

METAL TALK™



METAL ROOFING Training

Solutions for the Labor Shortage

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MODERATOR
Heidi J. Ellsworth
Partner
MetalCoffeeShop



MODERATOR
Mark MacDonald
Sherwin-Williams



PANELIST
John Sheridan
Sheridan Metal Resources LLC

Heidi J. Ellsworth:

Hello and welcome to the very first MetalTalk from MetalCoffeeShop. My name is Heidi Ellsworth and I'm so happy to welcome you to this webinar in the read, listen, watch, fashion, we're going to be going through everything that is happening with metal roof training solutions because we know there's a labor shortage. And so, we have some solutions that we want to share with you today on this very first MetalTalk. Before we get started, I want to remind everybody that this is being recorded and we will have this available within 24 hours for on-demand. So, please be sure to share this with your friends, get it out there, this is the kind of information and topics that the metal construction industry needs today.

I also want to encourage you to please type in the chat where you're from, your name and also if you have any questions as we go through either in the chat or the Q&A, we'll answer those at the end. So, let's get started with this first MetalTalk. I would like to introduce today's panelists. Our first presenter is John Sheridan, who is very well-known as one of the leading metal roofing installer trainers in the country, and actually somewhat international too. So, as we get started, John, could you introduce yourself please?

John Sheridan:

Yeah, John Sheridan. Have been in the business forever, started in the seventies and have spent most of that time associated with metal in some fashion, some of it in the shop, some of it installing in the field, some consulting. And lately, I'm trying to focus mostly on training and consulting with the emphasis on training. That's where we're at right now, working with Mark and Heidi to develop a training program to bring more people into the metal business. And so far it's gone really well.

Heidi J. Ellsworth:

It is. It's exciting. We're getting that skilled labor. Most important thing, we need the training. So, I also would like to introduce Mark MacDonald with Sherwin-Williams. And Mark, welcome back to the show or to this first one. You've been with the CoffeeShops a lot, so please introduce yourself.

Mark MacDonald:

Hi. Yeah, as Heidi mentioned, I've been working in this industry with Heidi quite a bit over the last several years. I started in paint with a company called Valspar that got bought by Sherwin-Williams, but I started in the paint industry in 2012. Managed our innovation in the Coil group, working with our chemists for a few years. And since 2017, I've really been focused almost exclusively on growing the metal portion of the residential reroof market. Has been something that... And that through you, Heidi I've really gotten to know a lot of new people including John Sheridan. So, I think there's a lot of really exciting stuff happening for all of us in this new push in residential reroof.

Heidi J. Ellsworth:

It really is. Having all of us together on MetalCoffeeShop, Sherwin-Williams has been the power behind it. And Mark and John, this is the kind of stuff that the industry needs and we're hearing that over and over again. And one of the main reasons that we're hearing this need for labor and for solutions is because of the overall demand. The metal roofing market is growing substantially and especially when you look at residential roofing. So Mark, maybe you could talk just a little bit on what you've seen with this huge growth.

Mark MacDonald:

Absolutely. As you know, I sit on the executive board with the Metal Roofing Alliance, and we get a lot of really good market data through the Metal Roofing Alliance, which is our industry group focus exclusively on metal roofing. And what we're seeing from some of that market research is definitely that the amount of metal has grown in the overall nationally and then fairly largely in some of the specific regions like the Southeast that's been driven by a number of different factors. One of them is obviously just knowledge. Like for example, the Metal Roofing Alliance has done... Our industry in many years has put a lot of homeowner education in there and homeowners are getting smarter and smarter about what they want on their roof just like they would on the rest of their house. And metal is more and more in the conversation.

You're seeing it driven by weather events. Metal is obviously much more durable than any other substrate. And for that reason, you're seeing it in different regions. That demand varies by region, obviously, but you're definitely seeing in the southeast for these big weather events happen and you're seeing every time that happens, more and more metal gets on because you've all seen the pictures, right?

Heidi J. Ellsworth:

Right.

