SAMPLE WORK · ILLUSTRATIVE PROPOSAL

A PROPOSAL FOR

Ashby Heating & Air

What I see, what I'd fix first, and the first 90 days

GERMANTOWN
71% of leads booked

BARTLETT
60% of leads booked

SOUTHAVEN
54% of leads booked

Booked-call rate by branch, trailing twelve months to September 30, 2026. Same company, same price book, same technicians.

PREPARED FOR

Danny Ashby, President, and
Meredith Ashby Lyle, CFO

COPY TO

Curtis Vance, General Manager

DATE

November 2026

FROM · SAMPLE SENDER

Harlan Cole
Fractional CMO
Cole Field Advisory, Nashville

Sample identity, invented for this portfolio piece. Not a real person or firm.

SAMPLE WORK

This is a portfolio sample. Ashby Heating & Air, its people, its competitors, the sender and every figure are invented to show how the work is done. Any resemblance to a real company or person is coincidental.

CONTENTS

01 What I see in your market 3
02 What I see in your numbers 5
03 The three things I'd fix first 9
04 The 90-day plan 13
05 How I'd report progress 15
06 How we'd work together 17

THE BUSINESS, TTM

Trailing twelve months to September 30, 2026. Three branches, 35 service technicians, 12 install crews, 15,600 active customers. ServiceTitan is the system of record for every figure in this document.

WHO'S WHO

Danny Ashby, President
Meredith Ashby Lyle, CFO
Curtis Vance, GM
Tonya Rhodes, Call Center
Luis Ortega, Service
Kevin Pruett, Install
Sherrie Coleman, Bartlett
Jamal Price, Southaven

BEFORE WE START

Danny, Meredith,

Thank you for the two hours in Germantown and for sending the ServiceTitan exports, the call logs and twelve months of ad accounts ahead of time. Most companies make me ask three times. You sent it in a week, which tells me something about how this business is run.

You are deciding between me and an agency. I'll make the case plainly. An agency will run your ads well. That is what it is built to do, and its fee rises as your media spend rises. But when I went through your numbers, the three biggest places money leaves Ashby are not media problems. They are a phone that rings four times at the Bartlett front desk before it rolls to Germantown. They are a membership that technicians offer on 7 visits out of 100. They are a Southaven listing with 171 reviews and Germantown's phone number on it. No ad budget fixes those. Someone has to sit with Tonya, ride with Luis's techs, and rebuild a Google Business Profile by hand.

> *The three biggest places money leaves Ashby are not media problems.*

This proposal is that work, written down. It runs in six parts: what I see in your market, what I see in your numbers, the three things I'd fix first, a dated 90-day plan with names against every action, the scorecard I'd bring to you every month, and how we'd work together.

The short version: Ashby is a well-run Germantown company with two branches that have not been given Germantown's systems. Close that gap and the business I see is about **$1.77 million** larger at run-rate on roughly **$170,000** of added cost, without raising your marketing budget. I'd plan 2027 on capturing about $1.0 million of it.

$1.77M	$170K	$0	$1.0M
Added revenue at run-rate from three fixes	Added cost, year one	Increase in media spend	Planning number for calendar 2027

AT A GLANCE **Where the money leaves, and the fix for each**

2,589	7.4%	$282.83
lead calls missed at Bartlett and Southaven last year	of non-member visits leave with a membership	per booked job from radio, against $101.45 from LSA
Fix 1 Answer and book every call	**Fix 2** Sell the membership at the truck	**Fix 3** Win local search, paid for by radio

SECTION 01 · WHAT I SEE IN YOUR MARKET

The Mid-South is three markets, and you have a branch in each

The Memphis metro reads like one market on a map. On the phone it behaves like three, and your branches sit almost exactly on the seams.

Germantown

HQ since 1984 · Germantown, Collierville, East Memphis, Cordova south

Revenue, TTM	**$7,031,240**
Booked-call rate	**71.0%**
Average ticket	**$1,140**
Google reviews	**1,412 at 4.8**

Older, higher-value homes, long-tenured owners and the most crowded HVAC search results in the metro. Customers here choose on trust and speed. They have heard of Ashby for forty years, and it shows: your Germantown branch books 71% of its leads and carries 1,412 Google reviews at 4.8.

Bartlett

Since 2008 · Bartlett, Arlington, Lakeland, Cordova north, Millington

Revenue, TTM	**$4,331,960**
Booked-call rate	**60.0%**
Average ticket	**$1,190**
Google reviews	**486 at 4.6**

The metro's middle: solid family neighborhoods, mid-tier tickets, and the place where Comfort Peak Home Services is spending hardest. Bartlett is a good branch running on a front desk of one.

Southaven

Since 2019 · Southaven, Olive Branch, Horn Lake, Hernando

Revenue, TTM	**$2,878,705**
Booked-call rate	**54.0%**
Average ticket	**$1,215**
Google reviews	**171 at 4.3**

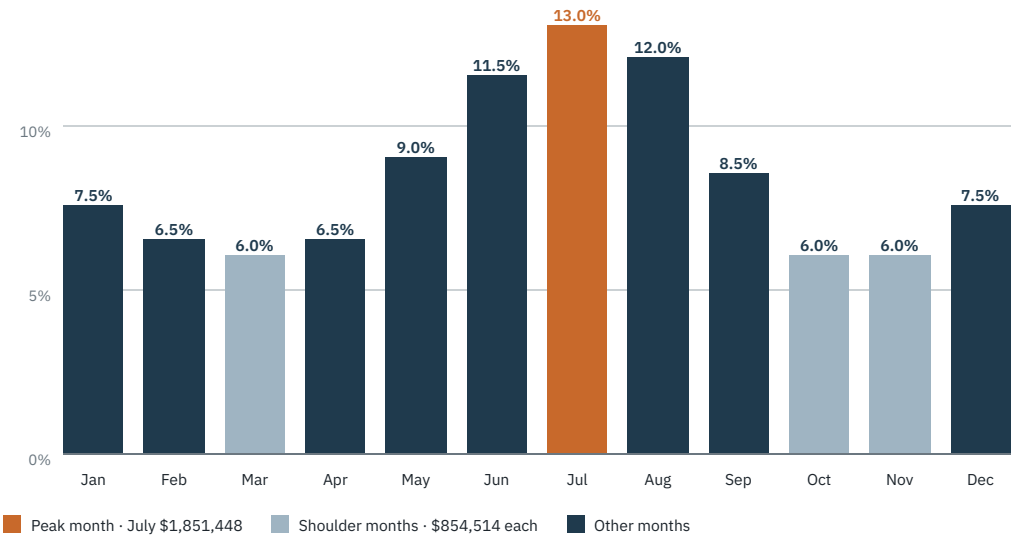
Where the demand is heading. The subdivisions that went up in DeSoto County from the mid-1990s through 2008 are now in their first full replacement cycle. That is why Southaven's average ticket is the highest of your three branches even though it is the smallest. It is the best demand you have and the branch you are converting worst.

