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Seeing and Seizing Opportunities: An Interview With Rob Booth

Featuring Rob Booth
With Matt Bradley

Matt Bradley: *Joining me from Niagara Falls, Ontario, is Rob Booth, the owner of the One Stop Fireplace Shop. Rob, thanks so much for being with me today. How are you doing?*

Rob Booth: Outstanding, Matt. Thank you so much for having me. I really appreciate it.

MB: *Since we met at the United Buyers Group show earlier this year, you've become a friend and even a mentor. During every conversation we have, you drop some sales bomb that blows my mind, and I*

wanted to get some of those insights on the record. So let's start with your professional background. I know you worked in a couple of different industries before the hearth industry. Can you tell me a little more about that?

RB: My sales background started when I was a kid. My dad was a general sales manager at a car dealership, and I was always interested in what he did. My first sales job came when he bought a box of what we called boater's toothbrushes. I lived in Bobcaygeon, which is a really

neat little town up north, and I went down to the locks and started selling toothbrushes to boaters. Like everybody in their first sales job, I was extremely nervous—until I talked to three or four people and realized they weren't going to bite my head off. Then, it became easy.

When I was looking at university or college, I came to the realization that university wasn't for me, and I went to a school here in Canada called the Canadian Automotive Institute. The background was dealership management, so that was my first foray into car sales. I started in the service department, made my way into sales, and then became a business manager.

From there, a friend who owned a marina wanted it to operate more like a dealership. He asked me to sell boats for him at a boat show, and I had so much fun in those 10 or 11 days that I left the auto industry for the marina industry. That's also where my brainchild of the warranty came into place, because marinas are a little different than the automotive industry.

I had promised myself that I'd own my own business before I was 30, so at 28, I started an alarm company. For not a lot of capital, you could get into that business and have really nice recurring revenue. I figured that for \$20,000 of inventory, I could have \$18,000 more than my nearest competitor. We were in that business for 17 years.

Overlapping with that, the One Stop Fireplace Shop was actually a client of ours. I became friends with the owner. We rode motorcycles together. When he and his partner split up and he ended up with the business, my dad and I approached him to see if he was interested in selling, and he was. That's how I got into the fireplace industry. I've been in it for 17 years now.

MB: So you've sold boater's toothbrushes, cars, boats, and alarm systems. What made you flip the switch and say, "Now I want to get into fireplaces"? What is it about this industry that pulled you in?

RB: Well, I'd seen the success the former owner's business had had. And it's a cool industry. Unlike a car, a fireplace is not a life-changing expense, but it makes a dramatic impact in the customer's home. My mom was an interior decorator, so that helps me from that standpoint.

They always say bathrooms and kitchens sell homes. Well, today, with the great room, the fireplace is part of that kitchen area. I really feel the fireplace industry has almost surpassed bathrooms as something that makes a big, dramatic difference in the customer's home, because your neighbors come over, and you don't usually show them your bathroom. I've seen that in the amount people are willing to spend. When I got into the industry 17 years ago, our average sale was \$3,500. Today, it's somewhere between \$9,000 and \$11,000. Fireplaces have gotten significantly better, more advanced, and prettier. All the things we sell today, like double glass, make them spectacular, but they also drive the price up, and there's nothing wrong with that from a selling standpoint.

MB: *I remember the first time you gave me that insight about how the fireplace has become part of the great room—because that's exactly the situation in my house. My kitchen is open to my living room and my dining room, and the fireplace is right there. It's an old builder-grade one—don't judge me, Rob—but even with that type of fireplace, it's still a beautiful addition to the room. And one of the things I think about so often when it comes to making sales in our industry is that, more than ever, people are craving connection. They're so distracted, and they want a place to gather. You don't gather in the bathroom. You gather in the living room. You stand in the kitchen and watch a game. You enjoy the fireplace, and you gather around it and cozy up next to it. We just had a little bit of a cold snap here in Central Oregon, and that was the first time I fired up my fireplace for the season. I've already gotten to put my arms around my boys while sitting in front of it, and I just think that's so special. So I think you're abso-*

lutely right: The fireplace is the center of your home—the heart of your home, as we often say.

