



Raising the Roof on Sales Performance

2024 Strategies for Building
Roofing Sales Teams



Introduction

Building a successful sales team is easier said than done. It's not easy to find good candidates, teach them how to sell, elevate their performance and keep them happy. It's even harder when you're doing that for multiple sales representatives at the same time!

Experts and influencers in the roofing and exterior industry have conflicting opinions on how to do this. This can be confusing for a sales leader trying to build the best team they can. That's why we decided to ask leaders of the best sales teams we could find to give us the intel on their hiring, training and management processes. We wanted to know how they find the right people, train them to perform, and take care of their team after training is complete.

The "Raising the Roof on Sales Performance" report shows you what the best sales teams are doing, so you can look at your own process objectively. Are you spending more or less time on training than these teams? Does your compensation plan compare? Are you searching in the same industries for hidden talent? All these insights and more are contained in the report.

These insights were generously provided by companies across the United States that encompass over 95 years combined sales experience. We hope these insights can help you perfect your process for building a high-performance sales team.



Survey Participation and Demographics

Leap spoke with top sales leaders in the roofing and exteriors industry that are leading successful sales teams. Let's take a closer look at the professionals that participated in the report.

80% of respondents are sales managers or leaders.

These people directly create and manage the sales team performance that drives growth for their roofing and exteriors companies.

53% of respondents have over 10 years of experience in sales.

A true testament to their deep understanding of the needs of a successful sales team.



67%

of responding companies made between **\$10-\$50 million in revenue** last year.

7%

of responding companies made between **\$75-100 million in revenue** last year.

2023 Company Revenue

Revenue in roofing businesses varies across the United States. New businesses start every day, and the Bureau of Labor Statistics tells us that half of all small businesses fail within the first five years. However, our survey respondents are doing well for themselves.

20% of respondents reported revenue between **\$2-\$10 million**, while 40% reported earning between **\$10-\$20 million**. Another 27% came in between **\$20-\$50 million**.

7% reported revenue between **\$75-100 million**, while 7% reported revenue of under **\$2 million dollars**.



Sales Team Demographics

How many sales reps does a high-performance sales team need? According to our participants, the majority (60%) have **5-10 sales reps** on their team. **7% have 10-15, and 13% have 15-20 sales reps.**

13% of respondents let us know they have **20-30 or more than 30 sales reps on their teams,** respectively.

60%

of businesses polled have sales teams of 5-10 employees.





Section I

Hiring

“You’re hiring your sales positions for culture. You’re hiring on behaviors, on attitude, on grit. You’re trying to take people and give them a lifestyle change. Hire for the grit and the drive, or the customer service – whatever matches your culture. That helps you map your recruiting strategy.”

–Patrick Fingles, CEO of Leap



Sales Rep Recruiting Goals

Do you have a set recruiting goal for sales rep hires every month? The majority of sales managers in our research study do. **60% of respondents reported a goal of hiring 1-3 sales reps every month. Another 13% have a goal of hiring 3-5 new sales reps, and 7% of respondents goal for 10 or more new sales reps each month!**

A recruiting goal keeps your sales rep pipeline strong, and ensures your team doesn't falter in the case of turnover. This may not be the first thing you prioritize, though, and you're not alone. **20% of respondents aren't prioritizing a recruiting goal yet!**



60%

of businesses polled say they aim to hire 1-3 new sales reps every month.



93%

of responding companies hire W-2 sales reps.

53%

do not offer their sales reps a minimum base salary as part of their compensation package.

Tax Status and Salary

In the roofing and exteriors industry, contract work isn't uncommon. However, **93% of sales leaders have moved away from 1099 sales reps in favor of W-2 employees.**

A minimum base salary for sales reps is more split. **47% of respondents offer a base salary, while 53% do not.**

What Does it Mean for You?

If you want to hire the best of the best when it comes to your sales team, it's important to make sure the compensation you offer is competitive in your market. If you're currently hiring with independent contractors, consider what shifting to W-2 employment would look like for your business, and your recruiting methods!

Commission structures vary.

The majority of respondents (74%) base their commission structure on a percentage of total sale. 27% of companies offer 10% of total sale, while 33% offer between 4% and 8%.

26% of respondents offer a percentage of net sale varying from 6% to 14%.

Bonuses for top sales reps are split.

60% of respondents offer bonuses, while 40% do not.



Tools and Equipment

We asked respondents about the tools and supplies that sales reps are provided, such as fuel cards, computers, any form of mileage reimbursement, and/or vehicles.