The weather writes the P&L

July alone is 13.0% of your year. June through August is 36.5%. March, October and November are 6.0% each. Every HVAC owner knows the curve; what matters is what you do with the flat months.

Today the shoulders are filled mostly by 6,300 covered member tune-ups. Grow the membership and you grow the work that keeps 35 technicians billing in March.

EXHIBIT 1 **Revenue by month, share of the year**



Share of TTM revenue of $14,241,905 by month. Axis from zero.

Who you are really up against

These are the four names that came up in your call recordings and in the search results for your ZIP codes. Your own three branches sit at the top of the table for reference.

EXHIBIT 2 **The competitive set beside Ashby's three branches**

COMPANY	WHERE THEY WIN	GOOGLE REVIEWS	RATING	HOW THEY COMPETE	WHAT IT MEANS FOR ASHBY
Ashby · Germantown	Germantown, Collierville, East Memphis	1,412	4.8	32 new reviews a month; 91% of calls answered live	The template.
Ashby · Bartlett	Bartlett, Arlington, Cordova north	486	4.6	9 new reviews a month; 78% answered live	A good branch running on a front desk of one.
Ashby · Southaven	Southaven, Olive Branch, Horn Lake	171	4.3	2.7 new reviews a month; 72% answered live	The best demand you have, converted worst.
Delta Ridge Heating & Cooling	Metro-wide	3,100	4.6	Heavy radio and TV, 24/7 live answer	The loudest name in the metro, with a live voice at 2 a.m. You will not out-shout them, and your $140,000 radio budget is trying to. Their weakness is the one every big-media shop has: customers know the name and not the technician.
Comfort Peak Home Services	Germantown, Cordova, Bartlett	2,300	4.7	Private-equity-backed platform; aggressive LSA; $49 diagnostic promos	Bought two Memphis shops in 2024 and 2025 and is buying its way up the LSA rankings. Expect them to keep spending. Their weakness is continuity: the shops they bought lost their owners' names, and their customers notice.
Hollis & Kemp Mechanical	East Memphis, Germantown	410	4.5	60-year name, commercial-first, older homeowners, weak online	Trusted by older Germantown homeowners and not growing. Some of their residential customers will be looking for a new company in the next five years. They should find Ashby.
DeSoto Air Co.	Southaven, Olive Branch, Horn Lake	940	4.9	Owner-operator; owner answers the phone; strong word of mouth	The reason Southaven feels hard. You will not beat him on charm. You can beat him on capacity: two install crews, four comfort advisors, same-day service across three branches, and a membership he cannot match. But only if a Southaven homeowner can find you and get a person on the line.

Google reviews and ratings as of September 30, 2026. Competitors are invented for this sample.

Where you are winning, and where you are leaking

You are winning in Germantown: 71% booked, 91% of calls answered live, 22.6% of active customers on a membership, 48.0% gross margin. That branch is the template.

You are leaking at the other two. Bartlett and Southaven together missed **2,589** lead calls last year. Southaven earns 2.7 new reviews a month in a market where its closest competitor has 940. And the money meant to grow those branches is going to radio, which costs you $282.83 per booked job, almost three times what LSA costs.

> *Germantown is the template. The other two branches have not been given its systems.*

BRANCH	LIVE ANSWER	BOOKED	MEMBERS	GROSS MARGIN
Germantown	91.0%	71.0%	22.6%	48.0%
Bartlett	78.0%	60.0%	19.0%	46.0%
Southaven	72.0%	54.0%	16.1%	43.0%

Members as a share of each branch's active customers.

SECTION 02 · WHAT I SEE IN YOUR NUMBERS

The business, in four lines

$14.24M	46.4%	9.1%	6.2%
Revenue, TTM ($14,241,905)	Gross margin ($6,605,540)	EBITDA ($1,296,013)	Marketing ($880,000)

Ashby did **$14,241,905** in the trailing twelve months: Germantown $7,031,240, Bartlett $4,331,960, Southaven $2,878,705. Gross margin is 46.4%. EBITDA is $1,296,013, or 9.1%. Marketing is $880,000, or 6.2% of revenue.

The funnel reconciles: 23,050 qualified leads, 63.4% booked, 79.6% of booked jobs closed to a paid invoice, $1,170 average ticket. That is $13.61 million of demand revenue, plus $630,000 in agreement fees. The exhibit below is the one I'd ask you to read twice.

EXHIBIT 3 **The funnel by branch: leads to booked jobs to paid jobs to revenue**

BRANCH	LEADS	BOOKED-CALL RATE	BOOKED JOBS	CLOSE RATE	PAID JOBS	AVG TICKET	DEMAND REVENUE	AGREEMENT FEES	BRANCH REVENUE
Germantown	10,200	71.0%	7,242	81.0%	5,866	$1,140	$6,687,240	$344,000	$7,031,240
Bartlett	7,350	60.0%	4,410	79.0%	3,484	$1,190	$4,145,960	$186,000	$4,331,960
Southaven	5,500	**54.0%**	2,970	77.0%	2,287	$1,215	$2,778,705	$100,000	$2,878,705
Total	**23,050**	**63.4%**	**14,622**	**79.6%**	**11,637**	**$1,170**	**$13,611,905**	**$630,000**	**$14,241,905**

23,050 leads × 63.4% booked × 79.6% closed × $1,170 ticket ≈ $13.61M demand revenue + $0.63M agreement fees = **$14.24M**

Lead: a qualified inbound call, web form or chat asking for service. Booked-call rate: leads that became a scheduled job. Close rate: booked jobs that produced a paid invoice. Average ticket: demand revenue divided by paid jobs, agreement fees excluded.

EXHIBIT 4 **Gross margin by branch**

BRANCH	REVENUE	SHARE	MARGIN	GROSS PROFIT
Germantown	$7,031,240	49.4%	48.0%	$3,374,995
Bartlett	$4,331,960	30.4%	46.0%	$1,992,702
Southaven	$2,878,705	20.2%	**43.0%**	$1,237,843
Total	**$14,241,905**	**100.0%**	**46.4%**	**$6,605,540**

Southaven's margin gap is mostly drive time: its two install crews stage out of the Germantown warehouse.

