

Making Green a Successful Business Strategy

The screenshot shows the Riley Green Team website. At the top is the logo with a dollar sign and the tagline "THE ULTIMATE IN COMFORT, SERVICE & SAVINGS TO HEAT AND COOL YOUR HOME". A navigation menu includes Home, About Us, High Efficiency Products, Indoor Air Quality, Ventilation, Additional Resources, Financing, and Contact Us. The main banner features a house and a smiling technician with the text "Qualified Dealers". Below this is a section titled "Reduce Your Utility Bill, While Increasing Your Comfort Level!" with three columns: "Comfort" (Relax & Unwind with Ease of Mind), "Efficiency" (Only the Riley Green Team Delivers the Gold with Frigidaire iQ Drive), and "Green Team Members" (Dealer Locator). Each column has a "More..." link. At the bottom, there is a "Go Green with Riley" slogan, a secondary navigation menu, and a copyright notice for 2008 Riley Sales.

RILEY GREEN TEAM THE ULTIMATE IN COMFORT, SERVICE & SAVINGS TO HEAT AND COOL YOUR HOME

Home | About Us | High Efficiency Products | Indoor Air Quality | Ventilation | Additional Resources | Financing | Contact Us

Qualified Dealers

Reduce Your Utility Bill, While Increasing Your Comfort Level!

Energy costs are rising quickly consuming an even larger part of every family's budget. The Riley Green Team will work with you to reduce these costs, so you can relax in comfort while enjoying a healthier home environment.

<p>Comfort Relax & Unwind with Ease of Mind</p> <p>More...</p>	<p>Efficiency Only the Riley Green Team Delivers the Gold with Frigidaire iQ Drive.</p> <p>More...</p>	<p>Green Team Members Dealer Locator</p> <p>More...</p>
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Go Green with Riley

[Home](#) | [About Us](#) | [Additional Green Products](#) | [Indoor Air Quality](#) | [Ventilation](#) | [High Efficiency Products](#) | [Financing](#) | [Contact Us](#)

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Improving Your Billing. Improving Your Business.



Making Green a Successful Business Strategy

- How does a green strategy help drive sales and profits?
- How can a green strategy differentiate your company?
- What steps should you follow to take your company green?

The success of Riley Sales' Green Initiative provides an excellent example to follow.

Riley Sales is a full-line supplier of HVAC and Industrial Supplies to the residential and commercial markets. A second-generation family business, they operate seven branches in Eastern Pennsylvania and Southern New Jersey. Riley Sales prides itself on being an innovator that gives their customers the products and training they need to succeed.

Even though Riley Sales is a leader in their market, they take nothing for granted. Believing that future growth requires strategic planning, they faced a crossroads in 2005. According to Mike Riley, President of Riley Sales, *"We had a big choice to make. Do we want to compete on price only, or do we differentiate ourselves, and market the new green products progressive vendors were offering."*

Riley decided to focus on the high end of the market, anchoring their strategy with environmentally friendly products. *"Once we decided on a strategic direction, we quickly identified the opportunity sustainable energy offered to us, our customers, and the environment."*

Their goal was threefold:

1. Capture increased market share
2. Improve margins
3. Support the environment

Today, Riley Sales is recognized as the "go-to" supplier in the region for advanced, environmentally friendly products. Riley is working with manufacturers around the world to develop products to meet the environmental needs of the market. They have developed strong relationships with service providers like Billtrust to reduce their carbon footprint by driving key indicators like paperless billing. Most importantly, they have been able to protect their profitability in a challenging economy.

Riley Green Team Keys to Success

1. Senior management support
2. Go green inside and out
3. Unified message
4. Kick off in a big way
5. Help customers succeed
6. Work with suppliers
7. Align with local organizations
8. Training

Making Green a Successful Business Strategy

Green Genesis

Riley Sales wanted the commitment to being green to permeate throughout their organization. To get things launched they formed the Riley Green Team, led by Debbie Riley, Director of Sustainability. The goal of the team was to help all constituents – employees, customers, builders, manufacturers, and regional associations – “get it”.

