regional Director – West; Lisa & Mike Campbell – Campbell and Company, Inc. of Pasco, Wash.; Debby & Lyn Cate - Metal Masters, Inc. of Medford, Ore.; Linda & Collins Owens - Collins Comfort Masters of Gilbert, Ariz.; Janet & Craig Williamson - MM Comfort Systems of Redmond, Wash.; Kelly & Michael Porter – Greenwood Heating or Seattle, Wash.; Charlene & Frank Harrison – General Air Conditioning of Thousand Palms, Calif.; Amit & Zack Giron – AZ Air Conditioning and Heating Inc. of Van Nuys, Calif.; Becky & Rob Anderson - Superior Water and Ai Inc. of West Valley City, Utah; Valerie & Roy Murzello - Reliance The Furnace Company of Toronto, Ontario; Meagan & Craig Oudot - Town & Country of Regina, Saskatchewan; Bob Tibbetts - Dave Lennox; Gary Bedard - VP/GM, Residential

COMMERCIAL

Left to Right: John Carino - Lennox Regional Director, Northern Commercial; Bill Moltner -Lennox VP/GM – VRF, Commercial; Tom Dowling - Lennox Regional Director, Southern Commercial; Vanessa & Stefan LeRow – Capstone Mechanical of Waco, Texas; Rocky & Beny Quattrociocchi – Ben-Air Systems Inc. of Concord, Ontario; Goldie & Michael Bornemann – Concept Air Systems of Mississauga, Ontario; Marcia & Kent Meyers - Temp-Con Inc. of Edgerton, Kan.; Kim & Perry Hawkins – Town East Heating & Air Conditioning of Sunnyvale, Texas; Kelly & Andy Henry – Air Craft Inc. of Round Rock, Texas; TJ & Bob Polito - Airco Mechanical of Austin, Texas; Cindy Sparrow – Lennox VP Marketing & Product Management, Commercial; Joel Opatich – American Air Conditioning of Tulsa, Inc. of Broken Arrow, Okla.; Bob Tibbetts – Dave Lennox; Terry Johnston – President & COO Commercial; Mike Walker - VP Sales, Commercial

NEW PRODUCTS STAND TO TRANSFORM THE INDUSTRY

For Lennox dealers, the future is alive with possibility, and questions



Dehumidifiers and a New HRV Ventilator

Though less mainstream than traditional heating and cooling categories, Lennox nonetheless keeps innovating with products geared toward improving Indoor Air Quality (IAQ).

"The potential hazards of mold growth have customers concerned, plus thermostats have gotten more sophisticated with more of them showing humidity levels," says Kevin Lyons, IAQ product manager for Lennox Residential. "As a result, while dehumidifiers are typically more of a spring-season product, we've started seeing year-round growth in the category."

The company began a roll-out this summer of three brand-new whole-home dehumidifiers under the Healthy Climate® brand.

Ventilation, meanwhile, has seen even greater growth than dehumidification of late.

"In North America, homes are tighter and better insulated than ever before, which

"In North America, homes are tighter and better insulated than ever before, which is great —from an energy-efficiency standpoint — but bad when it comes to indoor air pollution generated by everything from kitchens and cleaning products to carpet and pets."

The Environmental Protection Agency reports that in homes throughout the U.S., indoor air is likely five times more polluted than what's outside. Airing out the house, however, has big-time drawbacks; specifically, inviting allergens into the home while sending precious heated or cooled air quite out the window — literally.

"Lennox now has two types of products that introduce fresh air in the home in an energy-efficient manner: HRVs, used in the colder climates, and ERVs for warmer areas," Lyons explains.

Both devices transfer energy to the air coming inside the house, saving utility bill dollars in the process. By the end of 2014, four new HRVs will hit the market, providing contractors an even greater array of options for their customers.

Regional Standards

New Regional Standards for residential HVAC equipment, which the Department of Energy finalized back in 2011, will finally go into effect on January 1, 2015 — albeit, with some key questions still unanswered.