EXHIBIT 5 **Below gross profit**

LINE	AMOUNT	% OF REVENUE
Gross profit	$6,605,540	46.4%
Marketing spend	−$880,000	6.2%
All other SG&A	−$4,429,527	31.1%
EBITDA	**$1,296,013**	**9.1%**

Revenue by line: replacement and install $7,900,500 (690 systems at $11,450); service, repair and paid tune-ups $5,711,405 (10,947 jobs); agreement fees $630,000 (3,150 members at $200).

What is not the problem

Before the leaks, three things that are working and that I would not touch in the first 90 days.

YOUR SPEND LEVEL

At 6.2% of revenue you are not under-spending. The answer here is redeploying dollars, not adding them.

YOUR CLOSE RATE AND YOUR TICKET

79.6% of booked jobs close to a paid invoice, and replacement estimates close at 42.1% (690 of 1,640). Luis's technicians and your comfort advisors convert what reaches them.

GERMANTOWN

Leave it alone, then copy it.

LEAK 1 OF 3

The phones outside Germantown

EXHIBIT 6 **Phones and speed-to-lead by branch**

BRANCH	LEAD CALLS	ANSWERED LIVE	MISSED	LIVE-ANSWER RATE	BOOKED-CALL RATE	FORM AND CHAT LEADS	MEDIAN FORM RESPONSE
Germantown	8,364	7,611	753	91.0%	71.0%	1,836	47 min
Bartlett	6,027	4,701	1,326	78.0%	60.0%	1,323	2 h 50 min
Southaven	4,510	3,247	1,263	72.0%	54.0%	990	4 h 10 min
Total	**18,901**	**15,559**	**3,342**	**82.3%**	**63.4%**	**4,149**	

82% of each branch's leads arrive by phone. Median form response measured in business hours.

Same company, same price book, same technicians, and an 11- and 17-point gap in booked-call rate. The difference is routing. Bartlett and Southaven numbers ring a single front-desk CSR, roll to Germantown after four rings, and go to an answering service after 5:30 pm and on Saturday afternoons. That service takes a message. Your callbacks start at 7:30 the next morning, by which time a homeowner with no air in July has called Delta Ridge. 41% of missed calls (1,370) came in exactly those after-hours windows.

Web forms are worse. 4,149 form and chat leads came in last year and 38.1% booked, against 69.0% for phone calls. The median response in business hours is 47 minutes in Germantown, 2 hours 50 minutes in Bartlett and 4 hours 10 minutes in Southaven. Forms go into one shared inbox that Germantown's CSRs check between calls.

This also explains most of your paid-search problem. Google Ads books at 55.0%, the worst of any paid source, because a large share of it arrives as forms. You are paying $67.95 for a lead and then letting it sit.

> *A form is a homeowner who asked you, in writing, to call them. Today you call back after lunch.*

EXHIBIT 7 **How a Bartlett or Southaven call routes today**

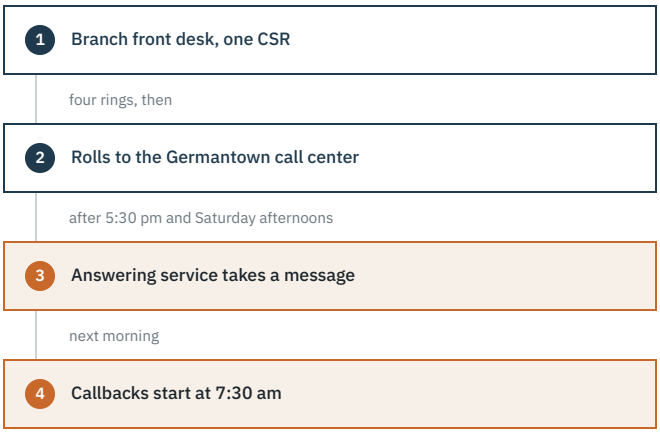


EXHIBIT 8 **What a missed call and a slow form cost**

1,370

of 3,342 missed calls (41%) came after 5:30 pm or on a Saturday afternoon



Booked-call rate by lead channel: 13,042 of 18,901 calls booked; 1,580 of 4,149 forms and chats booked. Scale 0 to 100%.

LEAK 2 OF 3

A membership program nobody is selling

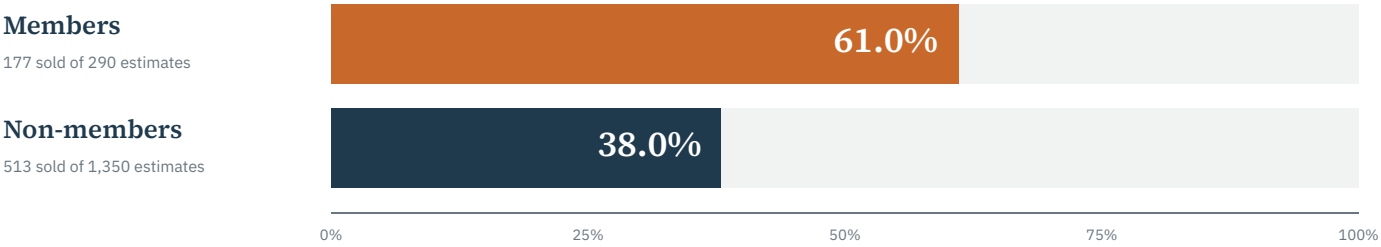
You have 3,150 members, 20.2% of your 15,600 active customers. Last year you sold 740 agreements and lost 710 to lapse. The base has been flat for a year: the program is replacing itself, not growing.

The attach rate tells you why. On 10,000 non-member service visits, technicians sold an agreement 7.4% of the time: 9.6% in Germantown, 6.5% in Bartlett, 3.5% in Southaven. Seven visits in a hundred, at the one moment a homeowner is standing next to their own equipment listening to a technician explain it.

The membership is worth more than its $200 fee. In your own data, members who needed a new system bought it from Ashby **61%** of the time. Non-members did **38%** of the time.

Members are also the 6,300 tune-ups that fill March, April, September and October. Every member you add is a better replacement customer and a booked shoulder-month visit.

EXHIBIT 9 **Replacement close rate: members against non-members**



All replacement estimates, TTM: 690 sold of 1,640, a 42.1% close rate. Members request a replacement estimate at 9.2% a year (290 of 3,150).