79% of companies surveyed provide two or more of these supplies to their sales reps, while **21% just provided one item from the list. The most common combination was vehicle, measurement tool, and a fuel card (29%).**

Only 5% of respondents don't provide their sales reps any tools or supplies.

30%

provide tools their sales reps need to get the job done.

22%

provide computers to sales reps.

19%

provide fuel cards for their sales reps on the go.

11%

provide company vehicles to sales reps.

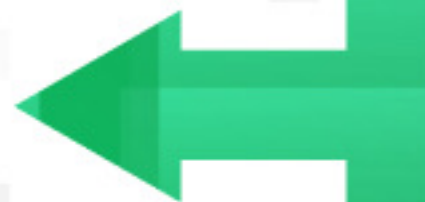


Sales Rep Industry Experience

No one business is just hiring sales reps with previous industry experience. **47% of businesses say 0-25% of their sales force has previous industry experience**, while 1 in 3 say that 26-50% of their sales teams have sold in the industry before. 20% of respondents say seasoned sales reps make up the majority of their team.

53%

have a sales team where up to 25% of employees are first-time sales people, while 27% report up to half of their team are first-timers.



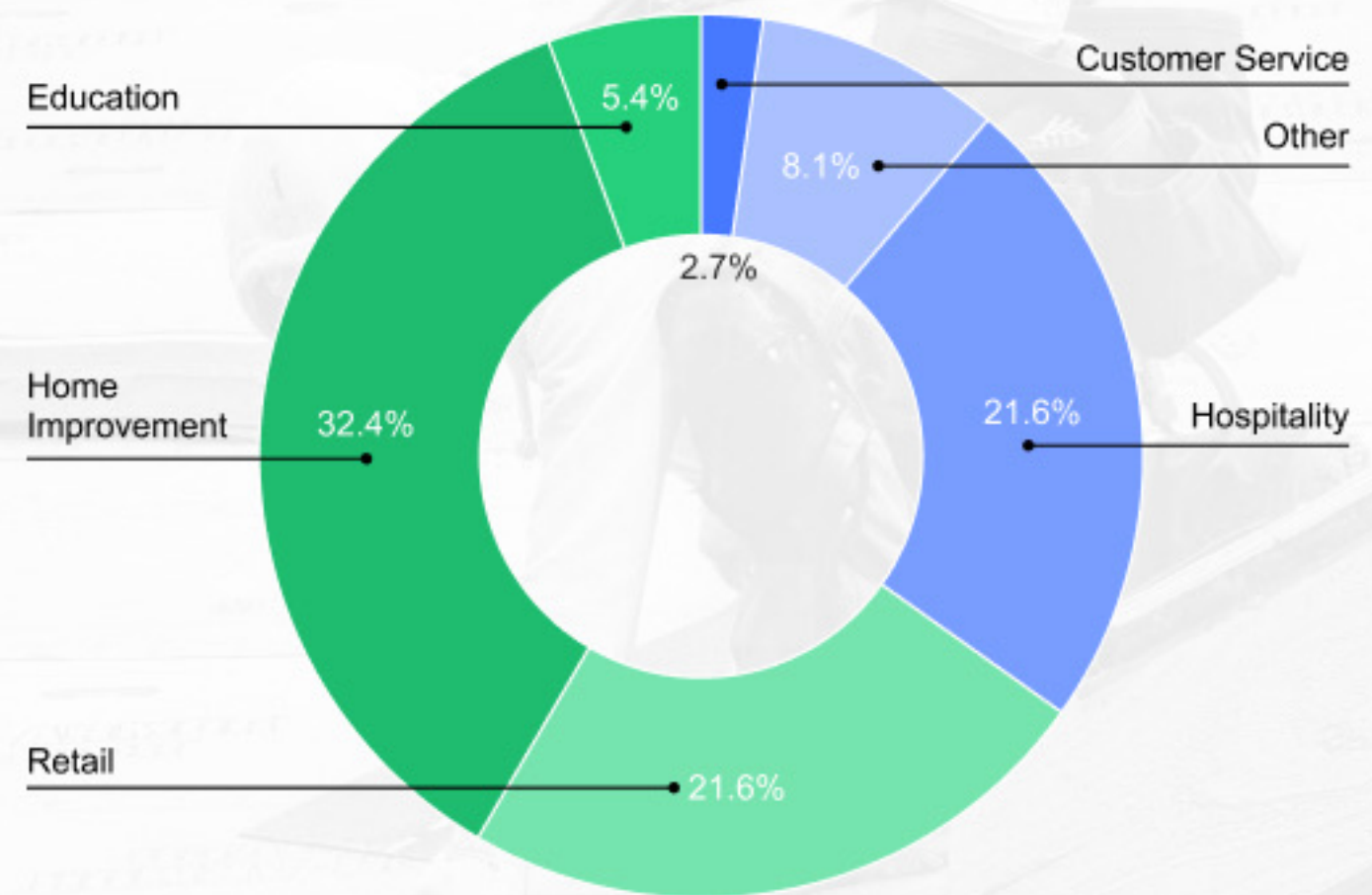


Industries Hired From

We wanted to know where sales leaders were sourcing candidates from. 32% of companies polled are looking in the home improvement industry, while 22% source from retail positions and hospitality, respectively. 5% scour interior design and education fields, while 3% also include customer service positions and sales in their recruiting.

What Does it Mean for You?

It may be your goal to search out top reps in the roofing and exteriors industry, and there's nothing wrong with that! However, some of the best sales people are found in other industries where they learn top-notch communication and customer service skills.