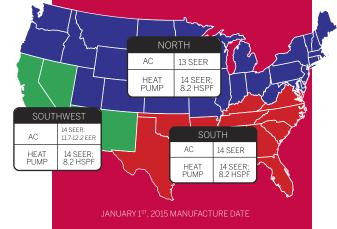
"From an enforcement standpoint, the DOE still hasn't decided on a strategy. It is near certain that there will not be a clear strategy in place by the January 1, 2015 effective date," says Tom Brittain, Brand/Product Manager, Cooling. "It appears that for the time being, 13 SEER condensing units will be able to be shipped and installed in the South and Southwest Regions when matched with an indoor unit to achieve 14 SEER."

The New Regional Standards divide the country into three parts: North, Southwest, and South. Of particular concern are the so-called "border states" such as Kentucky, Ohio, California, and Oregon.

"We realize the intent of the New Regional Standards is to raise the level of efficiency in key areas across the country, but what we don't fully understand is what that will mean for contractors who sell and install equipment in those areas. Even though the enforcement strategy is not yet known, Lennox is preparing to have Regional Standards compliant equipment available to our dealers ahead of the deadline." Brittain explains. Issues, in particular, are split systems and package system central air conditioners.

"As soon as the DOE clarifies its intent on enforcement, we'll spread the word," says Brittain. "That said, dealers who are on the border will be most impacted and should start preparing their people for any potential changes."

DOE REGIONAL STANDARDS





NEW TO SALES?

How to read your customer

BY KRISTY ALPERT

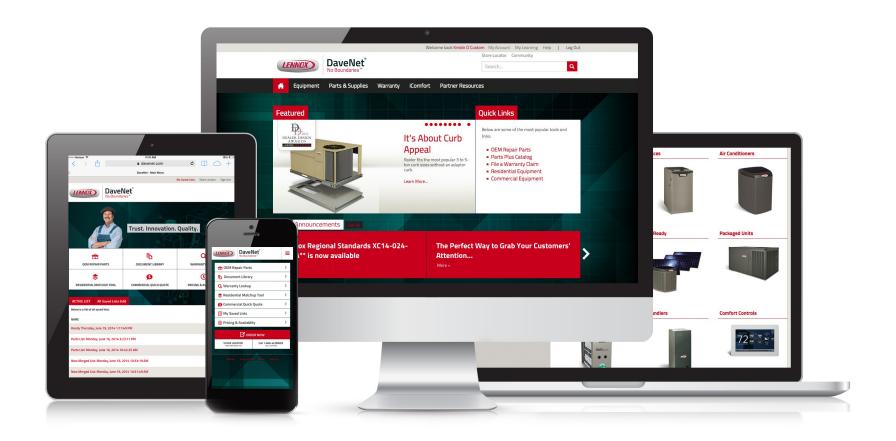
hether you're new to sales or have been in the game for years, it's pretty common knowledge that some sales calls will certainly be easier than others based on an entire range of factors. Every customer is unique and has a story all their own when it comes to what they bring to the table — from those who have almost no product knowledge to those who are very product knowledgeable, those who are extremely price sensitive to those who just want the best, those with very urgent needs to those who are just planning for a remodel, those who have read every product review to those who have simply relied on personal referrals. With all these variables, the key to actually making the sale could very well lie in learning to read your customer.

"Ultimately your goal is to give the consumer the best value for their situation," says Kevin Rohloff, regional business manager for Lennox's southeast region. "Value can range from the most cost-effective model to the most expensive model, it is all based on the customer's wants and needs. It is critical that you read the customer correctly in order to offer the proper product selection. If you miss the mark on what the customer

perceives as the best value and your competitor hits the mark, you have likely lost the sale."

Gaining insight into your customer's frame of mind could be as simple as offering a survey before the sales call to determine how important certain product attributes are to that individual (price, efficiency, sound, dependability, etc.), or as complex as learning to read body language and social signals. Rohloff recommends focusing on eye contact during the sale, along with these quick tips for handling concerns or questions from on-the-fence customers:

- → **LISTEN** "Let them tell you what they want."
- → **ASK** "Ask them, 'If I am able to accomplish X, Y, and Z, would you be able to commit to me today?'"
- → **UNDERSTAND** "Help them find a solution to suit their needs."
- → **FOLLOW UP** "While sometimes no means no, it can also be an opportunity to alter your solution to fit their needs. No matter what, follow up and understand why you lost the sale and learn from your mistakes."



ADD THIS TO YOUR TOOLBOX

With DaveNet.com there are no boundaries

BY LISA MARTIN



he buzz keeps growing for DaveNet.com, which earned additional acclaim for its May release which included new eTools, enhanced browser compatibility, and mobile accessibility.