Mark MacDonald:

You've got a bunch of houses there and then a lot of them are missing the roofs and then there's a bunch of metal roofs left standing, which is not an uncommon thing. So, there's no one reason for the growth, but it's all, I'd say all in favor of metal.

Heidi J. Ellsworth:

Yeah. And even though these are residential statistics, we're seeing it in commercial just taking off at the same rate, especially agriculture, which has always been strong in metal, but it's getting even more so.

Mark MacDonald:

Yes, absolutely. And those are markets we're already strong in, which is why I don't talk about them a whole lot just because the growth in residential is, if you add up all the other markets combined, they're a fraction of the residential reroof space, which is why you hear me keep talking about reroof, but you're right. Metal for the same reasons, many of the same reasons, whether it's performance, durability, aesthetics, I mean metal's a great choice and it's not a surprise that those other markets are taking advantage of that for sure.

Heidi J. Ellsworth:

Yeah, exactly. So, with that increase, we are just seeing that as we grow, we're going to have to have more skilled labor. So John, maybe talk a little bit about what you're seeing with skilled labor in the metal industry, metal roofing industry and how it's been changing over the last couple of years.

John Sheridan:

As the market has grown and the amount of available systems has grown, the need for skilled labor has grown. And I think that's where this whole package, the MetalVue package deals with it in a

comprehensive way to try to address that need. There is a definite need for training. There's a definite need by contractors for skilled people, and I think that marriage is being met by some of the dynamic that Mark has put into place with the entire MetalVue program. You can get around that in bits and pieces, but to have a structured focus to shot at that makes a huge difference.

Heidi J. Ellsworth:

Yeah. And I think too, and John, I know you've seen this with the lack of trade schools that within the last couple decades, the emphasis on kids going to college instead of going into vocational schools and trade schools, we've lost, we have an aging workforce. And so, it's more important than ever that we bring this back to as the craft that it is. I mean such an, I always say this, but it really is a noble craft.

John Sheridan:

Not only do we have an aging workforce, but we don't have the younger workforce being trained to take that place. The trade schools, tech school programs at the high school level don't exist anymore. It's all computer shops and stuff like that. So, a concerted effort has to be made on the lower end of that to start bringing people in on a entry level and then develop them into the skilled workforce that you need. There's no lack of people looking for work, but you have to present a package to them that makes this look like a career and a way to make a living, not just another McDonald's job where you're going to move on, do it for a couple of years and move on it. It actually is a career. I know people in this business that are making more money than lawyers, so it's definitely a career that you can move into.

Heidi J. Ellsworth:

I was just going to bring that up too because I know all three of us when we were at METALCON and we were talking to contractors and we were talking to different crews out there that they were really talking about that if you really think about roofing overall, we have a lot of crews, we have a lot of skilled talent, but not enough. But then you take that piece into metal and it's even smaller, and that's where we really need to focus. But all the people we talked to were like, "We want to do metal because it pays better. It's a stronger skill set." And you work with crews every single day, John, are you seeing that?

John Sheridan:

Yes, yes. It's definitely a desire for people to move into a field that is more rewarding. More rewarding, and does provide a better opportunity to make money.

Heidi J. Ellsworth:

Yeah, yeah. Exactly.

John Sheridan:

And if you factor in all of the elements that make metal attractive, it's actually a better roof, cost effective if you cost it out, it's definitely as effective as a shingle roof.

Heidi J. Ellsworth:

Yeah. Definitely. Okay, so let's talk about that providing training. So, John, there are different types of roofs, there's different types of training. Can you just give us the big overview of the types of training that's needed for metal roofing?

John Sheridan:

Type of training that's needed for metal roofing? I guess you can break it down into a few different categories. So, there's the entry level side of things. If people want to transition from shingle roofing into metal roofing, then there's a class of metal systems and metal products that lend themselves to that. Okay? Once you're in and you've done a couple of systems and you want to pick up another system, move into something a little more complicated, then that training continues into other systems, whether that's roof systems, wall systems, whatever. Once you get past that initial stage of getting set up with the entry level training, then you want to stay with it and move into other things.

