

Market Development – Gate 3 Deliverable

General Project Information

Project Title: 2013 Residential & Commercial Market Outreach

Docket Number: 18275 **Gate Date:** 10/11/2012

Project Summary:

The 2013 Residential & Commercial Outreach Programs will provide construction professionals and key decision makers with the needed information to safely install and maintain propane appliances, while supporting PERC's key business objectives to provide training and support the development of new technology. Included in this program is support to increase visibility and the number of construction professionals trained, increase access to content, improve the platforms for information, and increase support for marketer interaction with construction professionals. This training will secure qualified leads for continued engagement with construction professionals on training and R&D. PERC will continue to emphasize and expand partnerships with OEMs, professional associations, and interest groups to promote these programs.

Start Date:	1/1/2013	Total Project Cost:	\$3,000,000
End Date:	12/31/2013	Funding Requested:	\$3,000,000
Launch Date:	1/1/2013	Co-funding(y/n):	N

Co-funding Partner:	Contribution:
	\$

Team Leader: Bridget Scanlon

Team Members:

Aisha Parker, Greg Kerr, Gregg Walker, Tucker Perkins

Lead Vendor:	Swanson Russell	Contact:	Brent Schott/ Katie Sands
Additional Vendor(s):		Contact(s):	
Hanley Wood		Michael Hurley	
Newport Partners		Jamie Lyons	
ATomiK Creative Solutions		Tom Jaenicke	
ICF International		Mike Sloan	
JG Energy Solutions		Jeremy Glaisher	

1) Detailed Business Case

Project Description

- Provide a high-level statement of what the project will entail, and what it will not entail.
- Summarize the product/services features, attributes, performance requirements and specifications.
- List the objectives of the project (specific deliverables will be listed in Measurement & Evaluation section)
- Describe the target markets/audiences that will benefit from using the results of this project.
- Describe the problems that will be solved by the project from the perspective of the target audience. Include key benefits and value the product will offer.

The 2013 Residential and Commercial program is a focused, market oriented plan that is designed to maximize the impact that PERC can have on the residential and commercial markets and comply with the statutory restriction of programmatic activities of research and development, training, and safety. While the residential market is dramatically slower than a few years ago, the potential given that it is a large source of gallons should not be underestimated even in its diminished state.

The wedge analysis for the residential market indicates a target of 66 million gallons per year of incremental sales by 2017 with cumulative sales impact of 183 million gallons for the five year period from 2013 through 2017 for the strategies outlined. The focus of the Residential program will remain on both existing propane homes and new home construction, with the foundation of the program on empowering marketers:

- **“Fill the House”** is a continuation of the strategy from 2011 to increase appliances in the homes of existing propane customers. The target for this strategy is 9 million gallons per year of incremental sales by 2017 with cumulative sales impact of 26 million gallons for the five year period from 2013 through 2017.
- **Furnace Retrofits** is a strategy to capitalize on the continuing trend for consumers to shift away from oil heat to propane. Geographically, the significant opportunities are located in the Northeast and parts of the Midwest, however the volume potential remains of national significance. The heating oil market is losing about 200 million gallons of propane equivalent demand each year. The PERC gallon target for this strategy is 19 million gallons per year of incremental sales by 2017 with cumulative sales impact of 57 million gallons for the five year period from 2013 through 2017.
- **New Home Construction** is expected to see small growth over 2013, which makes continued and often increased emphasis on this market critical. In 2013 the focus will be on empowering marketers to engage with Construction Professionals prior to decision making and establish relationships for future opportunities. The market target in new residential construction is 27 million gallons per year of incremental sales by 2017 with cumulative sales impact of 72 million gallons for the five year period from 2013 through 2017 with opportunities growing beyond custom builders to include mixed use, multifamily and regional builders.
- **New Products & Technologies** as a strategy will serve both existing customers and new homes across a broad array of products that are coming out of PERC’s research and development program and available for contractor

selection. Support for new technology will be integrated into the other strategies.

