



 **R**[®] **INFLUENCER**
top 20 **INSIGHTS** of 2021

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See all RCS Influencers' articles at www.rooferscoffeeshop.com/rcs-influencers.

We have been asking important questions to our diverse group of RCS Influencers that have expertise in different areas of a contractor's business. Often times, we see articles written on a subject with one person's opinion or suggestions, but there are many sides to the coin.

With our RCS Influencers opinions, tips or advice a reader gets a feeling for all sides of a topic. A beneficial twist is including companies that are not only roofing contractors but also companies that service the contractors. All will have an interesting perspective based on their interactions with the roofing industry.

We would like to share the top 20 articles of 2021 for your education and enjoyment. RoofersCoffeeShop is honored to share their expertise that they are generous enough to share back with the industry they love through regular posts on our website and social media channels.

We hope you enjoy reading the valuable input by this group.



tammy HALL R[®]INFLUENCER

EMPLOYEE SATISFACTION IS ESSENTIAL FOR LONG-TERM SUCCESS

RCS Influencer Tammy Hall says that CFS Roofing offers a small company atmosphere within a large company structure, creating a productive and fun work environment.

Roofing is a hands-on labor-intensive business, and we value all our employees from our crews to our receptionist. We are a full-service roofing contractor which includes residential and commercial new and reroof as well as service and maintenance. And we have a full-service sheet metal and mechanical division as well. Our business has grown steadily since 2012 and that means change has been CFS Roofing Services constant every year. In turn, all the growth and change means and active employee recruitment and retention culture.

Employee satisfaction is essential to any company's overall success, which is why we recognize it is critical to establish a positive company culture and offer incentives and job perks that excite and inspire staff as well as attract top talent to our team. We all struggle with retention and we are not unique in SW Florida, CFS provides typical benefits such as:

- Partner with employees in a cost-effective health insurance program.
- Retirement program that we corporately participate in.
- Paid vacation and personal time off.

There are many hands in the success of any business but in roofing the proof is in the field. Being on a roof in SW Florida is truly a younger person's career. Our experienced roofing workforce has tremendous value; therefore, we offer in-house professional development. We realize that those who come to us at entry level and over time develop their roofing skills, may also have other skills that have not had an opportunity to be developed or personal circumstances have

taken them in a direction where roofing was an only option. We want our team to have careers not just jobs. To that end, we offer all job opening to existing employees first. Allowing anyone who has a desire to move from a field position to the office or an office person who wants more responsibility can apply for that position. We provide internal education and hands on exposure to the new duties to see if there is a fit. Our goal is to provide career growth and expand their opportunities as far as they have a desire to go.

As the cost of higher education continues to rise, we work with employees who have proven their commitment to continuing education and offer tuition grants. This includes NRCA Pro Certification, vocational and college/university programs.

On a more fun basis, we provide a weekly "much as you can eat" salad bar for \$5.00 which includes complimentary salad items as well and dessert. We also have employees who schedule a lunch sample event, where they will make their favorite dish and bring it in for everyone to share and CFS will provide the condiments. We host monthly cooks offs for those who deem themselves as grill masters. Once a month there is a grill competition where the entire office scores our grill master's entrée. The person with the least number of points gets to pick the next month grill item. We believe developing a strong sense of belonging for employees from diverse backgrounds makes for a more meaningful workplace and hopefully provides some fun relief in our workday.

CFS Roofing has a safety team that does a great job providing weekly training, onsite inspections and consistent communication on how to keep

our team safe. One of the more expensive personal apparel items for our roofers are boots. Every year the Friday before Christmas we host a company breakfast where owner David Crowther with his wife Karen distribute a new pair of boots to all our field personnel from superintendents to crews.

We recognize that every employee loves a salary increase, but we also want to focus on other ways to reward and retain our workforce not just in good times, but also in the hard times. All the benefits and programs we offer is our way to maintaining a small company atmosphere with a large company structure, creating a team spirit, and engaging employees from the various divisions to get to know each other which in return provides for a productive and fun work environment.



heidi j. ELLSWORTH

RINFLUENCER

UPDATING YOUR MARKETING PLAN?

RCS Influencer Heidi J. Ellsworth says that an updated marketing plan is more important than ever as we enter 2021.

In 2018, Karen Edwards and I sat down and decided to share our experience in writing marketing plans in the form of a workbook. We have written close to one hundred marketing plans between us and we wanted to break it down and make it easy for roofing contractors. Having a plan is one of the best things you can do for your business and taking the time with your team to write a marketing plan makes sense for the business, for the sales and marketing team and for your brand.

As we look at 2021, it is clear that a strong marketing plan is more important than ever for your business. With the changes that COVID has brought in 2020 and the future of a different business world with the vaccinations of 2021, it is time to be sure that your marketing plan reflect the changes.

You may be asking yourself, “Why do I need a marketing plan?” It is a good question. A marketing plan is part of your overall business plan. In fact, that marketing plan should be developed after your company’s business plan. Marketing is an integral part of business success and can help define and refine the company’s goals.

Marketing for roofing contractors can be confusing, frustrating and elusive. Most roofing contractors are craftsmen and women who have started businesses by understanding and excelling at roofing, waterproofing and building envelope technology. They are not marketing professionals, so it is hard to change gears and figure out how to sell or promote their services while also running operations, estimating, sales and the business overall. A good plan helps drive marketing without having to worry all the time.

By taking the time up front to strategize and plan on how to market your business successfully, it enables you to move on to other challenges of the day, week or month. A good plan can be the template for what needs to happen daily, weekly and monthly to keep marketing on task. It also eliminates daily questions or sales calls for additional marketing initiatives. By creating and sticking to a yearly plan, you are simplifying the day-to-day decisions that can stymie progress.

With the changes in marketing due to COVID, the focus on technology is stronger than ever. Even though a vaccine is in sight, consumers are still going to be leery of having salespeople in their homes and have become accustomed to virtual meetings. How are you going to get in front of potential customers virtually in 2021 in a way that will create strong relationships leading to increased closing rates? Looking at technology and what is available to personalize the sales experience, like virtual events and video is important.

Also taking the time to really look at your online presence is critical. It is not just your website but also where customers can find your company online. Having your company listed in online directories not only helps your search engine optimization (SEO) but also helps consumers find your business. In looking at the post-COVID era, RoofersCoffeeShop® realized that we need to help bring consumers and contractors together too. Watch for the launch of AskARoofer at the beginning of 2021. This is the type of site that will help you connect virtually in ways that have not been seen in the roofing industry before.

AskARoofer is just one bullet line that should be

part of a stronger virtual marketing plan. By creating or updating your marketing plan, you will be able to take the time to determine the ideal customer for your business and how you will attract, convert, close and delight that customer. A good marketing plan in 2021 will need to address every stage of the sales and marketing process weaving in the use of technology, virtual experiences and digital presence.



mike PICKEL R[®]INFLUENCER

BE SELECTIVE WHEN CHOOSING A DISTRIBUTOR

RCS Influencer Mike Pickel says that the right distributor can be a great resource for your business.

Distributors are the storefront to all the manufacturer's products we install. We place the order for what we need, we pick it up or it gets delivered in a few days, in normal times and we install. We may do a little planning, so the materials don't sit at the house too long or at all before installation.

Some distributors just want to sell and move on to the next guy. Other distributors want to get in your business and tell you what products you need to be using. We need to use them, so why not pick the right one, not just the closest geographically? The right distributor can be more than a store, they can be a great resource for your business.

When deciding which one to use, be selective. Make sure they can service your business' needs. Go to several distributors and interview them. Are they knowledgeable at the front desk? Is the account manager knowledgeable with the products you install? Does their yard have your manufacturer's products? Do they have strong relationships with the manufacturers you install? Can you get the materials when you need them? It will take you some time and energy, but it will be worth it.

We look at our distributors as partners in our business. They help us with scheduling, looking beyond their own warehouse to get us the tough orders we need in a hurry when they don't have it. They give us a heads up when materials start getting tough to get.

In any partnership you must work hard to keep the relationship working and profitable for both. We talk to our suppliers about materials as soon as we know we need them. This allows them the time to procure the product, so they have it when we need it. DON'T WAIT UNTIL YOU NEED IT TO ORDER IT. This puts them in a bind and makes it hard to provide the service you want. Before a hailstorm hits, meet with them to see how you can work together to get what you need. Come up with a plan that works for both of you. Communication with your partner is huge.

I encourage you to look at your distributor in a different way. Partners are easier to work with than stores are.



danny KERR

R[®]INFLUENCER

THE BIGGEST MARKETING PLAN MISTAKE, AND HOW TO AVOID IT

RCS Influencer Danny Kerr explains why roofers may want to rethink their marketing plan for 2021 to ensure company growth.

As a roofing contractor you end up juggling a lot of balls, so when someone mentions you need a marketing plan it becomes one of those things that gets put on the back burner . . . and then, well, eventually just fizzles out.