EXHIBIT 10 **Membership by branch**

BRANCH	ACTIVE CUSTOMERS	MEMBERS	SHARE OF BASE	AGREEMENT REVENUE	NON-MEMBER VISITS	SOLD AT THE TRUCK	ATTACH RATE
Germantown	7,600	1,720	22.6%	$344,000	4,900	470	9.6%
Bartlett	4,900	930	19.0%	$186,000	3,050	198	6.5%
Southaven	3,100	500	16.1%	$100,000	2,050	72	3.5%
Total	**15,600**	**3,150**	**20.2%**	**$630,000**	**10,000**	**740**	**7.4%**

Active customers: served in the last 24 months. Attach bars scaled to the 15% target. Agreement: $200 a year average, two tune-ups, 15% repair discount, priority dispatch.

EXHIBIT 11 **The base is flat**

Start of TTM	**3,120**
Sold	**+740**
Lapsed	**−710**
End of TTM	**3,150**

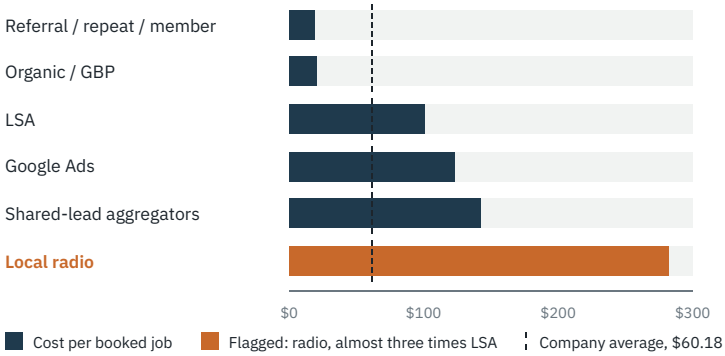
Lapse of 710 is 22.8% of the starting base: a 77.2% renewal rate.

> *Seven visits in a hundred, at the one moment a homeowner is standing next to their own equipment.*

LEAK 3 OF 3

The spend is pointed at the wrong places

EXHIBIT 12 Cost per booked job, by source



Radio is your most expensive booked job by a factor of almost three over LSA, and it is aimed at Delta Ridge's strength. Inside Google Ads, $55,650, or 21% of the account, went to search terms and ZIP codes that did not produce a single booked job in twelve months.

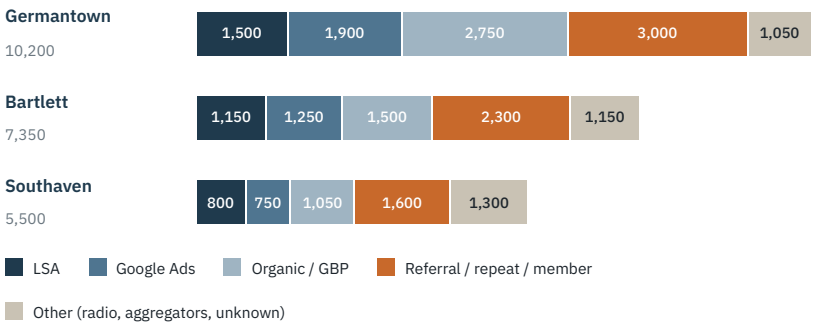
Meanwhile LSA, your cheapest paid source per booked job, is held back in exactly the branches that need it.

EXHIBIT 13 Spend, leads and booking by source, company

SOURCE	SPEND	LEADS	COST PER LEAD	BOOKED	BOOKED RATE	COST PER BOOKED JOB
LSA	$210,000	3,450	$60.87	2,070	60.0%	$101.45
Google Ads	$265,000	3,900	$67.95	2,145	55.0%	$123.54
Organic / GBP	$72,000	5,300	$13.58	3,445	65.0%	$20.90
Referral / repeat / member	$96,000	6,900	$13.91	5,175	75.0%	$18.55
Other	$195,000	3,500	$55.71	1,787	51.1%	$109.12
Local radio (self-reported)	$140,000	900		495	55.0%	**$282.83**
Shared-lead aggregators	$55,000	1,100		385	35.0%	$142.86
Unknown, walk-in, signage	$0	1,500		907	60.5%	
Not attributed (trucks, sponsorships, brand)	$42,000					
Total	**$880,000**	**23,050**	**$38.18**	**14,622**	**63.4%**	**$60.18**

Marketing cost per paid job: $880,000 over 11,637 paid jobs, $75.62.

EXHIBIT 14 Where each branch's leads come from



Leads by source, TTM. Bar length is each branch's lead volume on one scale; Southaven has the largest share from Other (1,300 of 5,500).

LSA ranks on proximity, reviews and how responsive the business is to its leads. Southaven has 171 reviews at 4.3, adds 2.7 a month, answers 72% of calls live, and its Google Business Profile lists Germantown's phone number under a single category. Every one of those facts costs you position in the LSA pack before a homeowner ever sees your price.

SOUTHAVEN PROFILE, AS FOUND

- One category: “Air conditioning contractor”
- Phone listed: Germantown's main line
- 4 photos
- 22% of reviews answered by the owner

WHAT IT ADDS UP TO

If Bartlett and Southaven booked at 68% and 64% instead of 60% and 54%, if technicians attached the membership on 15 visits in a hundred, and if $60,000 of radio moved into LSA behind a rebuilt Southaven presence, the business would be about **$1.77 million** larger at run-rate. That is 12.4% on today's revenue and about **$822,000** of added gross profit, for roughly **$170,000** of added cost and no increase in media. The next section is how.

$1,771,940
added revenue, run-rate

12.4%
of TTM revenue

~$822,000
added gross profit at 46.4%

$170,000
added cost, year one

SECTION 03 · THE THREE THINGS I'D FIX FIRST

Three fixes, in this order, because the first makes the other two pay

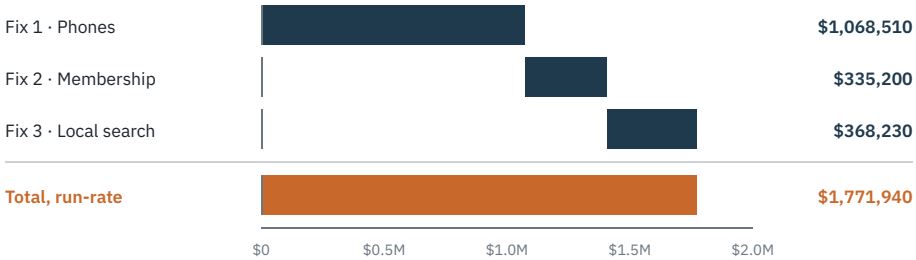
Phones first, then the membership, then local search. Each fix is sized at today's rates for the other two levers, so the numbers do not double-count.