The Commercial program will build off of the foundation of the Residential program over the past several years with an emphasis on training marketers to understand the commercial opportunities, process and how to communicate to key decision makers. The program, similar to Residential, will focus on existing commercial properties as well as new construction emphasizing, Hospitality, Education, and Healthcare facilities:

- **“Fill the Building”** is a strategy to increase the number of propane appliances in a commercial facility. The gallon target in these facilities is 5.5 million gallons per year of incremental sales by 2017 with cumulative sales impact of 15 million gallons for the five year period from 2013 through 2017.
- **Furnace Retrofits** in the commercial market is a strategy to take advantage of the continuing trend to shift away from oil and use an alternative energy. The gallon target in these facilities is 10 million gallons per year of incremental sales by 2017 with cumulative sales impact of 29 million gallons for the five year period from 2013 through 2017.
- **New Construction** is a strategy to enable marketers to target new commercial construction key decision makers. The gallon target for new construction is 10 million gallons per year of incremental sales by 2017 with cumulative sales impact of 28 million gallons for the five year period from 2013 through 2017.
- **New Technologies** serves both existing customers and new commercial facilities across an array of products that are coming out of PERC’s research and development program and available for contractor selection. Support for new technology will be integrated into the other three programs.

Strategic Fit and Importance

- How does this initiative support PERC’s strategic plan?
- How important is this initiative to the propane industry?
- What is the impact on our growth targets?
- Explain how this project fits relative to other projects in your mission area and into the strategy for the market it serves.

The Residential & Commercial program is founded in research and training of construction professionals and industry marketers. It is in compliance with PERA and the Department of Commerce restriction.

The residential market continues to be the largest and core market for the propane industry. Maintaining and growing this market is important to the entire propane industry, nationwide. Continuing to develop and update the training and research in this market will help reach the 66 gallon target by 2015.

Creating a formal strategy around the commercial market will help facilitate marketers to engage in this market and reach the 58 million gallon target by 2017.

Market/Audience Rationale

Describe:

- Urgency of need within the market
- Significance of the intended audience within the market
- Geographical reach (national, regional)
- Participant feedback on the project concept

In 2013, the target audiences in the residential market are: propane marketers, builders, architects, remodelers, HVAC, plumbers, engineers, and realtors. At varying degrees, these audiences are all influencers in the energy decisions made in the residential building market. Next year's plans call for further segmenting messages and content to deliver the kinds of specific training programs and information that each group finds most useful and will drive sales.

In the commercial market, the target audiences will be propane marketers, commercial builders, commercial architects, consulting engineers, facilities management of commercial buildings, and sustainability officers. The program will specifically focus on hospitality, health care facilities, schools, and religious institutions.

PERC expects that the areas PERC is targeting in the residential market will lead to 66 million gallons in incremental annual propane sales by 2017.

PERC expects that the areas PERC is targeting in the commercial market will lead to 58 million gallons in incremental annual propane sales by 2017.

Ease of Execution

- How will the content be created? What is the level of difficulty to create the content (e.g. write new content for a new subject area)?
- How will the content be delivered? What is the level of difficulty to create the delivery mechanism (e.g. create new video, website, etc.)?

Content will be created to align with the tactics in the overall project plan. There is high familiarity with delivering training and research to construction professionals online and in person. Working with vendors and partners in the construction industry supports these efforts.

Content will be delivered as project details are agreed upon by all team members and Statements of Work are signed. Delivery mechanisms are in place and have little to no degree of difficulty.

Leverage

- Ability to leverage internal strengths (e.g. project management)
- Ability to leverage external partnerships (e.g. suppliers, vendors, manufacturers, contractors)

To ensure a successful program in 2013, it is important to leverage internal strengths in project management. As a whole, the project team has communication, research, technical, and relationship building expertise. This program also leverages the investment made through PERC's R&D efforts through support for new product launches, and the strong relationships developed with original equipment manufacturers.

This program leverages the partnerships and efforts made in the residential and commercial markets by PERC. The 2013 program will continue to utilize the same vendors as in previous years, with the addition of PERC's lead communications agency Swanson Russell who is charged with directing the outreach and communications strategy of the program. The established familiarity of the program of PERC's existing external partnerships allows for minimal lag time of the execution of tactics within the project plan.