RB: Yeah, and here's another point: Before I was in the fireplace industry, when I put in the first fireplace for myself, I put the TV over top. That was 22 or 23 years ago, and it wasn't really done at the time. Today, it's done all the time. I really try to stress to people, and they don't think about this until you bring it up, that you want to create one focal point in your living space. The TV and the fireplace do that together. Customers sometimes disagree, so I say, "If you don't think that's the case, create two focal points. Put tape on the wall at the two spots where you're going to have them, and try to figure out how you're going to set up your furniture." All of a sudden, they realize it's really hard to arrange the furniture around two focal points. Then we get into heat releases and concrete mantels and all the things you can do to put the TV over the fireplace without the heat interfering with it, and they start to realize it's probably a better idea.

MB: *It's so funny that you say that. I came into this industry from the outside almost six years ago, and I absolutely love it. I have no plans to go anywhere anytime soon. But as someone from outside the industry, I always took it for granted that TVs went over fireplaces, and that's exactly how my TV is set up now. It's a perfect focal point in my room. And it's so interesting when you talk to a lot of really good-hearted people in our industry who know a ton about fireplaces, because so often they'll fight that: "Oh, you don't want to put the TV above the fireplace. You want the fireplace to be the only focal point." I don't mean to be critical, but the reality is that it's one of those places where there's a disconnect between how we sell to people in our industry and what consumers are actually looking for, which is a focal point for their living space, exactly as you're saying, that their family and friends can gather around in a distracted world. That's what they want. And the fact that you have that insight*

just goes to your sales expertise, because still, to this day, I often hear, "Oh, you don't want to put a TV above your fireplace." But that's how people put fireplaces in their houses.

RB: Exactly. With a traditional fireplace, your TV ends up a little higher. But with the advantage of a cool wall or a non-combustible mantel, and with linear fireplaces being so popular today, you're able to bring that TV down to a nice, comfortable height for viewing. To me, it just makes a nice gathering point in any great room or living room.

MB: *As Tim Reed always says, sales comes down to solving customers' problems. You're solving one by legitimately selling a beautiful high-end fireplace, a mantel, and a cool wall kit, so it's good for the customer and good for our industry.*

RB: Absolutely. Our store's called the One Stop Fireplace Shop, and when customers come in and we get into more than just the fireplace, they usually say, "Wow, this really is a one-stop place. We can get it all done."

MB: *You've sold a lot of different things since you were a kid. In general, what's your sales philosophy—and has it changed over the years, or has it just adapted to different industries?*

RB: It's adapted to different industries, but there are certain things that are easier to sell. My dad taught me a long time ago that there are wants and needs, and it's far easier to sell wants than needs.

At 13 years old, I pumped gas at a gas station. At 14, I pumped gas at a marina. The person pulling into the gas station came from Toronto. He'd just had a long work week, he'd fought traffic to get up to the cottage, and he was a little grumpy—let's put it that way. You'd fill the gas, check the oil, and rarely get a tip on \$15 or \$20 worth of fuel. That same guy would pull into the

marina in his boat the next year, put in \$50 or \$60 or \$80, and give you a \$5 or \$10 tip, because he'd woken up at his cottage that morning. There's a dramatic difference between a want and a need. You *need* to put gas in your car. You *want* to put gas in your boat.

It's the same with cars. My dad used to talk about how, back in the '50s and '60s, there was a real romance to the car. By the time I got into the car industry, that romance was gone. You bought a car to go to work. A boat is all romance because nobody *needs* a boat. Everybody *wants* one. A customer comes in looking for a boat, you paint the picture of the day that family is going to spend on the water, and the sale just becomes easier.

What I love about fireplaces is that they bring the two together. Everybody wants a pretty fireplace, but they need heat. It's both a need and a want, and I've seen lots of customers justify going up to a more expensive fireplace because they need the heat, but now they have the want. Pardon the pun, but it's a warm, cozy sale.

MB: *I should know better, having talked to you on many occasions at this point, but when you first said it's easier to sell wants than needs, I thought you said it backwards. But as you kept going with the story, it became increasingly clear that you were saying something wise: If customers want something—if there's a desire beyond something utilitarian that improves life—then they're actually easier to sell to. And what you just said is really wise: The vast majority of places in North America get cold at some point in the winter, so people need heat, and a backup source of heat is always great. At the same time, there's that desire to create a beautiful gathering space—the want—which so often becomes the real driving force in the end, especially when it comes to selling higher-end models. And not just the fireplace, but the mantel around it, the cool wall kit, the finish work—all the things that go into making it that beautiful gathering space for family and friends.*

RB: Yep, precisely.