> *There is no point buying more LSA leads for a branch that misses 28% of its calls.*

EXHIBIT 15 **The three fixes on one table**

FIX	THE PROBLEM, IN ONE LINE	ADDED REVENUE (RUN-RATE)	COST (YEAR ONE)
1 · Answer and book every call	Bartlett and Southaven missed 2,589 lead calls and book 60% and 54% of leads	$1,068,510	$118,000
2 · Sell the membership at the truck	Agreements attached on 7.4% of non-member visits; the base is flat at 3,150	$335,200	$45,000
3 · Win local search, paid for by radio	Southaven has 171 reviews at 4.3; radio costs $282.83 per booked job	$368,230	$7,000
Total	**No increase in media spend**	**$1,771,940**	**$170,000**

EXHIBIT 16 **How the $1.77 million builds, fix by fix**



Added revenue at run-rate, annualized; each fix starts where the last one ends. Scale from zero.

THE 2027 PLANNING NUMBER

$1.0M

I would plan 2027 on capturing about $1.0 million of the $1.77 million. Hiring takes time, attach rates climb over months, and reviews compound. The rest arrives in 2028.

FIX 1 OF 3

Answer and book every call at Bartlett and Southaven

$1,068,510	$118,000	+1,138	+889
Added revenue a year, run-rate	Cost a year	Booked jobs	Paid jobs

THE PROBLEM

Bartlett answers 78% of lead calls live and books 60% of its leads. Southaven answers 72% and books 54%. Germantown, on the same price book, answers 91% and books 71%. Together the two branches missed 2,589 lead calls last year, and their web forms wait hours for a callback.

EXPECTED LIFT

Bartlett to 68% booked and Southaven to 64%, still below Germantown's 71%. That is 1,138 more booked jobs, 889 more paid jobs, and **$1,068,510** in added revenue a year at run-rate.

COST

Two added CSRs, loaded	$92,000
Live after-hours answering	$14,400
Call tracking by branch and source	$3,600
Booking training (one-time, year one)	$8,000
Cost a year	**$118,000**

THE FIX

- Route all three branches' numbers straight into the Germantown call center, with the branch front desks answering as overflow rather than first ring. One queue, one set of booking standards, local numbers kept.
- Add two CSRs to Tonya's team, staffed to the call curve: one on a 10 am to 7 pm shift so the evening peak is covered by Ashby people.
- Replace the message-taking answering service with live after-hours booking against real dispatch capacity, so a 9 pm call in July becomes a 7:30 am appointment, not a callback.
- Put web forms and chat in their own queue with a five-minute standard, worked by a named CSR each shift.
- Turn on call tracking by branch and by source, record every call, and have Tonya score 20 calls a week against a booking checklist.

EXHIBIT 17 **Fix 1 sizing, by branch**

BRANCH	LEADS	BOOKED RATE, NOW → TARGET	ADDED BOOKED	CLOSE RATE	ADDED PAID JOBS	AVG TICKET	ADDED REVENUE
Bartlett	7,350	60% → 68%	588	79%	465	$1,190	$553,350
Southaven	5,500	54% → 64%	550	77%	424	$1,215	$515,160
Total			**1,138**		**889**		**$1,068,510**

Full run-rate, annualized, at today's close rates and tickets. Targets stay below Germantown's 71%.

ON THE SCORECARD **How Fix 1 will be measured**

METRIC	NOW	DAY 90 · APR 3	MONTH 6 · END OF JUNE
Live-answer rate, Bartlett	78%	90%	92%
Live-answer rate, Southaven	72%	90%	92%
Form speed-to-lead, median, business hours	47 min to 4 h 10 min	under 10 min	under 5 min
Booked-call rate, Bartlett	60%	68%	68%+
Booked-call rate, Southaven	54%	64%	64%+

SAMPLE WORK · ILLUSTRATIVE COMPANY, PEOPLE AND FIGURES · NOT A REAL CLIENT

FIX 2 OF 3

Sell the membership at the truck

$335,200	$45,000	7.4% → 15%	+760
Added revenue a year, run-rate	Cost, year one	Attach rate on non-member visits	Members at year end

THE PROBLEM

Technicians attach an agreement on 7.4% of non-member visits, and on 3.5% in Southaven. The base is flat at 3,150. Members buy replacements from Ashby at 61% against 38% for everyone else, and you are not adding them.

EXPECTED LIFT

Attach from 7.4% to 15%: 1,500 agreements a year instead of 740, and **760 more members** at year end. That is **$152,000** a year in recurring agreement revenue, plus an estimated **$183,200** in replacements the extra members buy from Ashby instead of someone else. **$335,200** in total.

COST

Technician spiffs, $20 on 1,500 agreements	$30,000
Tablet presentation and leave-behind	$6,000
Renewal sequence build	$4,000
Ride-along training time	$5,000
Cost, year one	**$45,000**

THE FIX

- One membership presentation on the technician's tablet, three screens, shown at every non-member visit before the invoice is presented: what the tune-up found, what the agreement covers, what it saves on today's repair.
- Offer the 15% repair discount on today's ticket when the customer joins today. The agreement pays for part of itself on the spot, and the technician has a reason to raise it.
- A $20 spiff per agreement for the technician, paid weekly, with attach rate by technician on the board in each branch every Monday.
- Luis rides with the bottom five technicians by attach rate in the first 60 days.
- A renewal sequence that starts 45 days before expiry: text, email, then a CSR call, so lapse stops eating what the trucks sell.

EXHIBIT 18 Membership, now and at target

	NOW	TARGET
Attach rate, on 10,000 non-member visits	7.4%	15.0%
Agreements sold a year	740	1,500
Members at year end, lapse held at 718	3,172	3,932
Added members		**+760**

EXHIBIT 19 Where the $335,200 comes from

RECURRING

760 members × $200 = **$152,000**

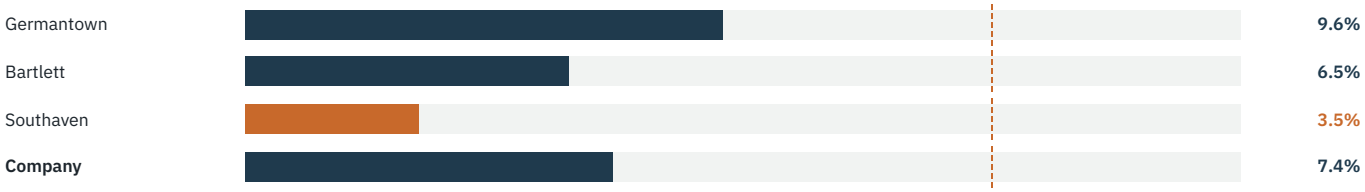
REPLACEMENTS

760 × 9.2% = 70 estimates × 23-point close advantage = 16 replacements × $11,450 = **$183,200**

FIX 2 TOTAL **$335,200**

The 23-point advantage is the gap between the member and non-member replacement close rates, 61% and 38% (Exhibit 9).