Synergies

- Ability to expand the use of content to other meaningful audiences beyond the target audience (state associations, propane companies, regional or state builder programs, student training programs, specialized clubs and related organizations, etc.)
- Ability to use the program, content, or components across other PERC market areas and missions

The Residential & Commercial programs are developed, managed and reviewed by PERC. Development of components of the program may be done by contractors with technical expertise within the residential and commercial industries. The training is based on research conducted by a third party and information from OEM partners. All contractors must work together, under the direction of PERC.

A comprehensive support and outreach program ensures the visibility of the research conducted and training provided. This program includes participating in tradeshow, training programs, online advertising and collateral development for print and digital applications. Content that is developed is made available to state associations, propane marketers, and other audiences as they become available.

This program will allow marketers to engage with key decision makers and construction professionals through the use of collateral, providing training and participating in local programs in geographically targeted areas. Internally, PERC has a balanced structure in place to ensure that relevant information is being used where appropriate in other market areas. In 2013, stronger messages will be communicated to construction professionals about propane autogas.

Cost/Benefit

- Ability to support propane gallon growth
- Beyond gallons, number of success criteria “units” achievable
- Relative cost per “unit” achieved

The greatest risks to the Residential and Commercial market include:

- 1) The continued economic downturn in the construction industry,
- 2) High propane prices relative to electricity, and
- 3) Continuing improvements in efficiency.

Despite the economic challenges and impacts of higher propane prices the residential market will continue to represent the largest segment of the propane industry. While overall residential propane demand is expected to continue to decline due to improvements in appliance efficiency and competition with electricity, PERC expects PERC programs to minimize the decline with a projected growth target of 66 million gallons in incremental annual sales by 2017. The Commercial market continues to experience a depressed market as well. The PERC incremental gallon growth target of 58 million gallons in incremental annual sales by 2017 will help stabilize this market over time.

2) Budget

Residential	Grand Total: \$2,100,000.00
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Develop and promote marketer toolkit focused on "fill the home." (continuation from 2012)						\$ 58,000.00
Tactics	Notes	Q1	Q2	Q3	Q4	
Update intro						\$ 3,500.00
Brochure: providing value to local HBAs	1-2 pager directing marketers to content on the MaRC					\$ 3,500.00
Brochure: approaching influencers	2-4 pager educating marketers on how to approach plumbers, HVAC, etc.					\$ 6,000.00
Video: Approaching influencers	Single location, 3-4 minute video.					\$ 25,000.00
Printing/Toolkit Fulfillment						\$ 20,000.00

Equip marketers to interact with builders at events in their local area.						\$ 82,500.00
Tactic	Notes	Q1	Q2	Q3	Q4	
Builder Connection Events post MTST	Target 10-15 in first year					\$ 60,000.00
BCE Presentation/Materials	PPT, etc.					\$ 5,000.00
Ad materials	For newsletters, directories and websites					\$ 8,500.00
Newsletter content	Package for marketers to provide to local HBAs (ideally via ALI, also on MaRC)					\$ 1,000.00
Training/Presentation Program	Basic (intro) presentation for PERC/marketers to deliver at local events, plus one specialized					\$ 8,000.00

Keep propane in front of builders by providing easy access to concise propane training materials.						\$ 759,600.00
Tactic	Notes	Q1	Q2	Q3	Q4	
National media trade advertising	Based on 4-5 core messages targeting builders & remodelers					\$ 365,300.00
Plumber Association Directory Ad	Media expense					\$ 1,300.00
Print ad development	sized for multiple publications					\$ 42,000.00
Digital ad development	New ads plus multiples sizes for all media					\$ 51,000.00
Digital media advertising/tracking	Conversion tracking, optimization, reporting					\$ 15,000.00
Collateral Materials						\$ 10,000.00
Hanley Wood Lead/Data Management						\$ 108,000.00
Hanley Wood List and eNewsletters						\$ 115,500.00
Memberships: AIA, NAHB, USGBC, PHCC						\$ 21,500.00
Energy Calculator Mobile Ap						\$ 30,000.00