You've only got so many hours in a day, right? But what if I were to tell you that without a marketing plan in place you could be at risk of losing some of your roofing customers, restricting your growth, and ultimately wasting your budget; no business owner can afford that.

Before I get down to the nitty-gritty of how to implement a simple marketing plan (and what to avoid), it's worth understanding what a marketing plan is, because, quite honestly, even for those of us in marketing it's not the easiest question to answer.

Put simply, a marketing plan is a thought-out way to educate your customer on what makes you different, and why they would want to buy into you.

So, where do business owners go wrong when it comes to a marketing plan?

The most ineffective marketing plan I come across time and again for small business is when an owner hears that they need to be out there doing marketing and they immediately think that means being present on social media.

What happens next is the owner finds someone younger than themselves who understands the platform to go and create their marketing.

The problem with this is they hire someone who is a "poster" and not a marketer – they post photos, add

a caption, and job done...but not really.

This strategy is what is known as an awareness campaign and often leads to disappointing results. While this works for brands that have billions of dollars like, say, Coca Cola, because it reminds people they exist, for a small company it's not the best use of resources. There's usually nothing in that campaign that makes a smaller company stand out as unique and so they are forgotten about by the next scroll.

What's a simple, proven strategy to focus on instead?

What I've found most successful is taking your marketing budget – the money you were going to pay that young person – and instead sitting down and asking yourself, "What can we create that is an unexpected experience for our customer group?"

You see experiences evolve into a story that can be told not just on social media, but by word of mouth...and that is the most powerful marketing tool out there.

If it's an intriguing story, you don't need to put a ton of money behind it, people will naturally share it and you usually have guys on your crew who will be proud to post about it, too.

Take Red Bull as an example. Most people will remember back in October 2012 when Austrian skydiver Felix Baumgartner flew into the stratosphere over New Mexico in a helium balloon before free falling in a pressure suit and then parachuting to earth. Exciting, right? Exactly what the brand is known for. The team at Red Bull

sat back sipping their coffee while all the world reposted and talked about it.

Another example, on a smaller scale, is the contracting company in Istanbul that was building a series of 'Artful Living' complexes. They had a minuscule marketing budget for a project of that size, so the person in charge of marketing thought, "What can we do differently that no-one else is doing out there? How can we create something unique?" So, they took their budget and wrapped a bunch of their construction vehicles on site in bright flamboyant colors. It shouted, "Living Artfully" (it's always great to think of one or two adjectives to describe your business or project). Everyone wanted their photo taken in a down market when no one else was selling.

You see marketing has changed, and so too has our approach. Only a few years ago marketing was interruption based (did you know, the average person gets bombarded with more than 10,000 marketing pieces a day? If there's a breaking point, my best guess is we reached it long ago). Today, the big trend we see is that marketing has shifted to building a community – those brands are growing because they are creating something of value for the specific market they choose to serve.

Now we've delved into the background, it's time sit down and talk about exactly how you can go about doing this.

Before we start, I suggest throwing the idea of the annual marketing plan out the window. The 90-day plan is where it's at. It allows you to be flexible enough to shift when opportunities arise and still have goals.

First, decide the UNIQUE trait you want to be known for.

For Red Bull, it's extreme action. For the Istanbul development group it was living artfully. The adjective you choose becomes the filter for the experiences you create.

What is your customer getting from you that they can't get from anyone else?

Second, decide WHO, specifically, you want to serve.

Who you pick becomes the community you are serving. If you give them enough value, they will become your raving fans.

Marketing in 2021 is about talking to a very specific market. Think, Millennial homeowners living in the NW part of the city.

The better you know your community, the deeper you can speak to their specific needs, and create experiences they will resonate with.

Lastly, create an experience that shows your community WHY they want to work with you.

Creating an unexpected experience that is in line with your unique traits will showcase to your community that you are innovative, and that you have taken the time to bring them value that other companies haven't.

You want to give your audience a story to tell. The more interesting the story, the more likely they are to share it.

I'm sure you'd rather have people choose to talk about you for free than pay to put marketing in front of them they ignore.



wendy MARVIN

RINFLUENCER

NEW TECHNOLOGY IS ESSENTIAL FOR GROWTH

RCS Influencer Wendy Marvin says that technology optimizes your business and enhances your customers' experience.

What is new technology? The truth is, "new" technology can be anything that advances you or your company and creates ways to ease your burden. It could be as small as a move from paper to a laptop or as grand as adding virtual goggles to complete repairs while working on the roof.

Trying new technology is no small feat for any company but is essential for growth. New technology allows for the optimization of you and your team. Technology also enhances your customers' experience.

Products need to be thoroughly investigated before purchase. There are many parts to evaluate; including expenses, business disruption, company training and more.

Our company typically looks at these five things before we consider new technology:

1. The technology is solving a pain point. Sometimes, growth has caused the necessity for change. Sometimes it's just because of shifting within the company.
2. The technology has a reasonable cost compared to the problem it solves. Prices can be per month, per unit of use, or user.
3. The complexity of the system is reasonable and easy to use.
4. The technology offers good customer service. They listen to customer issues, adjust their system and provide appropriate training for our staff. Good training provided by the technology company is a cost savings because we don't bear the entire

burden of learning a new system AND training all of our staff how to use it.

5. The new technology has longevity and allows our company to grow without causing too much reworking.

Pain Points

Often as we grow, we add new systems to our existing ones but rarely evaluate the efficiency of our current systems together. Upon looking back, we find that we have several unrelated systems that cause extra work for our employees. Ask your staff what isn't working for them. You'll often find pain points among their recommendations.

Previously our Client Experience team entered new leads into three different places. Our goal with our new CRM system was to ensure the elimination of duplicate work. We wanted one point of entry with integrated systems. Easier said than done. We eventually found one that speaks to our existing system, thus saving our Client Experience Reps more than 10 minutes per interaction. Time saved equates to more efficiencies and more work completed. Efficiency leads to more profit.

Cost Evaluation

Is the cost of the technology reasonable compared to the problem that it solves? You may be willing to pay more if a more significant issue resolves. We recommend evaluating several companies offering similar benefits. Some charge by the user – and if you have a smaller employee base, that may make sense for you. Some charge a flat fee – if you have more employees, this may be more important to

you. Some charge per item – so small companies may be attracted, but remember that as you grow, demographics change.

We were evaluating CRMs, and one of our favorites charged per job. If you're building a house, this is a sound system for you. For us, with over 30 jobs per month, it didn't work. We ended up having workarounds to make this system successful for us. Ultimately we chose another similar technology that charged a flat fee and had unlimited jobs and users. Growth is possible with this company.

Complexity

Evaluation of the complexity of a system looks at several factors. Does utilization take months of training? Is the system intuitive if a user is trying to accomplish a task? Is the guidance within the technology easy to follow if a user needs to do something they don't usually do? I would also add in here, does the system have goofy interfaces. If I need to look at pictures, can I scroll through each one, or do I have to open each one individually? Small issues, over time, become big for your employees. Also, after being burnt by a bad company, we constantly review backup systems (such as printing a customer file for storage). Does the technology allow us to easily copy the data? Do I even own the data? If I leave, how hard will it be to take our data with us?

Upon leaving our old CRM we discovered that their "recommended" way of downloading our historical data didn't give us a usable file; it just gave us a link. A link back to their system that didn't work after they deleted your file. Ultimately, we paid more than \$1500 to get our old data out of this system and into a usable form for our new system. Unexpected and frustrating. Lesson learned.

Customer Service

Research your potential tech companies online. Look up their reviews by typing "company name (insert the company name here) reviews" in Google. What do past customers say? Pay attention to the dates of the reviews as companies could have old issues that have been resolved. Does the company care about feedback, respond to system issues, offer good training, and follow up with their customers?

When we left our old CRM and identified that we couldn't extract our data in a usable form, the company we left didn't care. Their treatment of us along the way is the reason we left in the first place. We were lied to during onboarding – the sales rep told us this product did things it didn't (like have a two-way integration with Quickbooks). We also had several issues with files along the way, and the customer service team always had the same canned answers, and none of the problems were ever related to their product. Had we done a better job researching, we could have saved our company a lot of pain and wasted money. Voting with your hard-earned money is a powerful tool.

Longevity

Often overlooked, evaluating the ability to grow while remaining a customer is essential. Is this a short-term solution, and does the cost/effort reflect that? If so, then you'll most likely go through this process again in 3 to 5 years. Ideally, choosing a technology that will be long-term is a better business decision, assuming that this area of technology won't be advancing rapidly.

When we evaluated Virtual Reality goggles for our company, some of the earlier models weren't around for long. Thank goodness we were patient and waited to see which company would emerge as the industry leader. Then we invested in that company, saving ours time, reworking and money. Sometimes it pays to sit back and watch for a bit.