Part of that is hands-on, but a big part of the hands-on training. My typical seminar is three days long and nobody's going to become an expert in three days. So, I make it a point to get contact information, make sure everybody has my contact info. Anybody can call me anytime with a question and I can follow up with them and walk them through anything because that relationship after the training is huge, especially if you're just starting now. The other end is virtual training. We're going to be producing a series of virtual trainings that deal with some of the basic entry level details to get people started on some of the simpler systems.

Heidi J. Ellsworth:

When we were talking to some of those crews, some of the installers, they were saying that a lot of times they do like to start with the virtual, the videos just to get oriented on what they're doing. And right now we have training on Grosso that is open through MetalVue that is video. We're going to have video on MetalCoffeeShop. John, you have all kinds. And so, it is that progression of getting an idea of what it's all about, the YouTube generation I would say, and then getting in person and learning all the different systems and then the important part going to the manufacturers because each of the manufacturers have specialized training for their systems, right?

John Sheridan:

Yeah. And I think geography plays a huge part in that. So, some systems are more important in some areas than other areas. So, one of the things, first things you should do researching going into the metal business in your area is what actually is being put on houses. Focus on them. So, you're competing with people that are doing the same thing. You don't want to come in with an exotic system that nobody is doing. You want to be geographically competitive, right?

Heidi J. Ellsworth:

Right. Yeah.

John Sheridan:

And then that is driven by the dominant manufacturers in that area.

Heidi J. Ellsworth:

Who you have a relationship with, which is so important that manufacturer. Yeah.

John Sheridan:

Yeah.

Heidi J. Ellsworth:

So, Mark, as we've been looking at this, you have been the driving force out there to really help contractors, exterior contractors to really bring metal into their offerings. But you have seen that there is a demand for training. Can you kind of talk to that a little bit? Oh, you're muted, Mark. Sorry.

Mark MacDonald:

That was my fault. Sorry. So, you have two universes of contractors. There's a lot more than that. The roofing contracting market is in just like all the trades is incredibly diverse, but I would say at a high level, we can segment them into two groups. And I would say the first group is what I'll call a traditional metal contractor. And that contractor is someone who's been in this business for a long time. They don't really need to be educated on metal for the most part. They probably don't need Johns services except in extreme cases. And a lot of those folks are out there, they've been doing this for decades. And when they walk into a distributor, they know what they want. They know all the trim pieces, flashing pieces, they can look at a house on Google and know kind of what's going on.

There's another group that's not a traditional metal roofing contractor that is out there doing these exterior type jobs you're talking about where roofing, maybe they do windows or siding, decking, that kind of stuff. And those folks, their crews are not ingrained in this metal community. And that's where I think our largest opportunity is, is to bring those people into the fold. And when you have someone like John who can actually pull that off, that's where we increase the ability to service that... We can create new demand with some of which we can talk about later. But when we have this demand, then we create a really large force of labor to ingest new demand, right? Because our current labor pool in metal is relative. It's not static, but it fluctuates with the market by definition.

And so, the only way to change that is if you change the way that you obtain demand, which is a different way to look at it. And the only way you can obtain that demand is by getting in touch with and utilizing new contractors, new customers, and then supporting that new demand with new labor that really doesn't exist. And that's again, comes back to John.

John Sheridan:

No pressure.

Heidi J. Ellsworth:

No pressure whatsoever. And we're seeing this isn't just in the US, although I do have to say the European model, they've been doing metal roofs for a very long time and have the apprenticeship journeyman, that whole system put together very well. But John, you're seeing through Canada, I mean you're getting calls from everywhere where people are looking for this kind of training, right?

John Sheridan:

That's interesting. The European model is a three-year trade school and then an apprentice program after that trade school. So, it's a very detailed, very intense long process. Nobody in the US has time for that. Nobody. So, the best you can hope for it, there's two ways to do hands-on training and that's to have the guy that's working next to you show you something, the buddy system or that's a structured hands-on training that hammers as much information home in as short of time as possible to give somebody a jumpstart to pursue metal. Okay? And that's what I try to do. In three days, I try to introduce tools, techniques, how to work your way out of a problem, that kind of stuff, general crisis

solving kind of information along with introducing the systems that we're introducing and then make sure that that initial three-day seminar is followed up with whatever support these people need.