Repackage training content into a more compelling, user-friendly format and offer in multiple formats on BWP.com.						\$ 35,000.00
Tactic	Notes	Q1	Q2	Q3	Q4	
Repackage existing programs	shorter, easier to digest, videos and/or pdfs					\$ 10,000.00

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Interactive training module	Ongoing updates/enhancements						\$	25,000.00
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Continue to add new, relevant content to BWP.com to ensure strong SEO. \$ 15,000.00

Tactic	Notes	Q1	Q2	Q3	Q4			
Content Development						\$		15,000.00

Use PR to maintain awareness of propane and its value proposition. \$ 92,800.00

Tactic	Notes	Q1	Q2	Q3	Q4			
Integrated PR program: Releases, case studies, media outreach, media events, tracking, reporting						\$		92,800.00

Attend select trade shows with appropriate investment to maintain propane visibility and support OEM partners. \$ 465,500.00

Tactic	Notes	Q1	Q2	Q3	Q4			
Brochure: PERC & OEMs	Overview for OEMs to learn about partnering with PERC					\$		3,500.00
Case Study: PERC & OEM	Success storie(s) about PERC/OEM partnership					\$		7,000.00
Exhibit at IBS (budgeting for 2014)						\$		125,000.00
Exhibit at JLC Live (budgeting for 2014)						\$		85,000.00
Exhibit at Remodeler Show						\$		50,000.00
Exhibit at ALI Summit						\$		10,000.00
Exhibit/Training at 7 Local Shows	Shows will be based on geo location.					\$		50,000.00
NAHB Sponsorship						\$		105,000.00
Travel						\$		25,000.00

Support the launch of the Yanmar 5kW Micro-CHP \$ 5,000.00

Notes	Q1	Q2	Q3	Q4				
Launch support tbd					\$			5,000.00

Keep propane in front of plumbers, HVAC, architects, remodelers, realtors and engineers by providing easy access to concise propane training materials. \$ 113,000.00

Tactic	Notes	Q1	Q2	Q3	Q4			
Training Course: Realtor and sales/marketing	Training course for the front line of sales, marketing and retail. NAHB approval					\$		15,000.00
Presentations	Customized for plumbers, HVAC, realtors					\$		15,000.00
Collateral	2 page overviews for plumbers, HVAC, realtors					\$		10,500.00
Advertising	Plumbers 3b x 4i = \$120K + \$30K add HVAC					\$		62,500.00
Ad development	Ad for both plumbers and HVAC					\$		10,000.00

Maintain and update training course programs and materials. \$ 473,600.00

Tactic	Notes	Q1	Q2	Q3	Q4			
Subject matter expert.						\$		175,000.00
Research	GoGreen with propane, comparison of residential heating systems, performance monitoring of CHC systems, technical enhancement updates					\$		121,600.00
(HW) Updating and creating new						\$		32,000.00

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courses						
PTA course renewals						\$ 105,000.00
(HW) Maintenance & Updates	Propane training academy maintenance & updates					\$ 40,000.00

Commercial	Grand Total: \$ 900,000.00
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Develop a marketer toolkit designed to help marketers target local commercial building, schools, religious institutions, health care facilities and hospitality.	\$ 147,000.00
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Tactics	Notes	Q1	Q2	Q3	Q4	
Toolkit binder/intro/overview pages						\$ 46,000.00
Case study	Multi-family apartment/etc development					\$ 7,000.00
Case study	Hotels					\$ 7,000.00
Case study	Resort using propane for multiple applications					\$ 7,000.00
Case study	Restaurants					\$ 7,000.00
Case study	Schools					\$ 7,000.00
Case study	Religious institution					\$ 7,000.00
Build w Propane Guide	Update to include commercial (dev, printing, shipping)					\$ 22,000.00
Propane Technical Pocket Guide	Update to include commercial (dev, printing, shipping)					\$ 18,000.00
Product Directory	New, collection of commercial propane products					\$ 7,000.00
Presentation	Advantages of propane for commercial applications five different versions					\$ 12,000.00