Investing in technology is essential for a company that is determined to grow. It keeps the company fresh and attracts new, younger talent. It keeps the company relevant in the business world whether or not the particular industry is innovative. It also allows for the company to scale as they optimize their internal systems' peak performance. Technology is, however, an investment. As with any investment, it pays to do your homework, looking at each investment wisely. Choose the right fit for your individual business needs.

Ask industry leaders what they use. Don't, however, limit your choices to those companies that are in our "industry." Successful companies exist outside of construction that may have more benefits and options.



charles ANTIS

RINFLUENCER

FULFILLMENT IN EVERY JOB

RCS Influencer Charles Antis says jobs need to be tailored to the individual worker so everyone can succeed at a higher level.

Susan: Good morning, Charles.

Charles Antis: I thank you for agreeing to join with me on this month RoofersCoffeeShop question, which is what unique or new benefits do we have at Antis Roofing for our employees? So, before I'm going to let you really take the tangibles, I'll speak to the spirit of what we want to do. I want people to come to my roofing company and imagine that this is the best job ever, which means the job's going to be built toward what fulfills them. But there's a lot of things that we have to do to do that. But imagine coming to work at this company and being fulfilled, where you know that everything you do really matters to other people's lives. That's what we want to do. And Susan, can you tell our audience some of the ways that we're able to fulfill that and how, I believe, we have the best culture we've ever had today at Antis Roofing? How do we do that?

Susan: Well, first I would agree with the culture, and that assessment. And that's because we are very thoughtful and intentional on what we do to grow and develop our people and listen to them. So, one of the things we heard out of the performance review process a few months back was we had leaders, managers, supervisors, in the field that wanted more training and development, not on the technical part of their job, but on the soft skill part of their job. And we found a trainer locally, but he's got a program that's virtual, that's delivered in Spanish. The sessions are once a week. All of the conversations and breakout sessions. Because of course, everything's by Zoom right now, are all in Spanish and they are leading it themselves. They love it. It's a 28-week program. It was a big investment for us as a company. We put a set of 13 employees through the first group and I

was so excited about that, to find it, and to roll it up.

Charles Antis: And Susan, these are mostly immigrant employees, correct?

Susan: Yes. Never had anything like this before in their life. It's all brand new. And for those of you that have had a lot of training development in this area, you can imagine how that feels. The first time you were taught how to be a more effective leader or how to really listen and communicate. The second thing, that's kind of fun and you championed this, Charles, was about pets. We have a lot of pet owners here. We allow people to bring their pets to work. We have pet insurance. And then we rolled out into our employee handbook that employees could take three paid days off for issues regarding their pet, whether they adopted a pet, there was a death of a pet, and/or a major illness that they needed to be there for with their pet. And that's darn unique.

Charles Antis: Thank you, Disneyland. Thank you, Disneyland, by the way, for putting that in my ear.

Susan: That's right. That was one of their ideas. And then the third thing is we do a lot of giving back here and we want our employees to do that as well in whatever way is best for them. So, we offer 16 hours of paid time off to volunteer in the year. And we also do a company donor match, up to a thousand dollars per employee for any personal donation they make to a nonprofit, a 501C3.

Charles Antis: Yes we do. And we invest. We invest in and by the way, Susan, you have some big passions like the American Red Cross and like the National Women in Roofing.

Susan: Yep.

Charles Antis: And we invest in that in your time and, and other spends because we want you to be the best you can be and we want this job tailored for you so this is the best job you've ever had. Now I'm going to ask this question because I think I know the answer, is this your favorite job ever?

Susan: It really is that I can say that without reservation.

Charles Antis: This is my favorite job ever too. It truly is. We're a team working together that allowing each other to grow and question everything and how to make it better and be relevant and be heard and make a difference in the community. So thank you, Susan. And thank you for joining us this month on RoofersCoffeeShop.

Susan: Bye.



trent COTNEY

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KEY STEPS FOR A SUCCESSFUL TRADESHOW

RCS Influencer Trent Cotney says that virtual and in-person tradeshows are a great way for any company to get involved in the industry.

There are many key components that make for a successful show, such as planning your schedule in advance, engaging with people you meet at the show, and following up with connections.

Tradeshows can be hectic since there are so many events packed in a short time frame. Without planning your schedule in advance, you may miss seeing exhibitors you really wanted to connect with or seminars that would have benefited you or your company. Prior to the show, make sure to look at list of exhibitors and see who piques your interest. Give yourself ample time to talk to exhibitors; once we return to in-person, you'll be running into many familiar faces that you may want to catch up with. For virtual shows, make sure you dedicate the time you would as if it were in-person. Also plan to attend the various events that come with a tradeshow, from the networking socials to the expo floor demonstrations.

Whether you have a booth or not, engage with the people you meet at the show. These tradeshows are geared towards a specific sector of the industry so you already share a common interest. It's a great opportunity to potentially meet a valuable connection. Tradeshows can be a blur, but don't let those connections go to waste. Follow up with an email and by the time the next show rolls around, they'll become a familiar face.

Overall, the most important things to remember when attending a trade show are planning as far in advance as you can, make sure you dedicate the time and space to explore different facets of the show, and follow up with the connections you make!



marty STOUT

R INFLUENCER

MARKETING INFORMS AND SELLS

RCS Influencer Marty Stout says you must know who your ideal customers are before you begin marketing to them.

Marketing is one of the most important aspects to any business. According to Wikipedia (not everything on Wikipedia is well founded, but) “the term marketing, is a derivation of the Latin word, mercatus meaning marketplace or merchant. We all want to sell our goods in our marketplace. For as long as people have bought and sold goods and services there has been a “marketplace” thus there has been marketing. Deluxe, the check printing company, has an interesting online article about marketing that gives 5 reasons why marketing is important. Two of them are “marketing informs” and “marketing sells” these may seem obvious but in simple terms we all MUST market to inform potential customers of what we do so that we can sell our service.

The biggest question we must answer before we go to the marketplace with our product or service is to be sure we know WHO we want to sell to and make sure we are where they are. You will not sell very many snow shovels in Palm Springs in August even at a discount.

Today everyone says that you must be in the first page of Google, or have a great Yelp rating, etc. That may or may not be true. You must know where your favorite kind of customer is when they are looking to buy your favorite kind of service to sell. Is your customer a homeowner, a business owner, an apartment owner? Do they have a roof that is flat, or pitched, do they have tile or slate or 30 year comp.? Do they own one roof or 100?

The point is, identify your customer, find where they shop and market to them with all you have. Do not try to market to everyone, everywhere. You can spend a lot of money (think Super Bowl) with little result unless you target correctly. But if you don't go to the marketplace you cannot be a merchant, and we all need to sell.



mandy MCINTYRE

RINFLUENCER

PROVIDE THE WHOLE PICTURE FOR YOUR CUSTOMERS

RCS Influencer Mandy McIntyre says offering complementary inspections is an excellent way to build customer trust.

Megan Ellsworth: Hi, everybody. This is Megan Ellsworth here at RoofersCoffeeShop, back again for an influencer response for September. And September's topic is, what is your strategy for including inspections in your roofing contracts? And here today, I'm with Mandy McIntyre from 1st Choice Roofing. Hey, Mandy.

Mandy McIntyre: Hey, Megan.

Megan Ellsworth: So what is your guys' strategy for including inspections in your roofing contracts over there?

Mandy McIntyre: So what we do here for our full flat roof replacement is, we include in the contract, the first three years of inspection, and minor maintenance are free of charge. So we get them used to having us come once a year to walk the roof, check if there's any legitimate warranty issues or maybe some non-warranty issues, maybe another trade was up there, HPAC or something, and they caused some damage, or if there's storm damage, or debris or anything like that. And then after starting on year four, we present them with the proposal to get on a maintenance agreement.

Megan Ellsworth: Oh, nice.

Mandy McIntyre: Yeah, it works well for everybody because they're getting three years of free maintenance and then they get used to that proactive mentality, not realizing that you have to maintain your roof in order to keep, A, the warranty intact, because a lot of the manufacturer warranties, you have to have a yearly maintenance program to keep that warranty valid. And then just to keep them thinking about the roof, because a

lot of times, no one thinks about it until it leaks, so oftentimes-

Megan Ellsworth: Precisely, that's so true.

Mandy McIntyre: Yeah, until it leaks, no one's really thinking about it, so this way, it's always in their mind. And yeah, it's worked out really well for us.

Megan Ellsworth: That's great. And then do you guys do any pre-inspections for people?

Mandy McIntyre: So regarding before a contract is executed?

Megan Ellsworth: Yeah.