ON THE SCORECARD Attach rate by branch against the 15% target



Scale 0 to 20%; the dashed rule marks the 15% target for Day 90, held through month 6. Attach rate by technician goes on each branch board every Monday.

FIX 3 OF 3

Win local search in Bartlett and Southaven, paid for by radio

$368,230	$7,000	+683	+307
Added revenue a year, run-rate	One-time cost; no change in media spend	LSA leads, up 35% in two branches	Paid jobs

THE PROBLEM

LSA is your cheapest paid source per booked job at $101.45 and it is held back where you need it most. Southaven has 171 reviews at 4.3 against DeSoto Air's 940 at 4.9, earns 2.7 new reviews a month, and its Google Business Profile carries one category and Germantown's phone number. Radio, meanwhile, costs $282.83 per booked job.

EXPECTED LIFT

LSA leads up 35% in Bartlett and Southaven: 683 more leads, 307 more paid jobs, and **$368,230** in added revenue at run-rate. This is sized at today's booking rates. If Fix 1 lands, these leads book higher, and that upside is not counted here.

COST

Local radio	**–$60,000**
LSA, Bartlett	+$30,000
LSA, Southaven	+$30,000
Net change in media	**$0**
Southaven profile rebuild and crew photo shoot	$4,500
Review-request automation setup	$2,500
One-time cost	**$7,000**

THE FIX

- Rebuild the Southaven Google Business Profile by hand: its own local number, correct primary and secondary categories, service area set to Southaven, Olive Branch, Horn Lake and Hernando, 40 real photos of the Southaven crew and trucks, and a reply from Jamal on every review within 48 hours. Tidy Bartlett's the same way.
- A review request by text from ServiceTitan at invoice close, sent in the technician's name, with the technician credited when the review mentions them. Target: 30 new Southaven reviews a month.
- Move $60,000 from radio into LSA for Bartlett and Southaven, $30,000 each, once Fix 1 has their answer rates above 85%. Dispute every invalid LSA lead every week.
- Pull the $55,650 of dead Google Ads spend: out-of-area ZIP codes and search terms that never booked. Rebuild campaigns by branch so we can see cost per booked job by branch.

EXHIBIT 20 **Fix 3 sizing, by branch**

BRANCH	LSA LEADS NOW	ADDED (+35%)	BOOKED RATE	ADDED BOOKED	CLOSE RATE	ADDED PAID JOBS	AVG TICKET	ADDED REVENUE
Bartlett	1,150	403	60%	242	79%	191	$1,190	$227,290
Southaven	800	280	54%	151	77%	116	$1,215	$140,940
Total		**683**		**393**		**307**		**$368,230**

Sized at today's booking rates, so it does not double-count Fix 1.

ON THE SCORECARD **How Fix 3 will be measured**

METRIC	NOW	DAY 90 · APR 3	MONTH 6 · END OF JUNE
Google Ads cost per booked job	$123.54	$95	$90
Southaven Google reviews	171 at 4.3	230 at 4.4	320 at 4.5+
Southaven new reviews per month	2.7	30	30

SECTION 04 · THE 90-DAY PLAN

Start in the quiet of heating season, finish before the first 90-degree week

We start Monday, January 4, 2027, and we finish on April 3. The phones must be fixed before May, which runs 38% above April, and well before July, which runs at double April.

OWNERS

CMO the fractional seat
Meredith Ashby Lyle, CFO
Tonya Rhodes, Call Center
Kevin Pruett, Install
Jamal Price, Southaven
Danny Ashby, President
Curtis Vance, GM
Luis Ortega, Service
Sherrie Coleman, Bartlett

EXHIBIT 21 **The 90 days at a glance, January 4 to April 6, 2027**

January	February	March	Apr
7.5% of the year's revenue	6.5%	6.0%, the year's low	6.5%

DAYS 1 TO 30 · JAN 4 TO FEB 2
Fix the phones, measure everything

DAYS 31 TO 60 · FEB 3 TO MAR 4
Sell the membership, rebuild Southaven

DAYS 61 TO 90 · MAR 5 TO APR 3
Move the money, get ready for summer

Tue Feb 2 · Tue Mar 9 · Tue Apr 6

Jan 5	Kickoff: targets, budgets, decision rights
Jan 15	Call tracking live; forms in their own queue
Jan 22	Bartlett and Southaven into the Germantown queue; dead Google Ads spend pulled
Jan 29	Live after-hours booking; CSR offers out
Feb 2	Scorecard version one, twelve months of baseline

CHECKPOINT · FEB 2

88%+ live answer in Bartlett and Southaven; median form response under 15 minutes; cost per booked job by source and branch reporting

Feb 9	Tablet membership presentation; same-day 15% discount in the price book
Feb 12	Review requests by text at invoice close
Feb 15	Technician spiff live; attach rate on the boards
Feb 19	Southaven profile rebuilt
Feb 22	New CSRs trained and live

CHECKPOINT · MAR 9

Attach 11%+ company-wide; 25+ new Southaven reviews; booked 65%+ Bartlett, 60%+ Southaven

Mar 12	Radio notice; $60,000 a year into Bartlett and Southaven LSA
Mar 15	Spring tune-up push to all 3,150 members
Mar 19	Google Ads rebuilt by branch
Mar 26	Summer call-center staffing plan
Apr 2	The case for staging installs out of Southaven

CHECKPOINT · APR 6

Booked 68% Bartlett, 64% Southaven; attach 15%; Google Ads $95 per booked job; Southaven at 230 reviews and 4.4

Month shares are of TTM revenue (Exhibit 1). Full actions, owners and dates follow on the next two pages.