Promote propane appliances available today to schools, religious institutions, health care facilities and hospitality (restaurants, lodging, resorts).	\$ 94,000.00
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Tactic	Notes	Q1	Q2	Q3	Q4	
National media trade advertising	Facility management publications					\$ 80,000.00
Print ad development	sized for multiple publications					\$ 7,000.00
Digital ad development	sized for multiple sites					\$ 7,000.00

Integrate commercial content into bwp.com.	\$ 362,500.00
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Tactic	Notes	Q1	Q2	Q3	Q4	
Content development/population						\$ 250,000.00
Product directory	Expand existing to include commercial					\$ 40,000.00
Propane "energy pod" tool	Begin research and development in 2013					\$ 72,500.00

Promote propane at key national and local commercial shows.	\$ 85,000.00
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Tactic	Notes	Q1	Q2	Q3	Q4	
Attend ASHRE (heating, refrig) (budgeting for 2014)						\$ 35,000.00

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Exhibit/Training at 7 Local Shows	Shows will be based on geo location.						\$	50,000.00
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Use PR to build awareness of propane and its value proposition to select commercial markets.								\$	110,500.00
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Tactic	Notes	Q1	Q2	Q3	Q4			
Integrated PR program: Releases, case studies, media outreach, media events, tracking, reporting							\$	110,500.00

Support the launch of new products.								\$	25,000.00
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Tactic	Notes	Q1	Q2	Q3	Q4			
General budget line	In addition to PR and other activities already covered						\$	25,000.00
Yanmar 10kW CHP	Case study, advertising or dm							
Yanmar 5kW Micro-CHP							\$	-
GHP Intellichoice (heat pump)							\$	-
Kohler Towable Generators	20kW - 100kW						\$	-
Generac Mid-sized Generators							\$	-
Generac Portable Generators							\$	-

Maintain and update training course programs and materials.								\$	76,000.00
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Tactic	Notes	Q1	Q2	Q3	Q4			
Subject matter expert.								
Research	GoGreen with propane, comparison of residential heating systems, performance monitoring of CHC systems, technical enhancement updates						\$	35,000.00
(HW) Updating and creating new courses	commercial propane use and distribution course						\$	41,000.00

3) Stage 3-5 Project Plan including timeframe and cost

	Most Responsible Person	Effort Required (person days or \$)	Targeted Completion Date	Dependency on other tasks
Develop and promote marketer toolkit focused on "fill the home." (continuation from 2012)	Bridget Scanlon	\$ 58,000.00	Components will be completed & updated throughout 2013	Yes
Equip marketers to interact with builders at events in their local area.	Bridget Scanlon	\$ 82,500.00	Components will be completed & updated throughout 2013	Yes
Keep propane in front of builders by providing easy access to concise propane training materials.	Bridget Scanlon	\$ 759,600.00	Components will be completed & updated throughout 2013	Yes
Repackage training content into a more compelling, user-friendly format and offer in multiple formats on BWP.com.	Bridget Scanlon	\$35,000.00	Components will be completed & updated	Yes