Mandy McIntyre: Yeah, yeah. So when we meet with the property manager or building owner, we'll walk the roof and the estimate will have the current condition. And sometimes we think, hey, you might get a few more years out of this, and here's your option to do some repair and then some maintenance, and then here's an option for a full roof replacement. Communication is key, so if you know they're working with a limited budget or they have to budget years in advance, which a lot of HOAs and different companies, they don't have all the money upfront, but they'll budget yearly for it, so this way, it gets them... They get their report of the condition of the roof. We can maintain it to a certain degree until they're able to afford a full roof replacement, so that's another option that we offer.

Megan Ellsworth: I see. That's fabulous. It sounds to me that you guys are really looking at the whole picture for the homeowner, the building owner,

and you guys, trying to do the best for everybody, and that's great.

Mandy McIntyre: Yeah. I mean, because ultimately, you don't want to hear from a customer five years down the line that something's failing and we never went out to go look at it, so it's just as much a... It's a joint responsibility for us as the contractor and whoever the property owner is to be proactive in their roofing needs.

Megan Ellsworth: Fabulous, fabulous.

Mandy McIntyre: Mm-hmm (affirmative).
Wonderful world of roofing.

Megan Ellsworth: Yeah, exactly. Any last thoughts on inspections and contracts?

Mandy McIntyre: It just goes into communication and customer service because if you reach out to them once a year and are like, "Hey, I know it's been a year, but it's that time again and we're going to come do your free maintenance," I mean, that goes a long way with customer service. And if they own other properties or word of mouth, usually, pretty much, I'd say a good percentage every year when we do any type of maintenance, they're always like, "Oh yeah, you know what? I also have another property I want you to look at." So it's another touch, so to speak, in the sales aspect.

Megan Ellsworth: Yeah. Yes, that is so right, with having repeat customers or bringing people back to your business. That's great. Well, thank you so much, Mandy, and I look forward to hearing your thoughts on the next month's topic.

Mandy McIntyre: Yes, thank you, Megan. It's a pleasure, as always.

Megan Ellsworth: Thanks, and I'll see you next time.



wendy MARVIN

RINFLUENCER

MAXIMIZE YOUR RETURN FROM TRADE SHOWS

RCS Influencer Wendy Marvin says that whether exhibiting at a home show or attending an industry trade show, planning is key to success.

Megan Ellsworth: Hello. We are back with a February influencer topic with Wendy Marvin from Matrix Roofing. Hi Wendy.

Wendy Marvin: Hello. So nice to be here, thank you.

Megan Ellsworth: Glad to have you, yes. Glad to have you here. So this month's topic is what is your trade show strategy? We've heard lots of different opinions so far, and I'm excited to hear what yours is. So let's just dive right in.

Wendy Marvin: Interesting. So we don't do a ton of trade shows, to be honest with you. I'm a big believer in high payoff and low input. And we've got some trade shows in our area that you end up having to spend a nine-hour day, seven days a week for three weeks or two weeks. It's our big events and stuff. And no, we're a smaller team. So maybe as we grow, that would change. But we have sought out and focused on a couple really advantageous ones, which one of them is our Home and Garden Idea Fair.

Megan Ellsworth: Oh, cool.

Wendy Marvin: [crosstalk 00:01:09] but source that one because it's a weekend. So it's a Friday, Saturday, Sunday, and you're done. It's daunting to do that, but what we've found with this particular event is just that it is really focused on people who want to know what you have and if they need a roof, they're coming to see you. And the other thing is the cost of trade show. This particular one is \$1,500, where sometimes you can spend eight to 10,000 sometimes per booth [crosstalk 00:01:39].

Megan Ellsworth: Oh, wow.

Wendy Marvin: So, yeah. [crosstalk 00:01:42] We focus on lower cost and shorter groups. I don't know. You want me to launch right into trade show, what we do while we're there?

Megan Ellsworth: Yeah.

Wendy Marvin: Okay.

Megan Ellsworth: Let's do it.

Wendy Marvin: So, I'm an old trade show person. I worked for Kaiser for years, which is kind of a weird side note. And so [crosstalk 00:02:03] there. And I think I'm a bit of a hard nose when it comes to when you're doing a trade show. I don't like barriers between us and the customers. So I don't like sitting at it. If you want to be the kind of trades person that you're going to plant your butt in front of a table and have your phone out while you're sitting there, that's not going to work.

Megan Ellsworth: Right.

Wendy Marvin: So we don't have tables. We typically set up to where we have engaging, bring them into the booth situations. You want to have just reasons for people to visit you. And it's not always freebies, although people love that. So we have giveaways and different things that we do, which obviously everybody does that.

Megan Ellsworth: Yeah.

Wendy Marvin: But educational, what is it about the trade that they care about and why do they care? And so when is the trade show, is a big one. Ours is in spring. So we talk about your first roof

cleanings. We educate people about what roofing warranties are. Of course we have sample boards and different things for them to discuss their specific projects with, but it's just not about that get as many leads as you can, and then hardcore follow up on people. It's really about engaging and giving some form of benefit to people maybe who even don't need a roof but might think of you later or know somebody that does.

Megan Ellsworth: Yeah, that's smart. Yeah. The word-of-mouth kind of community that way. I like that.

Wendy Marvin: Yeah. Yeah. I think a lot of our industry thinks of people as one-offs. If I'm going to do your roof, Megan, I would come and do your roof and then you're never going to need a roof again. So why do I care kind of thing? And that's just not the case.

Megan Ellsworth: Yeah.

Wendy Marvin: I probably have about 30% of our business that is repeat business. And it's not only people who have bought a second home. And we've been in business 13 years or pushing 14, so that happens in that amount of time.

Megan Ellsworth: Yeah.

Wendy Marvin: But it's also that if we do your house and we do a good job and we stay friends, then maybe when your mom needs a roof, she'd call us. Or maybe when your friends need a roof, because people buy roofs a lot of times the way they buy other difficult services is, "Oh my God, I love Megan. Her roof looks great. Who'd she use?" And then we want you to have the tools that you need to be able to tell people or something to give to people. So that's what we [crosstalk 00:04:36].

Megan Ellsworth: That's brilliant. I think that is the smartest thing to do in this industry from an outsider's point of view. I think that is really your golden ticket. And so I love that you guys kind of support that and use that to your advantage.

Wendy Marvin: Yeah.

Megan Ellsworth: When you attend trade shows,

maybe the bigger ones as an owner, what do you do going in to say Western states? Do you have a strategy? Do you go to classes? What's your networking look like? Tell me a little bit about that.

Wendy Marvin: So we typically have a couple meetings prior to the events and talk about what's working really well for us, what's not working well for us. What do we want to keep? What do we want to save? What do we want to grow, is what we talk about. And so, then the things that we talk about keeping, we'll just try to connect with the people while we're there. We're a GAF mastery lead so we always connect with those people.

Megan Ellsworth: Love it.

Wendy Marvin: And try to just plug into the people that we know. But then when we're shopping, I just try to be really specific. Some of the trade shows are very overwhelming.

Megan Ellsworth: Yes.

Wendy Marvin: [crosstalk 00:05:51] Right? You could walk the shows forever.

Megan Ellsworth: Yeah.

Wendy Marvin: And I don't necessarily want our whole team to be there from beginning to end. We want to be really targeted and solve the problem that we're having while we're there and then be done kind of thing, and then use it as a time to celebrate other things. So, yeah we focused on... We were looking at fleet vehicles at the last. It seems like years ago, doesn't it?

Megan Ellsworth: Yeah.

Wendy Marvin: At the last [crosstalk 00:06:22]. And I think it was IRE that I was targeting people with Ford booths because we typically have Fords. We have a Ford mechanic on staff.

Megan Ellsworth: Oh.

Wendy Marvin: And so I scheduled out two hours in one of my days to make sure that we spent time at the Ford booth and we sourced a lead and we've got a fleet manager that's national, that's helping

us locally. And yeah, so just really specific about what it is that we're trying to accomplish. I think one of the dangers there is that if time is no matter to you and you can just go and have fun, then it really doesn't matter. You can talk to anybody. But I think that you can also bring back a lot of things that are overwhelming and that can lead people to think that maybe you aren't happy with what you have when you really are.

Megan Ellsworth: Right.

Wendy Marvin: And [crosstalk 00:07:14] have information, but it's not really good to have so much chaos swirling around some of those things. That's kind of why we try to be a little more targeted of what we're looking for and who can solve it.

Megan Ellsworth: Yeah. Going in with a plan, having an idea of what you need, what you don't need and kind of going in with, yeah, a target idea. That's great. I think that'll be really helpful to some people.

Wendy Marvin: Yeah. And then we also try to throw two hours in there somewhere throughout the weekend. And it can be at the beginning or the end where we're just looking at new products. We found an amazing thing called a [goat 00:07:53]. It's basically just a huge long hook that you throw up over the ridge of the house and then they use it as an initial climb to set anchors for the first climb on.

Megan Ellsworth: Oh.