"It's like Christmas morning, New Year's, and Opening Day all rolled into one," says Steve Hutzel, owner of the Cincinnati-based Schmidt Heating & Cooling.

"My employees are just as excited as I am about the new addition. You are the first manufacturer to make information available to the right people," adds Richard Bryant, who owns All Weather Heating & Cooling Inc. in Hillsborough, N.C.

As eCommerce manager for Lennox, Stephanie White has heard those enthusiastic sentiments echoed by dealers throughout the country. "The reaction to the May release has been overwhelmingly positive," she says. "Now, DaveNet.com puts the full force of Lennox support in the hands of our customers. From real-time ordering to repair part lookup, DaveNet.com has the tools our customers need to get the job done efficiently and effectively from any laptop, tablet, or smartphone. What's not to love?"

Not registered with DaveNet yet? There's no reason to keep putting it off! White promises registration takes five minutes, tops.

Every Lennoxdavenet.net user must register on DaveNet.com.

Once you're in, expect to encounter myriad time-saving tools and features such as at-your-fingertips pricing, availability, OEM repair parts, residential matchups, warranty coverage information, and anytime ordering with either your Lennox account or a credit card.

"We're continuously building new tools for DaveNet.com and have a multi-year strategy for growth and innovation" says White.
"At Lennox and with DaveNet.com, we are committed to helping our customers win in the market anytime, anywhere with tools and information the competition will envy. The DaveNet.com May 2014 release was just the beginning ..."

Future releases will include new mobile tools, dramatic ordering improvements, residential matchup tool enhancements, improved social tools, and more. Stay tuned!







A WELCOME HOMECOMING

Smith's Heating and Air Conditioning ensures the comfort of a hero and his family.

BY KRISTY ALPERT

After earning numerous medals for keeping his nation safe during his service in the military, Staff Sgt. Robert Wright was awarded with a warm thank you from one South Carolina based Lennox dealer.

Wright had served more than 13 years in the Air Force, including multiple tours in Iraq and Afghanistan, before he was diagnosed with multiple brain cysts in 2012. The diagnosis required him to undergo a series of multiple brain surgeries, sending his wife Bethany and their four children through a whirlwind of uncertainty, and springing his community into action to help this American patriot by providing him with a mortgage-free home.

More than 50 national and local companies came together, including Smith's Heating and Air Conditioning, to provide Wright and his family with a completely free custom home through Operation Finally Home, a nonprofit organization that offers homes for wounded or disabled soldiers. The homebuilder, Pulte Homes, chose Smith's Heating and Air Conditioning to provide the HVAC work. Pulte Homes also serves our veterans through its nation-wide Built to Honor program. It only took two months for this dedicated team to complete construction of the 2,710-square-foot home, but the level of service and precision installation the team at Smith's Heating and Air provided will continue to be a source of comfort for the Wright's North Charleston homefront for years to come.

Headed by owner Ed Young, the folks at Smith's Heating and Air Conditioning donated the materials, ductwork, and the units to keep the Wright family as comfortable as possible through both the hard and happy times. Young went with a 15 SEER system from Lennox due to the brand and system's ability to save the family as much money as possible on their utility bills, while providing them with the latest in home comfort that will operate efficiently and effectively all year long.

Although the Wrights are far from being in the clear for their medical concerns, the family can return to their new home with their heads held high and their hearts (and bodies) warmed by a service of gratitude and expertise.





Smith's Heating and Air Conditioning partnered with Pulte Homes to help give Staff Sgt. Wright and his family a mortgage-free home. The 15 SEER Lennox system they chose to install will ensure that this family of six will be comfortable for years to come.

The place to go. The parts you need. The people to help.

Lennox PartsPlus® is where you can find what you need to get the job done right. Our friendly, knowledgeable staff is here for you Monday through Friday, 7:30 a.m. to 4:30 p.m.

Time for a fall tune up!

From **September 15 through November 15,** get **seasonal savings** on the parts and supplies you need for Fall service calls. Stop by your local Lennox PartsPlus store or contact your Territory Manager for complete details.

Sign up online to receive promotional offers from Lennox PartsPlus. www.LennoxPartsPlus.com