EXHIBIT 22 **The targets we hold ourselves to**

METRIC	NOW	DAY 90 · APRIL 3, 2027	MONTH 6 · END OF JUNE 2027
Live-answer rate, Bartlett	78%	90%	92%
Live-answer rate, Southaven	72%	90%	92%
Form speed-to-lead, median, business hours	47 min to 4 h 10 min	under 10 min	under 5 min
Booked-call rate, Bartlett	60%	68%	68%+
Booked-call rate, Southaven	54%	64%	64%+
Membership attach, company	7.4%	15%	15%+
Google Ads cost per booked job	$123.54	$95	$90
Southaven Google reviews	171 at 4.3	230 at 4.4	320 at 4.5+
Southaven new reviews per month	2.7	30	30

DAYS 1 TO 30 · JANUARY 4 TO FEBRUARY 2

Fix the phones, measure everything

ACTION	OWNER	DONE BY
Kickoff with Danny, Meredith and Curtis: confirm targets, budgets, decision rights	CMO, Danny	Jan 5
Access to ServiceTitan reports, Google Ads, LSA, all three GBP profiles, phone system	Meredith	Jan 6
Call tracking live by branch and by source; every call recorded	CMO, Tonya	Jan 15
Forms and chat in their own queue, five-minute standard, named owner per shift	Tonya	Jan 15
Listen to 200 recorded calls across the three branches; write the booking checklist	CMO, Tonya	Jan 19
Re-route Bartlett and Southaven to the Germantown queue, front desks as overflow	Tonya, Curtis	Jan 22
Pull the dead Google Ads spend ($55,650 a year run-rate)	CMO	Jan 22
Post and fill the two CSR roles; evening shift first	Curtis, Tonya	Offers out by Jan 29
Switch after-hours to live booking against dispatch capacity	Tonya	Jan 29
Scorecard version one, with twelve months of baseline	CMO	Feb 2

CHECKPOINT · TUESDAY FEBRUARY 2

Live-answer rate at 88% or better in Bartlett and Southaven over the last two weeks. Median form response under 15 minutes in business hours. Call tracking reporting cost per booked job by source and branch.

DAYS 31 TO 60 · FEBRUARY 3 TO MARCH 4

Sell the membership, rebuild Southaven

ACTION	OWNER	DONE BY
Tablet membership presentation built and loaded	CMO, Luis	Feb 9
Same-day 15% repair discount for new members approved and in the price book	Meredith, Luis	Feb 9
Review request by text at invoice close, all three branches	CMO, Luis	Feb 12
Jamal and Sherrie reply to every review within 48 hours	Jamal, Sherrie	Ongoing from Feb 12
Technician spiff live; attach rate by technician on each branch board every Monday	Luis, Sherrie, Jamal	Feb 15
Southaven GBP rebuilt: local number, categories, service area, 40 photos	CMO, Jamal	Feb 19
New CSRs trained on the booking checklist and live	Tonya	Feb 22
Renewal sequence live, 45 days before expiry	CMO, Tonya	Feb 26
Ride-alongs with the five lowest-attach technicians	Luis	Mar 4

CHECKPOINT · TUESDAY MARCH 9

Membership attach at 11% or better company-wide over the last two weeks. 25 or more new Southaven reviews in the phase. Booked-call rate at 65% or better in Bartlett and 60% or better in Southaven.

SAMPLE WORK · ILLUSTRATIVE COMPANY, PEOPLE AND FIGURES · NOT A REAL CLIENT

DAYS 61 TO 90 · MARCH 5 TO APRIL 3

Move the money, get ready for summer

ACTION	OWNER	DONE BY
Weekly LSA lead disputes, all three branches	CMO	Weekly from Mar 8
Give radio notice; move $60,000 a year into Bartlett and Southaven LSA ($30,000 each)	CMO, Danny	Mar 12
Spring tune-up push to all 3,150 members to fill late March and April	CMO, Tonya	Mar 15
Google Ads rebuilt by branch; cost per booked job by branch visible	CMO	Mar 19
Summer staffing plan for the call center against last July's call curve	Tonya, Curtis	Mar 26
Southaven install crews: price the case for staging out of Southaven	Kevin, Meredith	Apr 2
Day 90 review and the plan for months four to six	CMO, Danny, Meredith, Curtis	Apr 6

CHECKPOINT · TUESDAY APRIL 6

Booked-call rate at 68% in Bartlett and 64% in Southaven. Membership attach at 15%. Google Ads cost per booked job at $95 or less, from $123.54. Southaven at 230 Google reviews and a 4.4 rating, adding 30 a month.

SECTION 05 · HOW I'D REPORT PROGRESS EACH MONTH

One page, the same page every month

You get one scorecard on one page, by branch, with the same definitions every month, written down on the back so nobody argues about what a lead is. Each number shows this month, the same month last year, the target, and green, amber or red.

Anything red gets an owner before we hang up.

EVERY MONDAY

15 minutes, by phone

Curtis, Tonya and me. Last week's answer rate, booked rate and attach rate by branch. Anything red gets an owner before we hang up.

FIRST TUESDAY AFTER MONTH END

90 minutes, in person

Danny, Meredith, Curtis and me, at a different branch each month, with that branch manager joining for the first half hour. The scorecard, then three things that moved, one thing I'm worried about, and what I need from you. Decisions get written down in the room.

EVERY QUARTER

Targets and budgets reset

We reset targets and budgets for the next 90 days against the season ahead.

WHERE THE NUMBERS COME FROM

ServiceTitan for jobs, tickets, memberships and revenue. Call tracking for calls and sources. The LSA and Google Ads accounts for spend. Google Business Profiles for reviews. I pull them the same way every month and keep the workings, so Meredith can check any figure back to its report.

EXHIBIT 23 · THE MONTHLY SCORECARD

Ashby Heating & Air · Scorecard, baseline edition

Trailing twelve months to September 30, 2026. From February, every cell shows this month, the same month last year, the target, and a status.