Wendy Marvin: And I'd never heard about it. Everybody tries to reach us in the industry, but sometimes things don't. And so that is an opportunity to source out new things and we found them there. And I think the other one we found that we've been in conversations with is the shrink wrap roof. So instead of doing tarping-

Megan Ellsworth: Okay.

Wendy Marvin: [crosstalk 00:08:25] Australia and they were hilarious to hang out with, so there's always innovations to find too, but we try to be strategic about, okay, as I was walking around booths, we circled at booth 355 is the whatever. I'd like to go talk to them because I'm not really sure

what that is and I'd like to hear more kind of stuff.

Megan Ellsworth: Well, thank you, Wendy. That was super informative. I love that. Going in with a plan, being prepared, setting time. That's great.

Wendy Marvin: Sounds good. That's it.

Megan Ellsworth: Yeah. Well, thank you. I will see you again in March and hear what you have to say about the next topic.

Wendy Marvin: Forward to it. Thanks, Megan.



charles ANTIS

RINFLUENCER

SHOW UP FOR ROOFING DAY

RCS Influencer Charles Antis says that when we show up together for Roofing Day, we will move the industry forward.

Karen Edwards: Hello everyone. This is Karen Edwards, editor at RoofersCoffeeShop® and joining me today is Charles Antis of Antis Roofing, who is one of our RoofersCoffeeShop roofing influencers. Charles, welcome.

Charles Antis: Thank you, Karen. I'm happy to be here. What's our topic?

Karen Edwards: Hey, this month we are going to be talking about Roofing Day and I know you've participated several years. I know you've had some experiences that even stretch beyond Roofing Day, and we'd love for you to share your thoughts.

Charles Antis: Well, I'm excited about Roofing Day. In fact, I'm thinking about it every day right now, because next week is Roofing Day and I've been asked by the National Roofing Contractors Association to lead the SoCal delegation to one of the congresspersons, that is Congresswoman Katie Porter. And I take that calling, that ask, I take that very seriously because my job is going to be to go in there and make certain we're heard so that we can lift this industry.

But I want to tell you why I was asked to lead this, at least why I think I was asked and why I'm involved. And it really goes back to wanting to be heard, wanting to lift things for my family, and trying to lobby for things, but not always being heard. For years, I've lobbied senators and congressmen for Habitat For Humanity, for things that affect our industry, and yet I haven't always been heard.

But a few years ago, Reid Ribble, right when he came on board as our new CEO, he started this one voice initiative and he didn't say let's just all go to

Washington, which hadn't been done before. 400 or more roofing professionals showing up. But he didn't only say that he said, "Come, but please bring those that do the work." And what he's saying is don't just bring those that supervise. Don't just bring the families of the owners, but bring those workers that are up there doing the work, because they're the ones that are really living it in the real way. They are where the most of the people are employed in the roofing industry and so I did that.

I brought some employees and one of them I'll talk about is Jesus and I'm going to talk about Jesus a lot because Jesus is a really good employee. And I asked him to come to Washington with me because Reid asked me to and Jesus said, "I don't think I can come.," And I asked why. And he said, "Well, I'm afraid," and he was afraid because he was not a citizen of this country. He was a legal resident and he's in his path to citizenship. But his daughter who was going to college at San Luis Obispo, studying political science said, "Dad, please go," and that's why he went, but he didn't want to go.

And I remember being in Washington with him, this really good all in employee, this supervisor that really lifts everyone he touches in the field. And I watched just when he went...What happens when we went to this delegation to go see Mimi Walters, who's in the same district then that Katie Porter is in now. And when we went to see her, there was like 30 of us in the room and I knew her well because I've lobbied her for years. Yet in that room that day, I noticed she wasn't hearing me, and this is not anything to do with her. This is not a putdown to the former Congresswoman. This is certainly just what the atmosphere in the room, the expectations in the room and we all introduced ourself.

It was me, I'm Charles, and I'm Bob, and I'm Tom and when it got to Jesus, he didn't talk as fast as we did. He wasn't used to the cadence of a meeting like that, nor did he speak with this smooth English, because he was an immigrant and I just remember how we spoke. And he said, "Hello, my name is Jesus Zermano." Now that is not a good impression of him. He says his name much more clearly than that, but his voice came out in a way that we all paused and remember. And I got right then what Reid was talking about.

And immediately after that meeting, we went to our next delegation and I was called to go off to see one Congresswoman and Jesus was pulled off on his second meeting ever all by himself to go visit Lou Correa, who I knew from lobbying for Habitat. And I thought, "Oh, why can't I go? I should be going, I should be going," but I was stopped by the NRCA staff. And they said, "No." Dwayne said, "No, Charles, this is for Jesus." I didn't know that he lived in his district and that's how it works.

But he shows up and afterwards I say, "What happened?" And he was beaming and he said, "I went there and Congressman Correa said he wasn't coming to the office today because he just worked the last 24 hours. He was in a motel room, but he saw that a man, one man showed up in his district and that's why he came in." And so Jesus knew that Lou came and heard the issues for the NRCA solely because he went to Washington. And what that did for Jesus and what that did for our men was it made us realize that everything we do really does matter. We can really lift everything we touch and we can help everyone in our industry if we lobby together.

And that was a powerful experience for me, because two months later I was back at a fundraiser event and I saw a Lou Correa and I knew him well enough that I knew he'd recognize me. And I came up to him, I said, "Congressman," I said, "I'm so happy to see you." I said, "You have no idea the effect you had on my employee Jesus Zermano." And he cut me off at the end, he grabbed my arm and he said, "Charles, no you have no idea the effect Jesus had on me." And he told me the same story. That he wasn't going to work that day, but he did and he was profoundly affected and those in his staff were profoundly affected forever.

And that brings me back to Katie Porter because I was in a meeting last year at the NRCA, in a lobbying meeting and we had tried to contact Katie before. She's a very busy woman and I had stood up in that meeting and I said, "How are we going to be heard in Washington? We need to tell our stories. We need to tell how we're donating the roofs of Ronald McDonald House. We need to do what Reid says and bring our people to Washington." I swear this just lined up so serendipitously. I wonder if people in that room believed us, but right at that moment, five minutes after I sat down, I got a text. The first ever text I've ever received from Congresswoman Katie Porter. And she says, "Charles, yes, I do remember you. I remember the roofs that you donate for Ronald McDonald House and I remember Jesus who you brought to visit me last year that told me what it was like to live in his neighborhood. We were profoundly effected for that too."

And so when we went and we spoke with Katie, we had great success because she listened and she actually came to [inaudible 00:06:14]. When she came to [inaudible 00:06:15] exactly a year ago, almost exactly a year ago today, before we started, we were in lockdown. She came in and she gave me a great compliment by saying, "I've been visited by a lot of people in Washington but the first time ever this man," and she pointed to me, which was a great compliment. "He did something no one else has ever done. He didn't bring his family, which would have been fine. He didn't bring his senior VPs, but he brought the workers that do the work."

And she pointed off to Louis, another of my employees who's involved this year and to Jesus and everyone in our staff, the 40 or so that was in there inside the building that day, we all saw that. We all knew that everything that we do matters and that's what I want to say. That's my pitch to everybody. Show up with us. I'm showing up because if we show up we're lobbying for infrastructure, we can create more roofing work that needs to be done. We all know we need to keep these structure's dry or they're going to just rot. And so infrastructure renewal, we need that.

We're also lobbying for those people that do the work. We know we might hear there's a lot of people here, but we don't have them in the roofing

industry. We have a hundred thousand more jobs that we can fill. We just need people to do the work and we need to treat them well. And then we need to also invest in our people, not just invest in college. There's a lot of different ways. When we stand back today and look at it, we need to invest in the trades. Why can't we invest in the trades and we're lobbying on these three issues. I didn't lay them out very clearly, but they're accessible. When I post this I will have all three of the issues that we're lobbying on laid out very clearly. But I think if we all come on this, we all want the same things. So show up with us, let's move the dial forward. Let's take all the folks that keep everyone safe and dry in this land that we love and let's move the dial ahead for everyone in Washington. See you in DC.



greta **BAJRAMI**

RINFLUENCER

SKILLED WORKER SHORTAGE NEEDS TO BE DISCUSSED AT ROOFING DAY

RCS Influencer Greta Bajrami says that we need a legal pathway to recruit workers from other countries.

When asked what I want Washington to pay attention to this year in Roofing Day in D.C. 2021, the answer is easy for me. I want and demand a pathway for roofing company owners to recruit roofing skilled employees (legally) from other countries.

Let's face it, your children, cousins, brothers and sisters probably don't want to become roofers, sure they may want to be the salesperson, the manager, but not the roofer on the roof. Why? Well, because Gen Z's love being in a service provider role, not laborer.

This means we are and will continue to see a huge decline in skilled workers like roofers. There will be less and less people for the job each year. Instead of panicking when the positions are left open, or clients are demanding their money back, I say we face it and fix the problem now.