According to Debbie, they faced four primary obstacles in the early days:

1. Lack of commitment from employees – many of the tasks were viewed as a “hassle”
2. Lack of support from existing manufacturers
3. Need to educate branches on new product lines and how to communicate “sustainability”
4. Need to educate their customers about the sales and profit opportunity green products offered, and how to sell green.

Overcoming Barriers

One of the first duties of the Riley Green Team was to create a mission statement that would clearly convey the impetus of the green initiative to all their constituents. It states:

Provide New & Profitable Business for our Customers through Sustainable Energy Savings

Mission statement in hand, the team then began to implement programs. There were four primary components to Riley’s green initiative.

Have a Consistent Message: Each year the Riley Green Team creates an environmental theme that is promoted to all of their key constituents. The theme is unveiled each March at a customer appreciation event and included in all company collateral distributed over the following 12 months. *“Our goal was to create a unified voice with our customers and employees that promoted the benefits of going green,”* says Deb Ott, Controller at Riley Sales. Past year themes include:

2006: *Deliver the Green*

2007: *Go for the Green*

2008: *Grow Green*

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Build a Foundation: Another key to success for the team was to lay a foundation of growth by working with customers who were “ready and willing” to support environmentally friendly and cost efficient buildings (the early adopters). They worked closely with these customers to optimize their product line and educate them on how to up-sell green products.

The ongoing goal for Riley is to create a win for all parties: Riley Sales would achieve higher sales and profits, the contractor would make a higher margin, and the consumer enjoyed a healthier, more cost efficient environment. The Riley Sales Team was also able to leverage the early adopters to expand its customer base – they provided references that encouraged further growth.

Spread the Word: Riley Sales demonstrated its commitment to the green

market through the use of different media outlets. They advertised on local radio, attended regional trade shows, and became active participants in many local organizations. A dedicated web site was devoted to promoting their green position. In addition, marketing collateral and training material were developed for use in each of the branch locations.

Go Green with Electronic Invoicing

Receive your invoices and statements sooner
Save time opening mail and discarding envelopes
Import invoice data directly to your accounting system
Match invoices and packing slips faster
Bill your customers more quickly
Get your cash sooner!

Riley Sales now offers electronic invoicing to all of its customers.
You choose the delivery method from three options:

1. Website Gateway
Go online through our secure website to view, download and download to your accounting system your invoices and statements at any time of the day or night. We will send you an email each time that we add new invoices or a statement to your account to notify you to go online to view them. You will also view all of your invoices and statements online for you to download, so that you can retrieve old invoices and statements as you need them.

2. Email Invoicing
Receive one email per day that includes a PDF statement of all of your invoices or statements from the prior day. You may also choose to receive a communication by instant chat and allow you to easily import your invoice data directly into your accounting system.

3. Fax Invoicing
Receive one fax per day that includes all of your invoices and statements from the prior day.

Invoices delivered through Website Gateway, Email and Fax look identical to our paper invoices.

Interested?
Contact Bill Eltinger at 410-278-8500 or by email at ereid@rileysales.com
Sign up in September and be entered to win a \$100 Riley Sales Gift Certificate!

Reduce the time you spend handling paperwork.
Turn your time into cash.

RILEY SALES
GO FOR THE GREEN

The Riley Green Team also spent time with leading manufacturers including Florida Heat Pump, Viessmann, and Frigidaire to help them improve the energy efficiency of their product line. By working closely with these manufacturers they were able to enhance their expertise and market position.