Section II

Training

“Training 14 years ago was very much a one-to-one ratio. You would bring one salesperson on, sit down with them, try to train them on everything and get them out in the field. Now, you can hire ten salespeople every month with one corporate trainer...and that trainer can be more efficient because of technology.”

–Chadd Castrilli, VP of Sales at Dream Home Roofers

**40% of companies train new
reps in 30–60 days.**

Only 7% of respondents have a longer training period,
falling between two and three months.

**40% of companies train new
sales reps in 2 weeks or less.**



Training in the classroom

Tech is making remote sales training easier and more efficient for companies in 2024. Only 13% of sales leaders conduct the majority of training in the classroom. 1 in 3 bring in sales reps to a classroom setting for half or a little more than half of the training period. **27% spend up to half of the training period in the classroom**, and 20% devote a quarter of their time to training on-premises.

7% don't include a classroom setting in their training at all.

13%

of businesses still train almost exclusively in the classroom. 87% have adopted a hybrid model of remote and classroom.



What Are Sales Reps Learning?

We asked what companies are prioritizing when teaching their sales reps. Here are the training focuses, ranked by time spent.

What Does it Mean for You?

Technology in the roofing industry has evolved to make some of the core parts of training a decade ago, like measurements, the easiest to teach. Take advantage of these tech improvements and prioritize the soft skills needed to close a deal instead.