Now is the time to address and create legal pathways to recruit roofing workers from other countries. Let's set up visa programs where we can create partnerships with foreign schools, and countries to hire on employment contracts seasonal skilled employees.

The J-1 visa program does currently exist, and restaurant owners do a great job of using this pathway to recruit staff each year from overseas for their busy seasons, especially the more remote restaurants and resort that may have a hard time hiring otherwise.

I guess you can say that the J-1 visa program exists. The process for a roofing company owner is in place through J-1, but the chances of an application being granted are less than 10%. Roofing companies must prove beyond a doubt that the role was not filled, and even then, the chances for acceptance are extremely low due to all the requirements and paperwork is needed.

Washington D.C, please wake up and create a legal way to recruit workers from other countries. Notice, I keep saying the word legal, but I do so intentionally, because I want to make it clear that whenever you fail to create a legal pathway, an illegal one is born. We very much continue to have illegal immigrants in construction that themselves don't like to be in that position due to many disadvantages they face through loss of benefits. The same disadvantage goes for employers who may be doing less of something or subcontracting out a project to make new norms with the legal and illegal employment within roofing.

That's all I want. Who can make it happen? Who can create a pathway to recruit roofers from around the world?



seth & ashley PIETSCH

RINFLUENCER

ROOFING IS AN ESSENTIAL BUSINESS

RCS influencers Seth and Ashley Pietsch say they hope Roofing Day will encourage legislators to consider roofing an essential business on a national level.

Hello, and welcome to March influencer topic. My name is Megan Ellsworth here at RoofersCoffeeShop®. Today I'm chatting with Ashley and Seth Pietsch from Integrity Insurance out in Portland, Oregon. The topic for this month is what kind of things do you want to have discussed at Roofing Day 2021 this year? What are you guys thinking about? What do you want to have discussed?

Seth Pietsch: Thank you for having us, Megan. We really appreciate it. You know, I think the main thing that we would love to see discussed is when this whole pandemic started basically a year ago, it put everybody in mass hysteria about shutting everything down, what jobs, what trades, and who is deemed essential. A lot of contractors that we know of were shut down for months, not knowing if they can work, if they were allowed to work, if they were going to get fined if they did work. How all that kind of came about. During that time of being shut down, they lost thousands. Some companies lost millions of dollars of revenue, jobs got postponed, people got laid off temporarily. Fortunately a lot of them got laid off temporarily, some never did come back.

Seth Pietsch: But, there was no...This kind of hit us all by surprise and hit us by storm. Nobody had any idea of what to do. When you're not able to have a plan, and nothing like this has happened to us that we can recall in recent history, there was no way to navigate these waters. It forced a lot of companies and businesses out because there was no way to know what to do and what to do next.

We would love to know areas of discussion of what to expect, hopefully next time have a better game

plan, and what kind of legislation is going to be passed for the construction industry specifically on whether or not they're going to be able to remain open during a potential shutdown again, and how that's going to impact everybody.

Megan Ellsworth: Right. For sure. It varied during this time last year from state to state. Maybe making it, or looking at, rather than each state deciding, having maybe a federal situation for sure.

Ashley Pietsch: Yeah.

Seth Pietsch: Absolutely because it definitely was impacted differently between Oregon and Washington, just in this area, where some rules applied for one state versus the other and vice versa. Having some sort of, hopefully, similarity between all of the states is going to give everybody a lot more clarity versus just, hey, well, this is what Texas is doing, but, hey, over in Oregon and Washington, we can't even go outside yet. I mean, that doesn't seem really like it's a...From a competitive standpoint, that doesn't seem really fair for the contractors and construction companies working in different states versus the ones that are shut down completely.

Megan Ellsworth: For sure. Totally. Well, I love that you guys talked about this today. I think that should definitely be discussed at Roofing Day 2021.

Ashley Pietsch: Absolutely.

Seth Pietsch: Absolutely. I hope that it is and I hope that other people feel the same way because there's definitely got to be an even playing field when it comes to this type of situation in the future,

if it comes up again. Hopefully it doesn't.

Megan Ellsworth: Yeah. Let's fingers cross it doesn't, but I agree. Absolutely. There should definitely be an even playing field across all 50 states for sure. Well, thank you, guys. I will see you in April.

Ashley Pietsch: Awesome. Thank you, Megan.

Seth Pietsch: Thank you very much, Megan. Have a great rest of the day and a great weekend.

Megan Ellsworth: You too.

Seth Pietsch: Thank you.



danny KERR

RINFLUENCER

FINANCIAL INCENTIVES THAT WORK: STEPS TO BOOST PERFORMANCE

RCS Influencer Danny Kerr says that money is still number one when it comes to remuneration and incentives.

When it comes to employee benefits, the Internet is saturated with stories about performance-based financial incentives being so, well, “OK Boomer.” If you were to believe the headlines, performance bonuses today should be all about more meaningful experiences, right?

Let’s be honest; that’s just clickbait.

If your roofing team doesn’t have enough money to pay their bills, put food on the table, and gas in the car, then how is a mountain biking weekend in Utah going to help them, let alone incentivize them?

That’s not to undervalue the experience-based incentive programs...they definitely have their place. But, I will get into that later.

Let’s face it, money is still number one when it comes to remuneration and incentives. It’s what draws most people to a job in the first place.

But money only incentivizes to a point and when those incentives are well structured.

Keep incentives simple

A great TED Talk by career analyst Dan Pink talks about a study (that has been replicated around the world) that takes two groups of people who have to solve the same puzzle. One of the groups is offered financial incentives from an extremely complex incentive structure; the other group has a simple set of rules with a clear destination to get to (and no financial incentives).

Guess which group solved the problem quicker?

The group with the simple set of rules solved the problem on average almost four minutes faster.

Why? Because complex incentive structures dull thinking and block creativity.

If you have a structured incentive plan that is like a ladder with clear goals, objectives and timelines, it creates a healthy space that sparks ambition. It’s achievable.

It’s also important not to waiver too much from it. (Yea, he’s a nice guy, but nice doesn’t stop a company from going under.)

I don’t increase people’s base pay if they don’t hit their goal. It’s not how many years you’ve served, but how many years you’ve hit your goal.

And those goals are based on actual deliverables. So, say you are a project manager, you will have a tangible ROI that your job is attached to – that will include dollars produced, gross profit made, and quality ratings from the customer.

If you have a direct deliverable tied to the company’s deliverable it’s clear for everyone. Simple.

And should incentives be a collaborative process? In their first couple of years, no. But with more experienced staff, definitely. The best question an employee can ask the employer is: “What do I need to do to make more ROI for your company so I can make more?”

The financial incentive ceiling

But, when it comes to financial incentives, there's a cap.

In Dan Pink's TED Talk he refers to numerous science-based studies that found that the higher the incentive, or as he calls it, "the sweeter carrot," the worse the performance. Yes, you read that right.

It just so happens that when sufficient pay is in place, the additional performance boost from financial incentives is minimal.

That's when the non-monetary incentives we spoke about earlier become far more effective motivators. AND, this is also where you start really fostering that performance culture in the business.

People at this stage are seeking autonomy (to direct our own lives), mastery (to get better at something that matters), and purpose (to do what we do for the service of something larger than ourselves).

I experienced this first hand at College Pro. They had a great structured incentive program, but what motivated me to work harder was not the bonus, but the annual awards. I wanted to achieve the Star Manager Award and be part of something great. It drove me far harder than the monetary bonus.

Human motivation

52% of employees surveyed would leave their job for one with the "right" benefits. 77% said that benefits are a "key part of their compensation"—that's 10% more than 2020 – Prudential Insurance

One of our BTA members, Condo KANDY, is exemplary when it comes to non-monetary benefits. And it starts from day one.

In the final rounds of an interview the folks at Condo KANDY will ask the new recruit what they love that costs under \$50. Then, on their first day, that one thing is either on their desk or in their truck.

This goes a long way with new staff. They know how to motivate employees and it's why their retention is so high.

But non-monetary incentives require integrity from leaders and a willingness to have an open conversation. Always go ground up rather than top down. First, chat with your team about what THEY think their goals should be and what the incentive should be (steer clear of gift cards, make it personal). Tell them what you want to improve and ask them how they think you can gamify that.

Now for the timeline. Don't drag it out.

A year-long incentive can disincentivize someone. Compress the timeframe and your team will act more urgently and you will see productivity soar. Remember, recognition delayed is recognition denied.

Betting at work!

We make bets at work? Yes, I make super fun bets (or deals) with my team and they really help drive performance. If a team member is inspired by something, they make a bet with me.

Take Benji Carlson, BTA's Assessment Specialist. He came to me one day and bet me that he could hit this one crazy ROI goal. I said, OK, if you do, what's the deal? He wanted to go cat skiing. We shook on it.