MB: *Let's talk about your sales process. When you're selling a fireplace, what's your process? Walk me through it sequentially.*

RB: Because my background is in the car business and the boat business, I'm used to the sale being done on my territory, not at the customer's home. So our philosophy from the beginning has been that a customer comes into the store, and you ask all the questions to narrow customers down to the proper fireplace, insert, or stove right then and there. Even if it includes a finishing with a mantel and stone, we go through all of those details, and then we detail everything in a quote.

You and I disagree on this a little bit, I think, but we've always taken a token amount to go out and do a view site. It's been \$60 for years. We explain to people that if they like everything they see and they know it's going to suit their needs, they can give us a deposit of \$1,000 today, and we'll come out and do the view site to make sure neither one of us has any surprises. If there are extras—say we have to go through the roof, or you need more gas line than the 25 feet we include in our install—we clarify all of that before we finalize everything. So the customer has a number in mind before leaving the store, and then we go out and do the view site.

In our store, I do all the view sites. If you can imagine an hourglass, I'm that tight little spot in the middle. Whatever the salesperson has talked about in the showroom, I go over those details and any questions the customer has, make sure all the pricing is correct, and then return to the store with the view notes and turn it back over to the salespeople. At that choke point, everything they've been told on the sales floor, what's going to happen on install day, and the pricing all come together.

MB: *One clarifying point. Let's say you go out to the house, it's going to be significantly more, and the customer backs out. Is the deposit refundable?*

RB: If it's the \$1,000 deposit, I just return it. If it's the \$60 for me to come out, I tell customers they can use it as an in-store credit for anything they want. We do barbecues as well, so people come in and buy barbecue accessories.

MB: *Gotcha. And honestly, I know Tim's really passionate about the free in-home preview, and I've got nothing against it. But if you're doing all that legwork in the showroom, and you haven't just said, "We're going to put a gas fireplace here," but "We're going to put in this gas fireplace, with this finish work, this mantel, and this cool wall kit, and Rob's going to come out and make sure everything's perfect, and it's \$60 to have him come out to the house," then you're absolutely setting everyone up for success. You're giving customers a vision and a number before they even leave the showroom. If I'm the customer, I understand which fireplace would work best for me. I know what the finished work is going to*

look like; I have a picture of it in my mind. And then the owner of the store is going to come out to my house and make sure everything is just right. At that point, 60 bucks is a no-brainer. And on top of that, think about what it says about how serious that customer is.

RB: Right. That's the other reason we use it: It's the filter. We've all got customers who are willing to waste your time and maybe never plan on doing anything. When you bring up the \$60, it separates the wheat from the chaff. That customer is now putting a little bit of money on the line, and you know for sure that customer is serious.

I work with a builder who says, "Rob, I know that when customers are talking with me, they're interviewing me, but they don't understand I'm also interviewing them, because I get to choose who I want to work with." It's the same thing in the fireplace industry. And I'll be honest with you, Matt: Of all the views I go out to, a higher percentage paid the \$1,000 deposit than paid the \$60.

"You need to put gas in your car. You want to put gas in your boat."

MB: *Why do you think that is?*

RB: Once you've taken customers through all those steps, they want to know when it's going to be installed, and we just don't commit to an install date until we've got a deposit. If the customer says, "Yeah, I'd really like to nail down an install date," well, okay, then give us a deposit, and we'll give you an install date.

MB: *Wow, I'm getting the full picture now, Rob—sorry I'm so dense. You don't have to pay a deposit at all. Rob will come out to your house for 60 bucks*

just to make sure everything will work correctly. Or, if you want, before you leave today, you can reserve an install date with a \$1,000 deposit, and Rob will come out, make sure everything's correct, and get you 100% good to go. That's so smart. Now the \$1,000 deposit changes the motivation: "Man, I absolutely want this fireplace in my house, and I want to get on the installation schedule as soon as possible." And of course, if you get out to the house and discover it's going to take a little longer for X, Y, and Z reasons, guess what? You just have that conversation with the customer in the home. It's not that crazy.

RB: Exactly. I call it a thousand reasons to hear from them again.