Heidi J. Ellsworth:

Right. The trade schools, and I know right now the NRCA is doing a lot with SkillsUSA, they are having metal ProCertification. We're seeing a lot come out from that direction. But I think as we're trying to get those kids, the young people into trained and not just young people, all people trained to really start getting involved in metal roofing, it's being driven by the contractors adopting more metal like we've already talked about. So, when we really... Go ahead, John.

John Sheridan:

No, go ahead. And all those programs help, but most of those programs are limited to one specific system and don't cover... For instance, our initial training is going to be the introduction of three systems that allow you to move into metal roofing from shingle roofing. So you have a choice. You have choice of which direction to go, which works best in your area, that kind of stuff and we can follow up and help people through that. Being certified in a system that you'll never use in your area doesn't really help you.

Heidi J. Ellsworth:

Yeah. Yeah, that's true.

John Sheridan:

You want to make sure that you target it to the people, to the contractor's needs in that specific area. Whatever he wants to do, he knows what his market is. That's how you design a training to-

Heidi J. Ellsworth:

And we're going to talk a little bit about that too, making sure that the contractors, what they're do, what they're selling, that they're training on, that it makes sense both directions, right? That you have all those pieces put together. So, for the contractors out there who are fighting these labor challenges with the labor shortage, let's talk a little bit about where to look, how to find crews, how to find the training? So, Mark, let's start with you. I know one of our partners in the MetalVue program is Tool Belt and a great way to find crews. Can you tell everybody a little bit about that?

Mark MacDonald:

Right. So yeah, Tool Belt is startup that has been around for several years now and what they're focused on is using technology to decrease friction associated with labor acquisition. So, they have benefits on both sides of the equation, so if you're a general contractor or like a remodeler who's out there bidding out jobs, you want a seamless access to a labor pool. And today that's done how it's been done forever, which is through word of mouth, through existing relationships, digging, stealing, whatever you need to do to get the job done. But Tool Belt takes that and automates it. And so, now they're not across the country right now. They're in some very specific markets, but what they've proven that they can do is give the GC, the remodeler contractor a seamless window into labor for whatever they're doing. So, whether it's window siding or roofing, they can bolt that labor on pretty seamlessly.

And because the advantage on the other side of the equation for the installer is now they're getting jobs. If they're in that pool, they know they're going to get those leads, so they're getting those job leads. So, it's a win on both sides, which you have to have. What makes it exciting is for us is when you look at

building a labor pool and building what John said, a certification program, now you have the basis for a new labor pool. Now with John, you can jump right in and train that. And that's what we're doing with John today is doing exactly that. So that's exciting. So, using technology to decrease labor friction. When you look at how do we connect that labor to a manufacturer or what we have participating metal manufacturers that are stepping up and saying, "Yep." Because this is hard work. This is not simple. It's not like you just trip over this and make it happen.

And John knows this, you've got to commit resources, they have to commit capital resources to make all this happen. So, it doesn't happen on a whim. You've got to commit to it and do it. And we have manufacturers in our community who are doing it. So, it's just making sure that you have the comprehensive story. That's what John talked about a few minutes ago. You can't just handpick this thing. You've got to say, "Look, we're going to have a comprehensive solution which starts on our side with metal manufacturers that are willing to expend the calories to do this. We've got to empower the new remodeler GC to get access to labor. And the metal manufacturer has to commit to train and certify that labor and that labor pool where appropriate. And when you do that, you can go get new demand and service it.

Heidi J. Ellsworth:

Yeah. And I think when you think about it, you kind of hit it as you're both saying, hit it from many sides. So, if you have the technology where you can go actually and search for metal crews, that makes a big difference, where you can say, "Is this your skill set? Can you do this?" And now you have a place where, yes, you can go on to MetalCoffeeShop on the classified or you can go into... There's a lot of different places where you can look. But to have an app that is specifically like that I think is so powerful. But the other thing too is a lot of the crews, so not everybody uses sub-crews. I'm sure everybody who's listening out there, there's some who have their own employees, how do you get them trained? You get with the manufacturers, you get with training trainers like John, but also you may have crews, if you do use crews, you may have crews that are shingle that are doing shingle or doing other things. They can be trained in metal. That's part of this.