Sure enough, he smashed the goal and just a few months later was off fulfilling his dream of cat skiing. Win-win.



mike PICKEL

R[®]INFLUENCER

RESPOND TO REVIEWS – BOTH GOOD AND BAD

RCS Influencer Mike Pickel says that reviews provide opportunity for your business to evaluate processes and procedures to continually improve.

At Texas Traditions Roofing, we take our reviews very seriously. We read every single review and we reply to each person – whether the review is good or bad. Our customers are our lifeblood, and they are why we are in business. We strive to deliver an outstanding customer experience for every one of our customers.

In the event that someone is not happy or leaves a negative review, we send our company vice president to meet in person with the customer to try to really understand the reason for their dissatisfaction. We listen to them and we make it right, no matter what. It's part of who we are, and we are always going to do the right thing for our customers.

By meeting with customers who aren't happy, it provides an opportunity for us to learn. We can evaluate the project and ask ourselves how we could have made that experience better for that person. It's a chance for us to review our processes, our communication methods and make adjustments so that we are continually improving.

No one is perfect and mistakes will be made from time to time, but we take those mistakes seriously and we learn from them. We know that our online reviews will heavily influence our future customers when they are deciding whether to trust us with their roofing projects.

These reviews carry more weight in the decision-making process than anything else. We can share all the certifications, credentials, recognitions and trainings that we participate in but our customers don't want to hear that from us, they want to hear from others if they and their properties were treated with respect, in a professional manner and with quality workmanship.



charles ANTIS

RINFLUENCER

IT'S ALL ABOUT COMMUNICATION

RCS Influencer Charles Antis says having frequent, open communication is key for building a productive relationship with your distributors.

Charles Antis: So, I'm super excited to welcome everybody to this month's topic of RoofersCoffeeShop®, which is for August, "How can contractors utilize distributors better?" Wow, what a time to ask that question with all, everything going on in the supply chain. But, the first thing that I get to when I think about what we can do better for us, for our team with distributors, it all starts with relationships. And, I know that everybody wants to talk about relationships, but I just want to talk about a particular part.

I went to dinner with one of our distributors last week. And, when I went to dinner, they told me when they first met me, and it was at a Habitat for Humanity build where I told a story about a little girl with a moldy mattress that I had to give a roof to because nobody else was there to do so. And, when I met them at that Habitat build telling that story, man, we have the best relationship ever. If I call them, they know me, they pick me up, they know what my intent is, and I know what theirs are. And so I, I want to start with relationships.

Build relationships, and when you're building relationships, do good things together. That's how you build it. But, I want to push next to some guests that I have on here. And, that is our VP over production in the field and over sales, Aaron Antis, and our director of all of our ops in the field. Narciso Alarcon. And Narciso, from your view, directing all of the boots on the ground and up on the roofs in the field, how can we utilize the distributors better?

Narciso Alarcon: I think the best way we can utilize those people is helping, giving them feedback. And they, same thing, communicate the shortages of the materials for us. Okay? Any shortage? Okay,

everyday open communication. That'd be huge for us, that way we can place our orders in advance.

Charles Antis: Well, Narciso, let me ask you, do we ever have challenges? Right now with the supply chain that we hear about with supply out there, the shortage of wood and flashings? Do we ever have challenges when we open up a roof?

Narciso Alarcon: We're planning to start on a job in a few weeks. And, one of the problems is the materials, the felt underlayment and imagine we don't have that open communication with those. We can open a roof and wait for the materials. That'd be bad for us and for everybody.

Charles Antis: All right, Aaron, from your view. In sales, man, we've got clients. They're going to be breathing down our backs as they should, if we can't keep them safe and dry. So what's it look like from your view?

Aaron Antis: Yeah, so probably the biggest thing kind of encapsulating, what both of you guys have said is having multiple relationships. You never want to put all your eggs in one basket, if you do you're susceptible to being completely toast. And so, especially right now, you might need to source materials from a lot of different places. And so, in having multiple deep relationships that you can call and ask for favors or ask for help or source this one little piece, or this one little component from here and there to put it all together to get your roofs put together. That is huge right now.

Charles Antis: Thank you, Aaron. Thank you, Narciso. You've made me realize; we are developing more relationships with multiple distributors just

so we can protect ourselves. And, also there's so many great people out there, but one of our new relationships, when I met the distributor was a rep for our area. We met him at another nonprofit event. It was the American Red Cross blood drive, just like we're having right now, today. He came in and he put out both arms and he said he was going to live with both arms. And, he sent me an email that night. This is my first time I met this guy.

And in that email, this man said, "Charles, when you said give blood with both arms, I was intimidated because it reminded me of a story when I grew up in Lebanon, when there was a civil war." And, this guy told this story about during the civil war, the loss of blood was so great on both sides that people were dying, but nobody would brave the war to donate blood because they were afraid they would die and tell this very large man in the village heard that.

And he said, "I must help." And so he braved the war. He stormed the hospital doors. He literally broke them down. And, when he broke through the doors, he said, "Take my blood from both arms and don't stop until you have all that you need." This is the story I heard the night I met another distributor. And, I have the same relationship with him. And, the way I understand it, we're about to utilize this distributor who's another big national distributor on a job. And, I'm excited that we get to build relationships this way, because we believe we sleep better at night, believing that when we need them, they'll be there.

So, that was great stories, guys, thanks for sharing with me and that we hope that we can help everybody else communicate better. Build relationships better. And, be there for their people in the community by having the product when we need it up on the roof. So thanks guys.

Narciso Alarcon: Thank you.

Aaron Antis: Thank you.



rudy GUTIERREZ

R INFLUENCER

MAKE TECHNOLOGY A TEAM APPROACH

RCS Influencer Rudy Gutierrez says that when implementing new technology, it's important for the team to be on board.

At Shell Roofing we embrace technology that fits our overall culture and business strategy. When we look at new technology, I want to ensure that the technology is mature and fits within our overall strategy. When embracing and implementing a new technology, we want to know how the technology will be used as a tool to increase productivity and increase our profit margins.

When introducing new a technology, it is important to recognize, why we are making changes and or why are we using a new technology. Clearly, in most cases it relates to time and money. It is important to our team that we know exactly how a new technology is going to improve our efficiencies that will relate to a more positive bottom line. Embracing the technology is key to the success of implementing new technologies. If we can't get buy in from our team, any changes may not have the success that we expect. Therefore, we make it a team approach when reviewing and implementing changes. Our team determines what technology is important to our business and how it will solve problems and create opportunity.

A clear plan for implementing a new technology is imperative. We invest time learning the new technology and how it will impact every aspect our business strategy. We discuss in detail how technologies make positive changes to a business. Although, at the start of implementing a technology, there may be some turbulence in terms of staff and procedures. However, once everyone is comfortable, we then move to the next phase, realizing the results to the overall business strategy.

My recommendation is to ensure the new technology is a real solution for a problem or to create opportunity. Be confident that any new technology implemented is done with the features of the technology and the value added to the business. Most important, does in fit your business culture and business strategy.



rae JULY R INFLUENCER

THINK OUTSIDE THE BOX TO STAFF OUR INDUSTRY

RCS Influencer Rae July says that government should consider special Visas for construction workers.

Megan Ellsworth: Hello. Welcome back to the Roofing Influencers. My name is Megan Ellsworth here at Roofer's Coffee Shop, and today we have Rae July. Hi, Rae.

Rae July: Hey Megan. Hi, how are you doing?

Megan Ellsworth: I'm doing well. I'm excited about this month's topic, and I'm excited to hear what you have to say. So for March, we're talking about Roofing Day and the topic for this month is, what are some topics that you want brought up at Roofing Day 2021, and that you want to be discussed this year?

Rae July: So, that's actually a very good question.

Megan Ellsworth: I thought so too.

Rae July: The main topic that I would like to see discussed is some immigration reform, and what I'm talking about is finding a way for the roofing industry or the construction industry as a whole to have some plan to accumulate labor. We know that a vast majority of our labor in the roofing industry is Hispanic labor. There are the farm workers who are on specific types of visas and they come here to do the farm work if it's possible for us, and it would be advantageous for the roofing industry to have something similar.

I don't want to just single it out to the roofing industry, but the construction industry as a whole, if we had a visa program set up for workers to come in and work in construction, and this isn't setting it up for a path to citizenship necessarily, but having them come in, they are on this specific visa, they come here, they work, they are taxpayers. They

basically get a lot of benefits except for citizenship, right? Contributing to the economy.

And, I think the problem that we're having with the labor shortage can be solved if there was a program like that. So, that's my big topic that I would like to see discussed is finding a path forward, because here's what we know: Quite frankly, yes, we can do the recruiting here in the United States, but when you know that large portion of our labor force are Hispanic, we've got to start looking elsewhere and they're not coming here to take anyone's jobs, they're coming here to do a job that we cannot recruit for.