MB: *At that point, customers have spent an hour or two with a salesperson, picked out a fireplace, gotten a vision for the finish work, paid \$1,000, and now they're inviting Rob Booth into their house. To my mind, that sale's done.*

RB: It has to go catastrophically wrong for customers to get their \$1,000 back, because we've discussed everything. They see it in their minds. It's like the puppy-dog close: They go home with the idea in their heads, and with each passing day, they're more secure in that purchase idea.

MB: *Tim talks so often about keeping sales moving by giving customers clear, simple steps—and he also emphasizes that not every step has to be huge. In fact, some steps can be quite small. It seems to me that's exactly what you're doing here. I mean, you're not even asking for the remainder after the site visit—is that right?*

RB: That's right. We don't ask for the balance until after it's installed.

MB: *Now we have to talk about the 10-year warranty. When you first told me that everything you sell comes with a 10-year warranty, my jaw almost hit the floor. I've never heard anyone else in the fireplace industry say that. But as you explained it, I thought, "Why isn't everyone doing this?" How'd you come up with it, how does it work, and how do you use it as a sales tool?*

RB: In the automotive industry, I was a business manager, so I was the guy who sold in "the box," the business office. You go in there, and you buy rust protection, paint protection, fabric protection, and life insurance on your loan, and one of the options is an extended warranty. I always had an interest in the warranty. I just thought it was a unique opportunity.

Whenever I'd go up to the Bobcaygeon area, my friend Chris, who had the marina I ended up working for, would pick my brain about how he could make his marina more like a dealership. One of the things he sold was a warranty. So I said, "Chris, do you third-party that warranty?" He said, "Yeah, we buy it from XYZ company." I said, "What are you charging?" At the time, it was \$1,200 or so. "And what do you get out of that?" "We keep \$400." So I said, "Why wouldn't you consider doing that warranty in-house? You collect the whole \$1,200, and basically you become your own warranty company." He said, "Can you really do that?" In the automotive industry, it's very difficult. If I sell you a car and you drive down to Florida and the transmission goes, I'm at the mercy of the transmission shop in Florida. There's friction, because you're involving a third party. But in the boat industry, all the boats you sell are on the lakes around you, and it's the customer's responsibility to get the boat back to the shop for the repair, which you can actually charge for, over and above the warranty. Chris started doing it in-house, and after a couple of years, he realized his warranty account had built up pretty dramatically, and he wasn't paying any warranty claims. He said, "Rob, this was a no-brainer. I don't know why I gave away that \$800 for all those years."

When I moved into the fireplace industry, I looked at it from the same standpoint. We've installed all of our customers' fireplaces, so they're all within driving distance, and we have a captive audience. Why would I third-party the warranty when I can keep the amount I charge for it in-house? Now, in our area, we had competition with low installation prices, so although I had the warranty on offer, the penetration wasn't great. Salespeople are a little nervous to talk about it. They're worried about getting the sale done first, which I fully understand. So I thought, *Why don't we just incorporate it into our install? I could raise the install price to where I wanted it and tell customers that a 10-year warranty is included with every sale.*

Now, when customers come into the store, we emphasize that we include 25 feet of gas line and a 10-year warranty. The beauty of that is when they go out shopping, they'll inevitably ask the other places, "Do you include a 10-year warranty?" And those places look at them like they have two heads: "No, nobody does that." There's built-in value right there. Yes, our installation may be more, but you're getting a 10-year warranty with it. It's on every fireplace we sell, with the exception of builders, because we have a discounted install rate for them.

The other thing is, if you have that 10-year warranty, it's required that you service and clean the fireplace with us annually. In my mind, there's about \$350 built into my install rate for the warranty. On top of that, we currently charge \$139 for our cleaning, and every customer with that 10-year warranty has to clean the fireplace, so over the course of the 10 years, that's another \$1,400 we collect. It's built-in revenue right there.

One step further: Let's say we hit year five, the customer has a problem with the fireplace, and we look back and see that it was serviced for the first two years but not the next three. I take a look at what needs to be repaired, and I usually say, "Listen, because you didn't continue to service it with us, I'll pay for the part or the labor, whichever is less, and you pay for the other one. Get it cleaned while we're doing the repair, and then we go right back to your warranty for years six through 10, provided you continue to get it serviced." I don't abandon anybody.