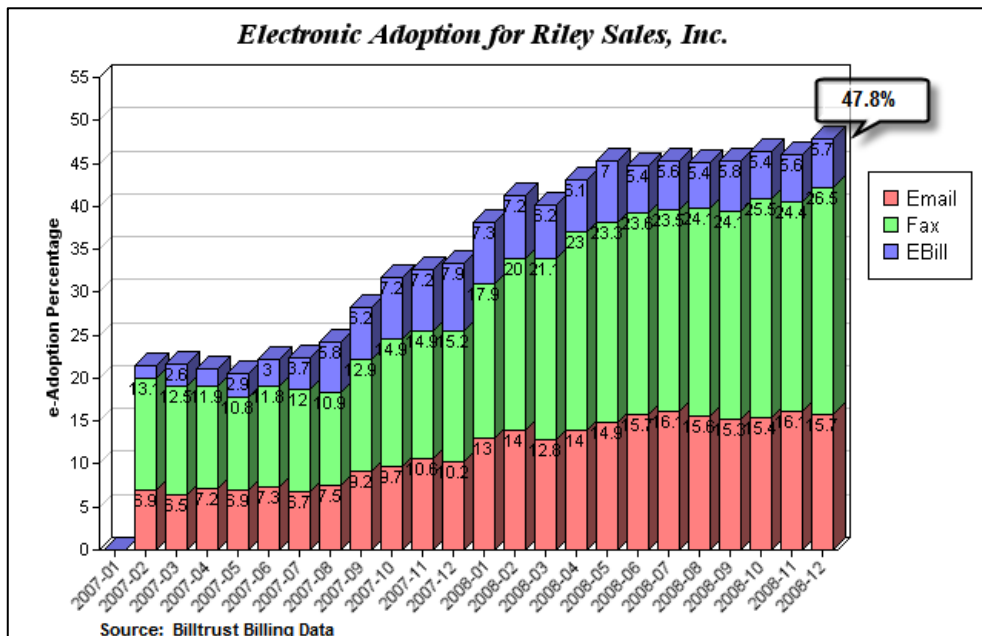
Be Green Inside and Out: To be successful in the market, the Riley Green Team placed a priority on supporting green initiatives both internally and externally. According to Mike Riley, “You can’t just talk the talk; you have to walk the walk.”

This total commitment to becoming a green business included recycling everything from paper to metal, using green cleaning supplies and making sure the equipment that operated their building (lights, thermostats, and boilers) were energy efficient. They also moved their fleet to fuel efficient vehicles.

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The Paper Challenge

An important initiative for Riley was going paperless. Riley encouraged employees to print less and look for ways to automate processes. A specific area of opportunity was the paper intensive bill delivery process. According to Deb Ott, *“One of the key areas of success for the Riley Green Team was moving our billing to an outsource provider that had expertise in driving more electronic billing. We are now sending almost half of our invoices electronically.”*



Beside the savings from purchasing less paper, e-billing is more cost effective and efficient than mailing invoices and statements. Mike Riley adds, *“Electronic billing was a big win. We were able to significantly reduce our bill delivery costs while supporting our green positioning. Further, our customers who started using ebilling actually thanked us for getting them their bills faster”.*

Measuring Success

For Riley Sales, going green has been an unqualified success. *“Our green product line has contributed to our success despite the challenges we face in today’s economic climate,”* said Mike Riley.

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Riley Sales suggests several benchmarks for measuring a distributor's green success:

- Percent of customers who have adopted green products
- Percent of sales coming from green product line
- Profit contribution of green products

The Outlook on Green

In today's tough economy, Riley Sales is seeing more contractors than ever recognizing the importance of understanding new technologies and how to sell them. They are working closely with them to help them up-sell environmentally friendly products.

Riley believes they are well positioned to capture an increasing share of the growth in the green market. They continue to place a priority on positioning their green programs to benefit all constituents including manufacturers, distributors, contractors and end users. *"Making sure our programs will provide tangible benefits throughout the value chain will be a key to our ongoing success in driving adoption,"* said Debbie Riley.

Riley Sales also believes the new administration will accelerate adoption of environmental products. They have already made a commitment to update federal buildings to improve efficiency as well as tax incentives on high efficiency HVAC comfort products. Further, they expect initiatives that support green programs to become more prevalent in the years ahead.

Another priority for Riley Sales is to continue to go "paperless" through continued growth in electronic billing, and begin to allow their customers to pay them online. They plan to work closely with their billing partner Billtrust to drive adoption in this area.

On a parting note, Riley Sales has just announced their 2009 green theme: **Get in the Game**. Their goal is to work closer with their customers than ever before to help them succeed both economically and environmentally.