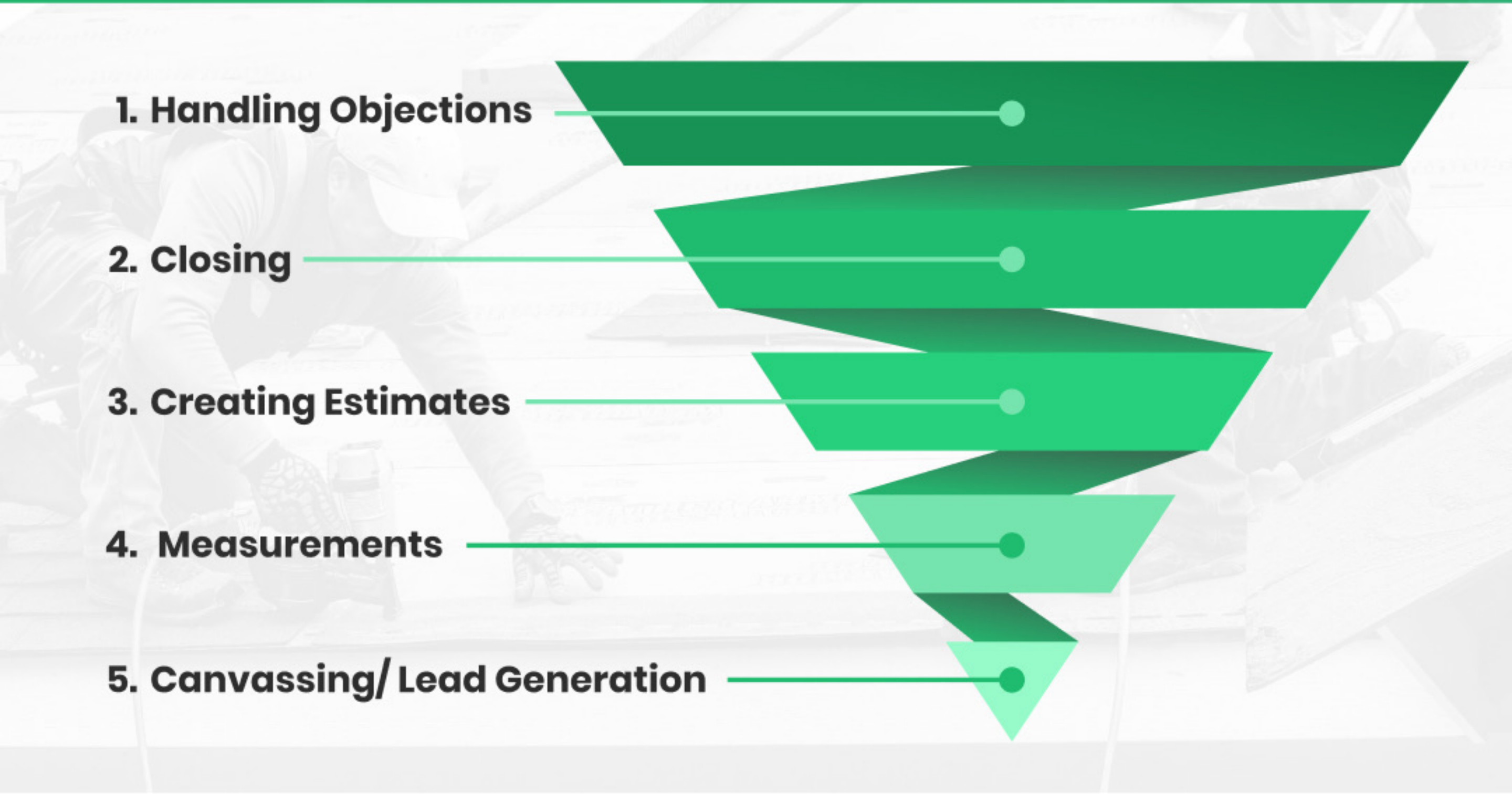
1. Handling Objections

2. Closing

3. Creating Estimates

4. Measurements

5. Canvassing/ Lead Generation





67%

of companies build their training materials exclusively in house.

33%

of companies use a mix of in-house training materials and supplemental material from coaches or consulting services.

Training Materials

There are several great sales coaches and consulting services in the roofing industry, and we were curious how prevalent these resources were in training materials.

We found that **no respondents completely outsourced their training materials to a coaching or sales consulting platform**. 67% of companies build all their training materials for sales reps in house, while 33% use a mix of in-house training materials and supplements from outside sources.

Honorable Mention

Our follow-up question invited respondents to identify the source of their supplemental materials, and the **most-named sales coaching service was Rodney Webb University**.



40%

of responding companies send their new reps on 5-10 home visits while shadowing a seasoned sales rep.

80%

are having their new sales reps shadow for 1-2 weeks.

On the Job Training

Shadowing seasoned sales reps is an integral part of the training process for new additions. 100% of respondents have a shadowing process in place.

40% of sales leaders have their new sales reps shadow for two weeks, while 40% shadow for one week.

13% of respondents opted to lengthen the shadowing period to three weeks, and 7% have new reps shadow for one month.

What Does it Mean for You?

On the job training is where new sales reps - especially ones new to the roofing and exteriors industry - put their learnings into action and can be invaluable for their skill development. If you don't have a shadowing practice in place, partner up some of your more established reps with your newcomers.



Length of Sales Process

Most companies have a defined formula for sales reps to follow when on home visits, from greeting to close. The number of the steps in that formula vary across the industry, though.

80% of respondents teach their sales reps a process with between 5-10 steps, while 13% teach over 10 steps.

7% have made the process more efficient with just 2-5 steps.

80%

of businesses have a 5-10 step closing process.



**53% of sales reps don't get on
the roof during home visits.**

**40% are using
measurement tools.**

Tools like Hover, EagleView, GAF QuickMeasure and more help reps get accurate measurements quickly.



Section III

Managing

“Managing a sales team, it’s like coaching athletes. The game doesn’t stop once they leave the training field, that’s when the real work begins. It’s all about continuous improvement.

The best teams in the world, they train every single day, not because they aren’t good enough but because they know the competition is always catching up and looking for an edge. In sales, it’s the same. The craft, the pitch, the ability to connect and solve problems – that’s the edge. Sharpening that edge is your job as a manager. It makes the difference between a good sales team and a great one.”