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			throughout 2013	
Continue to add new, relevant content to BWP.com to ensure strong SEO.	Bridget Scanlon	\$15,000.00	Yearlong Strategy	Yes
Use PR to maintain awareness of propane and its value proposition.	Bridget Scanlon	\$92,800.00	Yearlong Strategy	Yes
Attend select trade shows with appropriate investment to maintain propane visibility and support OEM partners.	Bridget Scanlon	\$465,500.00	Participation at events through 2013	Yes
Support the launch of the Yanmar 5kW Micro-CHP	Bridget Scanlon	\$5,000.00	07/01/2013	Yes
Keep propane in front of plumbers, HVAC, architects, remodelers, realtors and engineers by providing easy access to concise propane training materials.	Bridget Scanlon	\$113,000.00	Yearlong Strategy	Yes
Maintain and update training course programs and materials.	Bridget Scanlon	\$473,600.00	Components will be completed & updated throughout 2013	Yes
Commercial				
Develop a marketer toolkit designed to help marketers target local commercial building, schools, religious institutions, health care facilities and hospitality.	Bridget Scanlon	\$147,000.00	Components will be completed & updated throughout 2013	Yes
Promote propane appliances available today to schools, religious institutions, health care facilities and hospitality (restaurants, lodging, and resorts).	Bridget Scanlon	\$94,000.00	Components will be completed & updated throughout 2013	Yes
Integrate commercial content into bwp.com.	Bridget Scanlon	\$362,500.00	Yearlong Strategy	Yes
Promote propane at key national and local commercial shows.	Bridget Scanlon	\$85,000.00	Participation in Shows throughout the year, emphasis on Q3 & Q4	Yes
Use PR to build awareness of propane and its value proposition to select commercial markets.	Bridget Scanlon	\$110,500.00	Yearlong Strategy	Yes
Support the launch of new products.	Bridget Scanlon	\$25,000.00	Yearlong Strategy coordinate with product availability	Yes
Maintain and update training course programs and materials.	Bridget Scanlon	\$76,000.00	9/01/2013	Yes

4) Preliminary Market Launch Plan

Positioning strategy

- What is the key message of this program/service?
- How does it fit into the key messages for the market?
- How does it complement or detract from other PERC messages?

The key message for the Residential and Commercial Market is that propane can help builders and end users save money and it is domestic, abundant, sustainable, and convenient.

- Homebuilders and other influencers.
 - Propane-fueled appliances deliver convenient, high-value heat and power while oftentimes reducing harmful emissions and energy costs compared to oil-fueled or electric appliances.
 - Choosing a comprehensive propane appliance solution for the homes you build – space heating, water heating, cooking, fireplaces, and clothes drying – maximizes efficiency, performance, comfort, and carbon reduction.
 - Propane is an energy source your customers can count on, even when the electrical grid is down.
- Commercial target audience.
 - Now is a great time to consider propane for commercial buildings:
 - Many are looking for alternatives to fuel oil due to government regulations.
 - High-efficiency propane-fueled space heating, ventilating, air conditioning, and water heating systems often qualify for rebates and credits from state energy offices and state propane gas associations.
 - An increasing number of facilities are enacting energy plans for greater efficiency.
 - The lower equipment, installation, and energy costs for high-efficiency propane-fueled furnaces can result in a shorter payback period when compared with installing a standard efficiency furnace in a new, cold air building.
 - Because of their long service life and low annual energy costs, propane-fueled tankless water heaters have the lowest annual cost of ownership in almost all climates whether they are installed in new buildings or purchased as replacements.
 - Propane is an energy source you can count on, even when the electrical grid is down.

These messages should continue to be well-received by the market, and consistent with the overall messages PERC shares with the industry.

Potential marketing, communications and promotional requirements

- Describe how the message(s) should be conveyed to the market.
- State the internal and external communications that will be needed to generate enthusiasm and buy-in for the project/service, within both the propane industry and partner company(s).

- State the timing for each of the above items and resources required (both human and financial resources).

The messages for the 2013 Residential & Commercial program will target both marketers as well as construction professionals (builders, architects, engineers, facilities managers, REALTORS, HVAC, and plumbers). The strategy will include several means of communications from websites, online training courses, mobile applications, interactive training modules, online tools, digital and print media, direct mail, e-mail campaigns, in person training, and participation/demos at tradeshow.

We will have a sustained trade PR program throughout the year in both the residential and commercial markets. Key messages will be delivered through a coordinated effort of PR, key trade and industry events, paid media, and promotional materials targeted to propane marketers and construction professionals.

The message will need to incorporate the significant potential for gallon growth and business expansion that is possible within the Residential & Commercial markets, requiring very little diversification in existing business models of the propane marketers.

The budget and project plan has specifics for the timing of items and resources required for this project. We will hold weekly meetings with our communications partners to assess progress throughout the duration of the project.

Preliminary training needs (both internal and external)

- Identify which groups will require training in order to launch this project (for example, PERC staff, state associations, propane marketers, customer service staff, maintenance, and channel and distribution partners).
- What type of training is required? (i.e. marketer, safety, user training)
- Describe the plan to address these needs.
- State the timing for each of the above items and resources required (both human and financial resources).