MB: *There's so much to unpack there, so let me start at the beginning. The first thing I love is this notion that fireplaces don't move. When you explained that to me, it blew my mind, because it's so true: You're putting a fireplace in a home, and it's going to be there, and if you installed it, you're going to be able to get out there the next time it needs something. The second thing I love is that you, of course, are installing the fireplace, so you know the quality of the installation and the care that went into it, which*

means the risk with the warranty goes down for everyone. There's an incentive for you as the installer to do a great job so the customer isn't cashing in on the warranty, and there's an incentive for the customer to go with you because the warranty is built in. The other thing I love is making it contingent on getting the fireplace serviced every year. When you buy something that's \$10,000, and someone says, "It's going to be \$140 a year to service it, but we'll clean it, we'll take care of it, we'll monitor it, and we'll look proactively for things to repair," think about the relationship you're building. There's an incentive to make a connection with you every year to keep the warranty intact, which adds to whatever you've got in the coffers to cover any future repair that genuinely does need to be made—and most importantly, it keeps that relationship going. It's a reminder every year: "Next time I need a fireplace, whether it's replacing this one or one in my new home or one in my cabin, the One Stop Fireplace Shop is the obvious choice. Those guys installed it perfectly. They offer a 10-year warranty. They come out to my house every year." And all the while, if I'm understanding you correctly, the business is profiting more from the warranty—simply because there's no third party. The final reason it blows my mind is this: Imagine how much more pleasant that experience is than dealing with a third party. We've all purchased a warranty from a third party. I purchased one on a vehicle, and when something bad happens, it just feels like all they're trying to do is get out of it. In contrast, you see these folks at the store, you live in their community, you know them personally, your techs installed it, and they're out there servicing it every year. And as you said, even if customers don't follow through on their commitments, you're not going to leave them high and dry. You're going to make sure they're taken care of while being fair. So the warranty makes the local business more money, creates a sales incentive for the customer, cuts out the third party, builds an ongoing relationship, and generates recurring service business. I don't know if I've ever heard of a sales strategy that has that combination of benefits. It's incredible.

RB: Thank you. It works quite well, in my opinion. We're always trying to create that warm, cozy feeling—pun intended, again—and that goes hand in hand with the overall comfort of the purchase.

MB: *This is the last thing I'll say about it: Tim Reed always says people who buy \$10,000 fireplaces know people who buy \$10,000 fireplaces. So let's say you just installed my fireplace, I've got friends over, and I've got a game on, and my buddy says, "Man, this is a beautiful fireplace. That wasn't here last time." "No, it wasn't." "Where'd you get it?" "The One Stop Fireplace Shop. And you know the craziest thing about it? It comes with a 10-year warranty." I mean, that's just insane. It's just another thing people will say in a conversation that puts your business above the competition. Word of mouth is so powerful, and it creates that warm, cozy feeling you keep talking about.*

RB: Yep, agreed. There's definitely confidence in the purchase once it's all rolled into one.

MB: *That's incredible, Rob. Here's the next thing I want to discuss: cross-seasonal sales. As we record this, it's mid-September 2026, so we're just getting into our busy season, but hearth retailers are constantly looking for ways to productively fill the summer months. Some of your cross-seasonal ideas are incredible. Can you tell me about them?*

RB: We do barbecues, kamados, outdoor kitchens, and all those sorts of things. But in the barbecue industry, there's just a lot of competition. We all deal with the big-box stores, and the margins, quite frankly, stink. So one of the things we came to almost by accident was Solatube, which, in my opinion, dovetails into the fireplace industry almost perfectly. For people who don't know, a Solatube is a tubular skylight. Once I say that to people in the fireplace industry, I can see the look on their faces: What does that have to do with fireplaces? Well, essentially, you're putting in a chimney that's

reflective on the inside, and it's bringing light from the roof down and displaying it at the ceiling. It's all the same tools, the same guys, the same equipment, and the same warranty, because it's 10 years from the manufacturer, so we match it with a 10-year labor warranty. It's the yin to our yang.

People start to think about it in the spring, and sales build across the summer to September, when the fireplace side gets busy. We cut it off at Halloween in our area for weather reasons. When I first took on the product, the person from Solatube said, "Rob, some of our best retailers are fireplace stores. You probably don't have any more room on your floor to display other things, correct?" I said, "Yeah." He said, "That's good. We're on the ceiling." He nailed that one. If you don't know what it is, just Google Solatube. It's an outstanding product to bring into your store.