We want everyone to get encouraged to be multitasked. And it's great for the crews because they diversify what they can do.

Mark MacDonald:

Absolutely. That's the whole name of the game because if we don't have the mechanisms in place and the services and tools in place to empower what you just said, we don't change. We can't support market change basically.

Heidi J. Ellsworth:

And John=.

John Sheridan:

And these guys are-

Heidi J. Ellsworth:

Go ahead.

John Sheridan:

... workers. These guys are able to make that transition. If you give them enough knowledge to make the transition, they'll make the transition. You just have to give them a chance.

Heidi J. Ellsworth:

And that's what John, you've worked with, you work with crews like this all across the country, training and hearing the positive that when they do get the metal training, how great it is for their business.

John Sheridan:

Yeah. And sometimes you have to follow up with people and walk them through something. But for the most part, if you can kickstart somebody and they have enough initiative to follow through and help themselves out along with me whenever they need me, that's all you need, that's all you need to get started. There is plenty of information and support out there. You just need to have somebody point you in the right direction and get you started.

Heidi J. Ellsworth:

Yeah. So, speaking of that, John, and I know you talked a little bit about this before, but I want to go in deeper. I want to talk about, there are so many systems that are out there in metal when you think about shingles and the different panels and all the different things. So, talk about, I know you say find out what's in your area and start there, but let's just talk about some of those systems, the right tools and what people should be thinking about.

John Sheridan:

As far as... Well, you can divide it into a couple of different categories. So there's an exposed fastener systems that are residential. You can use them all residential, but they're also common in storage facilities, barns, that kind of stuff. It's where the screws are showing exposed fasteners. The next level of system would be a system where the fasteners are not exposed. That would be either a nail fin system or a snap lock system. And as far as entry level systems, those are the three that are the most popular. Everybody runs those profiles and they're readily available nationwide, Western hemisphere. They're available everywhere. So, those are the three systems if you're looking to get somebody started, get them familiar with those three systems and then you can from those three systems, expand out to more complicated systems or systems that are geographically specific to your area.

For instance, Florida, Miami-Dade wants in an inch and a half mechanical lock roof panel, period. If you want anything else, you have to get an engineering variance. You can get it, but it's not easy. So, find out what works in your area and focus on that. Or Los Angeles is another area that has a pretty strict building code. So, for the most part though, most systems will work everywhere, okay? From a tool, you don't need a lot of tools to get started. But as you progress, your need for different tools will progress. And we try to go through that in the trainings also. We'll start with a very basic set of tools to get people started. And then as they get better and want to be more productive, then you add a little bit at a time. You don't need to go out and spend \$10,000 worth of tools to get into the metal business. You can get in with a lot of the tools that you already have.

Heidi J. Ellsworth:

Yep.

John Sheridan:

Another bullet point that you have there is hands-on training and I touched on that a little bit earlier. You're already being taught hands-on if you're working with anybody in the field and you don't know what you're doing and somebody shows you how to do that, that's hands-on training. The problem with that is that it takes that guy away from doing his job and it slows down production on a project. So, hands-on training and the buddy system is nice, but it's information that's given to somebody not in a controlled manner.

Heidi J. Ellsworth:

So, John as a contractor out there right now, and they're sitting in there thinking, "Okay, I want to start selling metal and I need to either talk to my sub-crews that I'm using about metal or I need to train my employees." And so as they get the relationship with the manufacturers and they come to your trainings, your hands-on training, how do you recommend doing that? Do you recommend the whole crew? Do you recommend sending some of your foreman or some of your top folks to get that training and then come back and teach it on site? What are some of the things that work best that you've seen?

John Sheridan:

A lot of that is driven by cost. Typically, I'll get a couple of the foreman from a company come in and then they will transfer that information to their people. A lot of people can't afford. If I have a training at my place in North Carolina and a company has 20 people, they're not going to fly 20 people to North Carolina. So you have to pick three or four key people, site foreman, project managers, whatever, that are competent enough and have been in the business long enough that they can relay that information to their people. And again, follow up with them after the fact. If they get stuck, help them out.