Megan Ellsworth: Yes, I love that. I think that's brilliant and it's totally completely something that needs to be discussed, and I am absolutely so glad that that is what you brought up today. That is fabulous.

Rae July: It just makes sense to me, and yes, I'm sure I don't want to be idealistic here.

Megan Ellsworth: Right.

Rae July: I want to be realistic. And I'm sure that there are going to be lots of obstacles. There's going to be lots of red tape to go through and there's going to be lots of people saying, "Well, it's not as easy as you say it is," but it's an idea that can be worked towards and have the conversation about that. What can the construction industry do to get that labor? For medical professionals, for tech professionals, they have special types of visas that they come here on, to work for Microsoft and Google, let's do the same thing for the construction industry.

Megan Ellsworth: Yeah. That is brilliant. Oh, wow. I had never thought about that. That is absolutely brilliant. I love it, thank you, Rae.

Rae July: No problem.

Megan Ellsworth: Well, do you have any last words on this topic?

Rae July: Roofing is such a specialized thing to do. Nobody goes to school to learn to be a roofer. It's something that you grow into of sorts, and it's quite a special industry to be part of. And I think as this industry grows, everybody has a roof on their house, right? Or their building. Nobody thinks about the roof until it leaks. And so, because we know there is this labor shortage and it's not going away, it's not getting better. The more we build, the more production we're having, the more people we need. So, we've got to start thinking outside of the box here. Doing the same thing over and over again, expecting a different result, that's the definition of insanity. So, let's start thinking outside of the box so that we can staff our industry and we can keep our production going.

Megan Ellsworth: I love it, yes. I couldn't agree more. Well, thank you so much, Rae. That was a beautiful response to March's topic, and I guess I will be seeing in speaking with you in April.

Rae July: Absolutely. Thank you, Megan.

Megan Ellsworth: All right. Thank you so much.



Julissa CHAVEZ

R INFLUENCER

ADDRESS THE LABOR SHORTAGE AT ROOFING DAY

RCS Influencer Julissa Chavez says that we need to find a way to help workers from other countries get work permits and driver's licenses to solve one of the biggest needs for our industry.

Megan Ellsworth: Hello, welcome back to Influencer Topics. My name is Megan Ellsworth here at Roofer'sCoffeeShop. And today I'm chatting with Julissa Chavez. I'm so excited to be chatting with you. Why don't you start, give us a little intro to who you are, and then this month's topic is what would you like to be discussed at Roofing Day 2021?

Julissa Chavez: Perfect. So thank you so much, Megan, for inviting me to be part of this conversation today. It's in my heart very much to be able to contribute feedback and bring ideas that are important to the Latin X roofing community. So I'm so thankful for this opportunity.

And like you said, once again, my name is Julissa Chavez and I am the program manager, Latin X Marketing and Sales here at SRS Distribution. And prior to this role that I'm doing, I was a territory manager in the Atlanta area for four and a half years where I got to learn a lot about the roofing industry, the roofing business, what are the common issues and problems that the roofing contractors have in their business. So that kind of led me to being in this position where I can continue to help and find solutions for those issues that are ongoing in the roofing industry.

Megan Ellsworth: Yes, love it. Yes.

Julissa Chavez: So going to your question, what issues would I want discussed on Roofing Day in DC? So for me from a Latin standpoint, and this is not just me. This has also been like other territory managers within my company that have said, "Julissa, now that you're going to be in a position at the corporate office, it would be really great if we could work on the topic of immigration when it

comes to labor crews."

So the roofing industry is basically 70% Latinos and Latinas who are in the industry. So a big need is how do we have enough labor to be able to do all the roofing needs that the country needs at this point? So I would definitely say if we could find a path to work permits that we could offer people so that they're able to drive to work and not have to be living in fear that if I get pulled over, I'm going to be basically deported and separated from my family. Because there's no way for me to legally have a work permit, have a license, do it the right way because of whatever circumstances brought them here to begin with, varies.

And so for me, I think the topic of us being able to offer some sort of work visa, work permits for people to be able to come and join the roofing labor force, I think that would be super crucial and it's so much needed. From a territory manager standpoint when I was in Atlanta, I would have contractors reach out to me and say, "Hey, the roofing crew leader got pulled over and got deported. And now I don't have anybody to do my jobs that I have slated for the week. So do you know anyone that I could call on that could come in and help me with my labor needs for my company?"

So the point or the problem, I would say there, is now you get people who are doing shoddy work, who are overworked because one crew was trying to service 10 different companies, for example. So now they're just rushing into work, doing sloppy work, which in the end creates a bad image for the roofing industry. And the roofing industry notoriously has a bad reputation for being seedy, for people taken advantage and taking your insurance

money and running with it and never doing the job. So these things of the labor pool being diluted creates problems of bad workmanship, bad installations.

And it's just not good for the industry as a whole, because what we want to do is we want to elevate the industry and take it from being seedy and untrusted to, no, we're educating everybody it's important to do good installations, good workmanship. It's important to train your crews and count on the same people that you've already trained to continue to do the work based on your standards.

So if we were able to help some of these people find a way to have a work permit and a driver's license and pay taxes, that would be a great solution in my mind as to what is the biggest topic of need for our industry when it comes to the labor force.

Megan Ellsworth: Yeah. And you put that just beautifully together, because everyone's been talking about that. And I think your point of view and your perspective is just so important as a Latin X person. So important. And I think you're so right. There has to be a way where we can figure this out and we can provide help and guidance for people and also provide labor for [crosstalk 00:05:51].

Julissa Chavez: Yeah. I mean, different industries do this, when you think of seasonal industries like agriculture. So some of these companies have programs that they work out with their legislators to say, hey, it's avocado season right now. And we want to bring 300 workers in to help us with the harvest, for example. Or you have Korean industries that start their companies here and they give work permits to Korean people from Korea to come and work here for a period of time. And then they get to go back home after this six month timeframe or whatever the case is.

So it's not like we're asking people to reinvent the wheel. We're just asking for people to look at other industries and what other programs they have created to offer work permits. And can we imitate some of the things that they're doing to help our labor force and our industry in a better way?

Megan Ellsworth: Yes. Thank you. Well, any last words on this topic?

Julissa Chavez: I would just say aside from the immigration topic, it would just be how do we continue to gravitate more women to be part of what's notoriously been a male-dominated industry? So the second thing I would say is, how do we continue to support women? How do we continue to attract women to come and work for this industry when a lot of them are scared to enter it because it's construction.

They only think of, well, roofing, I would have to be outside and I would have to be on a roof. So I would think how can we continue to teach women that there are so many opportunities, not just being on a roof, within our industry to help support such important roles that aren't just involving physically being up on the roof. So how do we get more women to get excited or have more information on what career tracks and paths women can have in this industry.

Which National Women in Roofing has... I'm so happy, because when I started in the roofing industry, it did not exist. National Women in Roofing wasn't even a thing. So when it did come on board and I was a territory manager in Atlanta, I participated. I was definitely part of it. I saw our council grow and I was very active with the Atlanta chapter.

So I'm thankful that there's organizations like National Women in Roofing that are helping pave the way for other women on, hey, we're here to support you. We're here to help you find an opportunity if you're not happy where you are. So I think National Women in Roofing has definitely helped tremendously for women in roofing, but I do think it could be more than just National Women in Roofing as doing all the work.

Megan Ellsworth: Yes, yes. Agreed. I love it. Well, thank you, Julissa, for that.

Julissa Chavez: You're welcome.

Megan Ellsworth: And I will talk to you in April then.

Julissa Chavez: All right. I appreciate you, Megan, and have a wonderful day.



greta BAJRAMI
R INFLUENCER

EVERYONE BENEFITS FROM TECHNOLOGY IN ROOFING

RCS Influencer Greta Bajrami says that she tries new technology to see if it will save time and increase efficiencies.

What makes me try new technology? Easy answer. The usage of technology allows time for relationship building and a better quality of life. If my team and I can find an app or software to save us time, manual labor, allow us to be more efficient and to have a better work/life balance, that is a win for us.

I love having automated email services, online bookings, instant roof calculators, CRMs, estimation software, all in order to free up my time. Time that I will use to network and build relationships that will further benefit my brand. Also, it gives me freedom that if I want to only work three hours one day of the week, I can because the technology continues to do all the follow ups and work for me.

At first, a lot of these technologies may appear to be expensive or unnecessary, but when you realize how much time, happiness, productivity, and overall health they bring to each member of the team, it's a no brainer.

The technology allows us to be better and enjoy our work. This means a higher rate of employee retention. Most employees begin to hate their jobs when they feel frustrated. Technology increases communications and productivity which lowers employee frustrations and anxiety in the workplace.

This is truly why I use technology. I want people to enjoy roofing as much as I do, and I am willing to invest heavily to make that happen.

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