MB: *This is just another one of those things, Rob, where you were blowing my mind when we first talked about it. Number one, people in our industry are always looking for a way to serve customers well and keep the business growing in the off-season. There's nothing wrong with selling barbecues or outdoor kitchens, but unless it's an outdoor kitchen, it's probably not going to need any installation. And as we know from being in the fireplace industry, the big online e-tailers can sell fireplaces all they want, but who's going to install them? Who's going to provide the warranty? As we get further and further into this digital age, that's our unique value wedge: We'll actually install this for you. And it's not only our value wedge; it's a huge source of what makes our businesses profitable. With a barbecue, you sell it, and maybe there's a delivery charge—but that's it. Here, you have real labor, and it's worth the installation cost. And then you said to me, "Listen, pal, you're basically shoving a cylinder through a roof. What does that sound like?" It hit me like a bolt of lightning: It's basically reflective chimney pipe, just as you said a few minutes ago. So think about how many boxes that checks. It's a counter-seasonal*

business that's busy when our hearth businesses tend to be slow. It's not just the product; it's the product and the installation. And it's an installation that requires folks to get up on the roof, cut a hole, make sure it doesn't leak, and run it through the house, which is exactly what we do with chimney pipe. I live in Central Oregon, and I see these all the time. They're awesome. You've told me it's maybe the easiest product you've ever sold. So if you're a hearth retailer who's looking for a cross-seasonal source of business, I'd highly encourage you to check it out.

But the bigger point for me is your creativity and your ability to see opportunity, Rob. That's really why I wanted to interview you. The 10-year warranty sounds crazy at first ("Why are you selling a 10-year warranty with your product?"), and then you explain the benefits, and the question becomes: Why not do that? It's the same thing with Solatube. So here's a big question: You've gone from selling boater's toothbrushes to cars to boats to alarm systems to fireplaces to Solatube. Why do you think you've been able to see all these opportunities in all these different industries over the years, and what have you learned about seeing them and seizing them?

RB: To be honest with you, my dad was quite an influence on me. I lost him a couple of years ago. He just seemed to be an outside-the-box thinker, and I've carried that on. To me, things that fit together well should be done together, and Solatube and fireplaces just seem to go hand in hand. It's the same people who want to beautify their homes. Again, it's a want, not really a need. You don't need a Solatube, but you definitely want it. I jokingly say this to people in the fireplace industry: How many times have you gone to a customer's home, set up the barbecue, and heard, "Oh man, I love this so much. Can I get two more?" It just tends not to happen. But it happens with Solatube, because you're lighting dark areas of the home, and as soon as customers see what it can do, they recognize they can bring the same daylight to other areas.

But to go back to your question, I think it's just logically thinking through everything from the customer's standpoint. When my own staff has questions about how we should take care of something, I ask them a simple question: "How would you want to be taken care of in this situation?" Then it becomes quite clear how you should take care of that customer. Do unto others, right? I try to think the same way about opportunities. We'd talk to customers about Solatube in their homes, and I thought, "I wouldn't mind that in my own home, and geez, that fits together with us so well." Let your mind go in the direction it naturally goes. Sometimes problems are solved just by letting your imagination take hold.

MB: Man, what you just said there is another mind-blower. Where does your ability to see and seize opportunities come from? It comes from the customer's perspective—from just thinking, "If I were the customer, how would I want to be treated?" And that goes back to literally every point of this conversation. Why do you give a price for the project before the customer even leaves the showroom? Because that's how we'd want to be treated. Why do you sell a 10-year warranty? Because when you buy something expensive, you want to make sure the investment is sound and that it's going to be around for a long time. Why do you install Solatube? Because at the end of the day, if you're getting a fireplace installed, you're probably looking for other ways to secure energy independence and save money on monthly bills. That's the golden thread—being able to stand in someone else's shoes and say, "If I were buying this exact same product, how would I want to be treated, and what else would I be interested in?"

Rob, this has been so great. I know you're a busy man, and I truly appreciate your time. Thank you so much for being here today.

RB: You're welcome. Thanks, Matt. I appreciate it.

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