Heidi J. Ellsworth:

Doing some of the train the trainer.

John Sheridan:

Train the trainer kind of stuff Yeah.

Heidi J. Ellsworth:

Train the trainer. I also think in here too, and we're going to talk just a little bit more, but I think we'd be remiss if we didn't mention that the training you're doing is both for the manufacturers, but overall, and that then there's a lot of times that the metal manufacturers, will send people out onto the job site for follow up to make sure that the installation is correct on the technical side of it.

John Sheridan:

Mm-hmm. There's so many different ways that you can train. You can train a specific system. You can do a detail specific training or a material specific training like copper roofing, somebody that's never done a copper roof. I can do a copper training for that specific material. You can do a job breakdown kind of training where somebody will get a... I just had a guy get a \$1.5 million job and we took every detail on that project that they were going to run into trouble on, locked ourselves in a warehouse and work through those details so that when they hit the job, they're not going to have any issues. Everything will run smooth. So, that kind of stuff, there's a lot of different ways you can approach it. And it all comes back to the specific need of the person requesting the training.

Heidi J. Ellsworth:

You start all of your trainings with safety training, right?

John Sheridan:

I'm going to have a handout for safety. Yeah. I really, really want to bring safety into it because it's a huge... Everybody who's into this business has lost somebody. Everybody knows somebody who would've been hurt or killed. So, safety is priority one.

Heidi J. Ellsworth:

Start with safety every time. Okay. So, let's talk about, again, we're getting into the details here on really how this program that is being offered through Sherwin-Williams called MetalVue, it is a program to help contractors sell more metal and to bring it into their business. So, let's talk a little bit, Mark about how that works, how the metal training portion of this works, working with your manufacturers?

Mark MacDonald:

Yeah, absolutely. Well, first of all, at Sherwin-Williams, we wouldn't have a program without a metal manufacturers, right? They're the ones, we're just giving them the highest quality coating in the world, but they're the ones who have the metal and in many cases the... Not all cases, but in many cases, the fabrication that's required to give to these installers that we're talking about to put on the roof itself. So, they're the foundation of the pyramid that we're working on here. And so, because we've had several manufacturers, some large, some small, that have really stepped up and said, "I absolutely agree, this is the path forward for growth in the residential space." So, it starts there. It starts with a contractor who wants to create new demand. And it's important to recognize that we are talking about it from a contracting standpoint, a completely different market than the traditional metal roofing market, right? It's very different.

And so the current metal contractors that are in the market today, and I said something earlier, I want to go backtrack a little bit where I said they don't need John. They absolutely need John. So, if they want to grow their business and train them, they need John Sheridan to help them, right? But they don't need Mark MacDonald. They know what they're doing. They're out there servicing homeowner demand. This MetalVue program is a completely different animal where we're organically creating demand through a contractor that does marketing and sales for a living. These people have well-defined sales processes that they pay in many cases tens of thousands of dollars for to train up their employees for repeatable processes. They have CRMs. In many cases, they might have a call center, but they have a way to adjust leads and disseminate them in a reliable, repeatable fashion.

They have financing. So, these are some pretty sophisticated sales operations that we want selling our product. We want everyone in our industry, you would want that person selling... Assuming they're a reputable organization, you would want them selling your stuff. And the question is, how many salespeople if they have 10, do you want selling? The answer's 10. If they have 20, how many do you want selling your product? And you want 20. So that's the MetalVue program, is basically creating different demand. And I'll go back to something John said earlier where I agree with what John said for a traditional metal contractor in that you want to be able to install what's being sold in the market. But this is where MetalVue deviates pretty substantially.

And John is... I'm going to say this and John will actually agree with me because he is in the middle of some of this. So, if you take a traditional metal region contractor, they are going to look at exposed fastener in many markets because that is the predominant thing. But if you go to this new customer

that's a sales and marketing organization, I would say almost none of them will sell an exposed fastener to create this new homeowner. And John's kind of at the forefront of this. Am I right, John?