Minimal training is required for this project; the key for success is having continuous open communication with PERC staff, state associations, propane marketers and other audiences. We will reach the propane industry through PERC Update, Propane Energy Updates, PERC SmartBrief, and push content to state and local Home Builder Association websites and newsletters for further distribution. We will also work closely with industry programs team to ensure the messages carried to the field of propane marketers is accurate and consistent at the many state meetings attended each year.

There is high familiarity with delivering training and research to construction professionals online and in person. Working with vendors and partners in the construction industry supports these efforts.

Potential distribution and channel approach(es)

- State the possible challenges in reaching the market.
- Identify opportunities to leverage existing channel(s).
- Describe the distribution channels of partners/manufacturers.
- Describe any channel control issues.
- State the timing for each of the above items and resources required (both human and financial resources).

This program will require a significant partnership with the marketers, State Associations to identify synergies with MTST and outreach to their members to support the local outreach components of the program. Partnering marketers with construction pros is a key strategy for 2013 and represents a significant percentage of the budget.

The long term benefits of this strategy are significant. By partnering with local membership organizations, advertising in local publications and forging relationships at the local level, and enabling marketers to engage with professionals in their markets, we will be able to increase our contacts for construction professionals to maintain channels of communication for future training and new product commercialization.

Each of the above strategies will be executed throughout 2013 and are intended to work in conjunction with each other.

Packaging (where appropriate)

- Identify the packaging needs of the customers.
- Describe in what ways the message(s) might be conveyed to the market through packaging.

Messages will be packaged using video, print, digital and web based mediums. Heavy emphasis will be placed on making materials available and customizable by marketers and local organizations. All creative will be developed by Swanson Russell to ensure consistent branding and messaging across markets.

Customer service and support needs

- Identify the potential customer service and support requirements.
- List the resource that will likely be required.
- State the timing for each of the above items and resources required (both human and financial resources).

The Residential and Commercial strategy for 2013 will require significant staff and vendor time in working with marketers to help them best use information and collateral in their local markets. This time commitment from staff and vendors is expected to decrease over time as the program is modified and we establish best practices for success.

The support for these programs will be yearlong with the expectation staff and vendor time will decrease.

5) Measurement & Evaluation Plan

Business Performance Metrics	Gate 3 Target
Minimize propane consumption declines in Residential market, while seeking new growth opportunities using training, new technologies and targeted marketing	<ul style="list-style-type: none"> • Updated Training Courses • Targeted Cases Studies, • Creation of local marketer program and support materials
Support development and commercialization of new	<ul style="list-style-type: none"> • 3-5 Products launches

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technologies	<ul style="list-style-type: none"> • OEM Program expansion
Develop materials and facilitate marketers hosting demonstrations in their local markets and engaging with decision makers	<ul style="list-style-type: none"> • Commercial Tool Kit Creation • Development of Local Outreach program
Support the conversion from fuel oil to propane in Residential & Commercial	<ul style="list-style-type: none"> • 2 case studies • online support material
Increase gallons sold in commercial market	<ul style="list-style-type: none"> • 2 online tools • Product Directory • PR & Advertising Program
Project Specific Metrics	Gate 3 Target
Construction Professionals Trained	1,000 (35% increase from 2012)
Mobile Application Downloads	500
Increase in digital footprint (interactive training module)	150 (100% increase from 2012)
OEM Partnerships: outreach and potential projects	5-12
Leads (Contacts) Generated	5,000 Residential; 1250 Commercial
Dissemination of marketer toolkits	500 Residential; 250 Commercial
Residential and Commercial Trade PR Program	<ul style="list-style-type: none"> • 35 Interviews • 25 Press releases developed • 45 Press Releases Placed • 9 Feature Stories placed • 8 million impressions • 7 Residential Case Studies • 3 Commercial Case Studies
Exhibit & Provide Training at local shows	5-7
Host Marketer Builder Connection Events	10-12