–Farith Odar, National Sales Manager, Leap



53%

of responding companies provide leads to their sales reps.

40%

provide leads to their sales reps, **and those sales reps also generate leads.**

Lead Generation

Canvassing and lead generation is taking a backseat in sales rep training, and companies are taking on more of the lead generation efforts. 53% of responding companies provide leads to their sales reps. Another 40% provide leads to their sales reps, and the rep also generates leads.

7% of responding companies say that sales reps generate their own leads.

What Does it Mean for You?

With a strong marketing pipeline, your sales reps can focus on closing more deals rather than spending time and energy generating their own lists of leads. Technology and marketing resources make lead gen easier than ever in 2024 - look into taking advantage of it!



73%

of businesses have a
dedicated lead dispatcher

Lead Dispatching

73% of companies have a dedicated lead dispatcher, freeing their sales managers to recruit, train and manage more effectively.

20% of sales managers do the dispatching, and 7% of companies don't have any lead dispatch.



47% of companies identify as a
one-call close company.



47%

of responding companies let sales reps own their own re-hashes.

53%

have a dedicated re-hash department or team.

Re-Hash Handling

Re-hashing deals that didn't take off can be a time-consuming task for sales reps. **The majority of companies (53%) have a re-hash department or team** tasked with handling these opportunities, freeing sales reps to focus on the next lead.

47% of responding companies have the original sales reps continuing to manage these opportunities.

What Does it Mean for You?

When sales reps own their own re-hashes, they may spend too much time or energy trying to close a deal that may never come. A re-hash team helps your sales reps keep their eye on the ball and take advantage of the next opportunity without looking back.

**73% of sales teams
meet weekly.**

Only 20% meet daily.



60%

of responding companies do regular pitch evaluations for sales reps.

42%

do pitch evaluations weekly.

Pitch Evaluations

Pitch evaluations are an integral part of training and managing sales teams, and **60% of companies host them weekly**. 25% only require pitch evaluations for low performers, and another 20% don't do them at all.

Pitch evaluations are performed weekly for 42% of responding companies, with another 25% holding them monthly and 8% only opting to do them quarterly.

What Does it Mean for You?

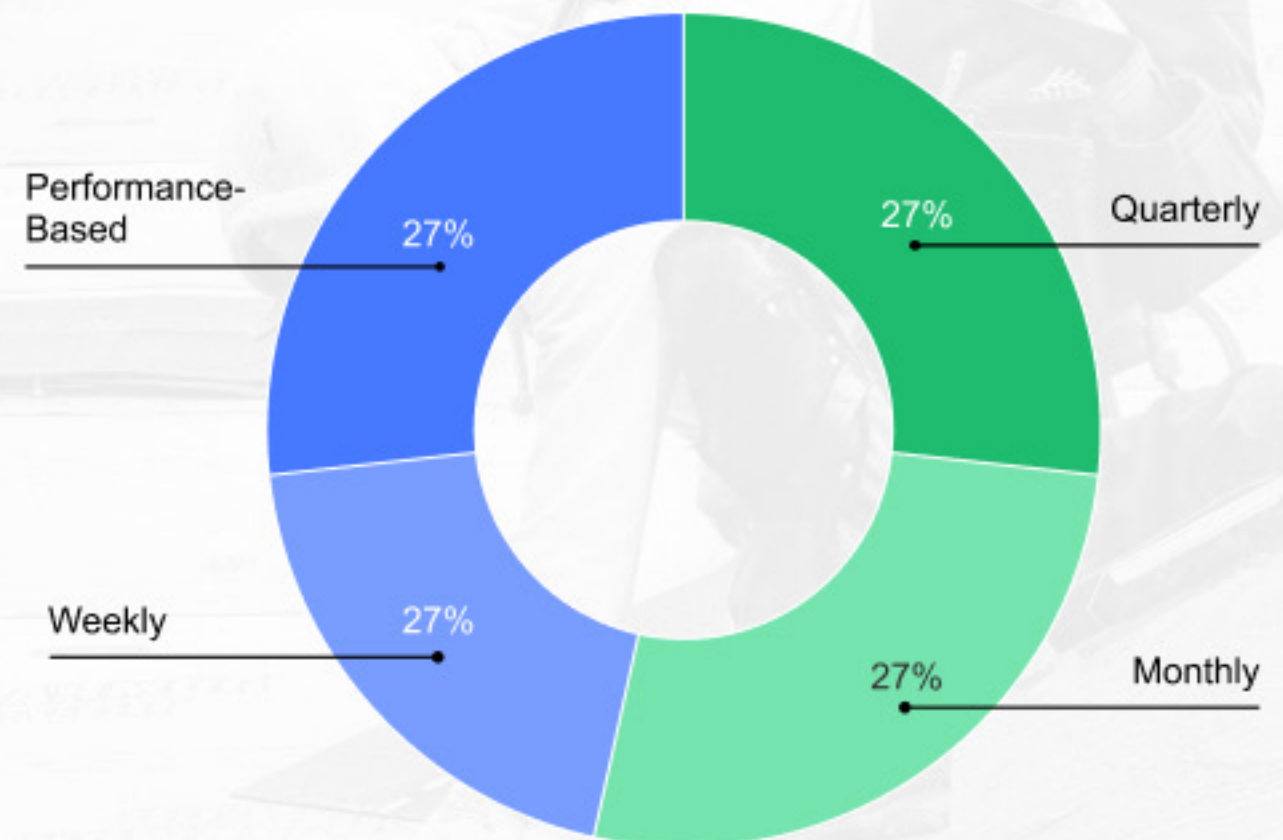
Even the best reps could use the opportunity for growth and refinement! Scheduling regular pitch evaluations help your team continuously improve, and don't have to be held solely for low-performers.