- At or better than target
- Moving, short of target
- Off track: an owner by Monday
- Shaded today: below its Day-90 target

METRIC	GERMANTOWN	BARTLETT	SOUTHAVEN	COMPANY	DAY-90 TARGET
DEMAND					
Leads, all sources	10,200	7,350	5,500	23,050	
LSA	1,500	1,150	800	3,450	
Google Ads	1,900	1,250	750	3,900	
Organic and GBP	2,750	1,500	1,050	5,300	
Referral and member	3,000	2,300	1,600	6,900	
Other	1,050	1,150	1,300	3,500	
Cost per booked job, LSA				$101.45	
Cost per booked job, Google Ads				**$123.54**	**$95**
Marketing spend, share of revenue				6.2%	
PHONES					
Live-answer rate	91.0%	**78.0%**	**72.0%**	82.3%	**90% B · 90% S**
Median form response, business hours	**47 min**	**2 h 50 min**	**4 h 10 min**		**under 10 min**
Booked-call rate	71.0%	**60.0%**	**54.0%**	63.4%	**68% B · 64% S**
CONVERSION					
Close rate, booked to paid	81.0%	79.0%	77.0%	79.6%	
Average ticket	$1,140	$1,190	$1,215	$1,170	
Replacement estimates run and sold				1,640 · 690	
Replacement close rate, members · non-members				61.0% · 38.0%	
MEMBERSHIP					
Agreements sold at the truck	470	198	72	740	
Attach rate, non-member visits	9.6%	6.5%	3.5%	**7.4%**	**15%**
Active members	1,720	930	500	3,150	
Lapses · renewal rate				710 · 77.2%	
REPUTATION					
Google reviews and rating	1,412 · 4.8	486 · 4.6	**171 · 4.3**	2,069	**S: 230 · 4.4**
New reviews per month	32	9	**2.7**		**S: 30**
Reviews answered by the owner			22%		
LSA leads disputed and credited		Tracked weekly from March 8			
RESULT					
Revenue	$7,031,240	$4,331,960	$2,878,705	$14,241,905	
Gross margin	48.0%	46.0%	43.0%	46.4%	

ON THE BACK: THE DEFINITIONS

Lead. A qualified inbound opportunity: a call, web form or chat from a new or past customer asking for service. Existing-appointment calls, spam and vendors removed.

Booked-call rate. Leads that became a scheduled job. **Close rate.** Booked jobs that produced a paid invoice. **Average ticket.** Demand revenue divided by paid jobs, agreement fees excluded.

SECTION 06 · HOW WE'D WORK TOGETHER

One senior operator in your call center, on your trucks and at your table

The shape of it

Two days a week for the first 90 days, then a day and a half. One of those days is on site, rotating through Germantown, Bartlett and Southaven, so I hear the phones and ride with the trucks in every branch. The rest is remote and on call. I sit in your Monday huddle and your monthly review. Your team has my mobile.

TIME ON ASHBY

2 days a week	1.5 days a week
Days 1 to 90	From day 91

One day a week on site, rotating through the three branches.

EXHIBIT 24 **What I need from you**

WHEN	WHO	WHAT
By Day 3	**Meredith**	Access: ServiceTitan reports (read), Google Ads, LSA, admin on all three Google Business Profiles, the phone system's reporting, and the website.
First week	**Danny, Meredith, Curtis**	Two hours to agree the targets in this proposal.
First 60 days	**Tonya and Luis**	About three hours a week each. They carry Fixes 1 and 2. I design the work and they run their teams.
Weekly	**Sherrie and Jamal**	30 minutes a week on reviews and their branch boards.

EXHIBIT 25 **Who decides what**

I DECIDE

Channel mix, campaigns and vendors inside the approved marketing budget. The marketing vendors report to me.

DANNY AND MEREDITH DECIDE

Any change over $5,000 a month in spend, any hire, and any change to pricing or the membership terms. I bring the case and the numbers.

CURTIS DECIDES

Operations. Where a fix touches dispatch, routing or technician pay, I recommend and he decides.

Why fractional, not an agency

EXHIBIT 26 **The two offers on the table, side by side**

	FRACTIONAL CMO	AGENCY PROPOSAL ON THE TABLE
Monthly fee	**$8,500**	$18,500 retainer plus 12% of managed media
Managed media basis	Not applicable	LSA, Google Ads and radio, $615,000 a year: $73,800 a year
Annual cost	**$102,000**	**$295,800**
Time	2 days a week for 90 days, then 1.5	Account team; senior strategist quarterly
Term	6 months, then month to month on 30 days' notice	12 months

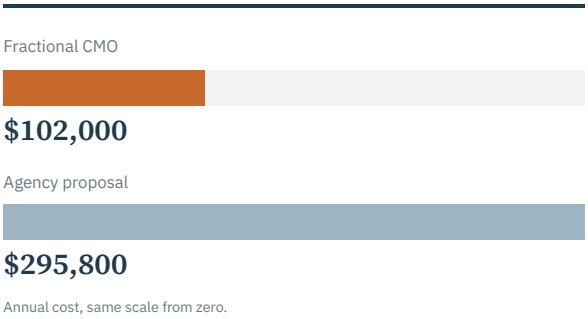
The agency figures are those of the competing proposal as described to me; the agency is invented for this sample.

The price matters less than the shape. An agency is paid to manage media, and its fee grows when your spend grows. Two of the three fixes in this proposal are not media at all, and the third cuts a media line. I am paid to move the numbers on the scorecard, and you can end the engagement on a month's notice if they don't move.

An agency gives you an account team. This gives you one senior operator in your call center, on your trucks and at your table, who has read your ServiceTitan data line by line and will be accountable for what it says on April 6.

The agency on the table is proposing $18,500 a month plus 12% of managed media. On your current LSA, Google Ads and radio, that is about $295,800 a year. This engagement is $8,500 a month, $102,000 a year, on a six-month term that then runs month to month on 30 days' notice.

> *I am paid to move the numbers on the scorecard. You can end it on a month's notice if they don't move.*



WHAT HAPPENS NEXT

If this reads right, we hold January 4. I'd ask for one more hour before then with Tonya to walk the call center, and the access list above by the end of December so Day 1 is spent working, not waiting on passwords.

NOW	DECEMBER	MON JAN 4	TUE APR 6
Hold January 4	One hour with Tonya; access list in by month end	Day 1	Day 90 review

Danny, Meredith,

You built a company that books 71 out of every 100 calls in Germantown and has 1,412 customers saying so in public. Most of what this proposal asks is to give Bartlett and Southaven the same company. I'd be glad to do that work with you.

SIGN-OFF · SAMPLE SENDER

Harlan Cole

Harlan Cole
Fractional CMO · Cole Field Advisory, Nashville

Harlan Cole, Cole Field Advisory, Ashby Heating & Air and everyone named here are invented for this portfolio sample.

ABOUT THIS DOCUMENT

Sample work. This proposal is a portfolio sample. Ashby Heating & Air, its people, its competitors, the agency, the sender and every figure are invented to show how the work is done. Any resemblance to a real company or person is coincidental.

The figures. One illustrative figures sheet sits behind every number in this document: trailing twelve months to September 30, 2026. Branch revenue sums to $14,241,905; the three fixes sum to $1,771,940 of added revenue for $170,000 of cost.