John Sheridan:

I would agree with that. Yeah.

Mark MacDonald:

So... Go ahead. Sorry.

John Sheridan:

No, no, go ahead. Finish your thought.

Mark MacDonald:

So, this MetalVue program is an example of where it's not instead of the metal market, the metal market's going to continue to grow and continue to evolve. And we have all the right manufacturers and all the right installers in place to service that. And John's going to help them train their existing infrastructure to service that. Well, what we're talking with MetalVue's a completely different animal. We're talking about going to a sales and marketing organization and upselling the homeowner on a premium product that they may not have otherwise have even thought about or heard about other than by the way, through the Metal Roofing Alliance who's known this for years. They have all this information. And so we're just empowering these new organizations to go after that homeowner and offer them something that's new and that's how we create incremental market demand. And John, you wanted to-

John Sheridan:

No, I'm good to go ahead.

Mark MacDonald:

So to service that... Go ahead. Sorry.

John Sheridan:

Part of the thing I liked about the MetalVue program was how comprehensive it was as far as providing a detailed breakdown of the roof materialists, the whole process. That support in conjunction with what I'm doing is huge. Nobody is doing that.

Heidi J. Ellsworth:

And I think when you look at that, what we're talking about developing, so as these new companies that are selling metal, sales and marketing companies along with the traditional metal roofing companies, I have to say they both need labor because labor is short. Skilled labor finding, especially with the aging workforce, both groups are going to need that. So, when you really look at developing that relationship with the metal manufacturer, which obviously people who are already putting metal roofs on have that relationship, the new people who want to get into this business, who want to start doing it, but then both have to create training plans. This needs to be ongoing training. This isn't a one and done because

you're going to constantly bringing new people in, whether they're your own employees or crews, and your business is going to grow with metal. So, yeah having a plan is super important.

John Sheridan:

Yeah, you're going to have turnover. People are going to move on to other things. It's a constant battle to keep your workforce up to speed.

Heidi J. Ellsworth:

Yeah. Right.

Mark MacDonald:

I agree. And I think the reason John's approach is so important to our industry is that we have to recognize that because we've been doing sort of organic growth with market fluctuation, we don't have a massive capability to do large-scale installation training. And we still don't, right? But we're-

John Sheridan:

[inaudible 00:38:15].

Mark MacDonald:

We may not, we may not. But we're working towards this sort of bolt-on capability. And I think it's the manufacturers who already get it, who are going to find those opportunities and seize on them because they're going to have that existing labor. Because we now know we can go create demand, we can go create demand in almost any market. I would say any market with maybe a few exceptions here and there, like on the fly, we've proven it, we know it, and now we just have to get John on a plane.

John Sheridan:

Well, and I'll tell you, the key part of that is that the manufacturer is getting on board with that. The ones that get on board first are the ones that are going to get the people trained. And the ones that recognize the value of this program will be the ones that benefit from it first and get on board first. So, to me, it's a good thing.

Mark MacDonald:

And that network, Heidi at the bottom here, the reason that the MetalCoffeeShop is such a fundamentally important thing is as we're seeing as this program grows, having a place where people can connect with other vendors, that cannot be stressed enough. A central focal point of connection is a huge deal.

John Sheridan:

Now and the important part of that connection is that they're targeted. It's a targeted connection. These are people in the business talking to each other and that just increases exponentially the amount of information and the quality of the information.

Mark MacDonald:

Yes.

John Sheridan:

So, give yourself a little credit, Heidi.

Heidi J. Ellsworth:

Okay. And that is the reason that MetalCoffeeShop, we launched it last year because we saw this need, people need to be able to come in and be able to have these conversations like we are looking for skilled labor. How do we do this? We are looking for these type of systems. Who do we talk to? The resources are all there to go through that. But I think also it's really important for contractors to have that connection with other contractors like what we've seen. These sales marketing or exterior contractors who are talking to other contractors across the country, Tool Belt, brings them together, the MetalVue Program brings them together and that's all available on MetalCoffeeShop so they can talk about these trainings, what's happening over here, what's happening over there, and how can we continue to grow?