Frequency of Ride-alongs

Ride-alongs are another valuable way to see how your sales reps are doing in the field, and look for areas of growth.

- **27% of responding sales leaders go on weekly ride-alongs**
- **20% schedule them monthly.**
- **7% hop in the car with their sales reps quarterly**
- **27% opt only to go on ride-alongs with low performers.**



**93% of sales managers hold
their sales reps to KPIs.**

**47% hold their reps to
close rate.**

20% also measure their sales reps' pitch rate and cancellation rate. 13% evaluate sales reps on average dollars per sale, on top of close rate.



Ramp Rate for Sales Reps

How long is it taking high-performance sales leaders to ramp sales reps to full productivity?

53% said 30 days, while 20% said 60 days. 13% said 45 days, or 90 days.

53%

of businesses have a ramp rate of 30 days, while 26% fall between 45-90 days.





80%

of responding companies deal with dry pipelines at certain points of the season, without reducing headcount.

20%

take the opportunity to cut low performers.

Dealing with Seasonality

Where high-performance sales teams are concerned, you may think that low season is the perfect opportunity to trim reps that aren't meeting expectations.

Surprisingly, **80% of sales leaders didn't think so**, opting to just deal with the dry spells that come at certain points every year without reducing headcount.

20% do take the opportunity to cut out low performers from the team.



Tenure for Sales Reps

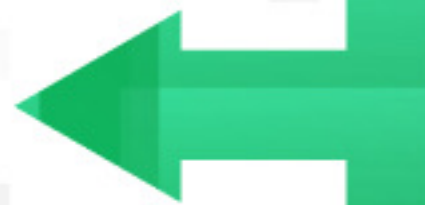
In many industries, sales can be a high turnover position. According to our respondents, their sales reps are in it for the long haul.

33% of responding sales leaders say their average sales rep tenure is 3-5 years. Another 27% report 1-3 years, while 20% have an average sales rep tenure of 5+ years.

20% see a little more turnover, with an average tenure of 4-12 months.

33%

of businesses have an average sales rep tenure of 3-5 years.



40% of top reps sold \$1 to \$2 million last year.

13% sold between \$2 to \$4 million, while another 13% sold
\$4 million or over on average.

47% of new reps sold over \$1 million last year.

That's a testament to efficient training and
managing at these companies.



Post-Sale Job Management

We wanted to know how much time sales leaders were spending managing jobs or production after closing. After all, lengthy efforts in a job after its closed can eat away at time for sales managers, that could be spent on growing and managing their teams.

60% of our respondents told us they spend less than 25% of their time managing jobs post-sale. 20% report 25-50% of their time performing post-sale management. 7% report spending over 50% of their time handling post-sale management.

Only 13% of respondents reported spending none of their time on job management after a deal is closed.



Thank You

Thank you to our research participants who generously gave us their time and a look behind the curtain to craft this report on hiring, managing, and training sales leaders. Your time and effort will help drive the roofing and exteriors industry to new heights!

We also want to thank Patrick Fingles, Chadd Castrilli, and Farith Odar for contributing their insights to these three important parts of successful sales leadership.



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