John Sheridan:

And that philosophy of everybody working together and the whole thing rises together is how it should be.

Heidi J. Ellsworth:

Always, always. And that's what I see happening every step of the way on this, which is phenomenal. So, okay. Speaking of the MetalVue program, we want to talk about this a little bit on how to add metal to your company's offerings. So, we see the market demand is out there. We've been hearing this. Mark, talk a little bit about why... So there's contractors watching this who are not selling metal right now, and who want to sell metal. Why should they get involved?

Mark MacDonald:

Why? I have a really good... We know we have several case studies of this across the country. We're in, and John's kind of, again, at the focal point of this, but we're in a bunch of different regions and it's not slowing down. And I'd say one of those conversations without... I'm not going to talk about specific company names, but just to prove this chart, like what we're saying here. So we had a gentleman who's part of a very large... He's the lead guy for a very large contractor. And we refer to these people as tier one contractors meaning they have they have a sales team, they have a defined sales process, they've got the call center, they've got CRM, financing, all the things. And this is an exterior company. It's a very large company in the Northeast. They're in, I think four states, right?

And we were working with him and a manufacturer that just, the conversations just fell apart. And he had gone off and said, "Look, this is hard. This metal thing looks hard. I'm making a lot of money in Windows and I'm going to go grow my window program. Good luck." And that was probably, I want to say three or four months ago. The day after January 1st, I get a phone call from this gentleman and he says, "Hey, I've had a rebirth on this whole program, and I've gone off and I've acquired..." He said acquired, he bought a roofing contractor. And the reason he bought the roofing contractor was to give him a gateway to metal.

Heidi J. Ellsworth:

Wow.

Mark MacDonald:

And so the reason for that is what's on the chart because when you look at anyone, it doesn't matter what the industry is, but when you look at virtually any company that's out there and you look in the residential space, there's really two elements. There's two levers here that they look at. Number one, what is the ticket sale or the ticket size or share of wallet of the homeowner that I can go get when I call on that homeowner? But the second one is just as important if not more important, which is, and when I get those ticket, what's my margin?

And so, what he accepted over time is that when gets into roofing, specifically metal roofing, he's going to have a high margin product by definition, right? It's not a low-margin product. Metal's not the cheap play. It's not. You're not going to compete against the 20-year asphalt roof and beat it out year over year. That's not the long-term play. The long-term play with metal is we have a premium product that's durable, it's sustainable, it's aesthetically pleasing and great to look at, and it comes in a bunch of colors. How's that sound? And the homeowner's going to be like, "That's amazing with Sherwin-Williams coatings." But the beauty of that contractor is it's high margin because it's money in their pocket, which gives them the ability to grow their business, right? That's what we're looking for. We're looking for crews. What's the advantage to a labor crew? They're going to get that upsell training, they're going to get that training that they can carry on in their jobs to make more money, right?

They're going to get more money to put that metal refund. So, it's kind of a win for everybody. And it increases, you got this stronger company brand. Absolutely, right? So, if they're out there being able to market that, they can put on a Sherwin-Williams coated metal roof by one of our participating manufacturers. That's a great selling point. And we have people today that are selling that and making money. So we know it works.

Heidi J. Ellsworth:

And it is working and people are getting involved and they are growing their business. I love that story about the acquisition and working together. So now they have windows and roofs, and this is what we're going to keep seeing. All of this is full exterior. I do want to encourage everyone, if you have questions, please type them in the chat. I think the chat wasn't quite working at the beginning. So, if you want to put in what type of business you have, where you're from, any information or any questions, please pop those into the chat and we'll be answering any questions here in just a few. So, getting involved with MetalVue.

So, we've talked about this, we've talked about the training, all the things, and there's other webinars out there you'll see on MetalCoffeeShop talking about the whole program. In fact, we're going to be talking about pieces of it throughout the year, along with many other topics on MetalTalk. But I think, Mark, if you could just, for the people out there who are watching this and going, "I'm kind of interested, I'd like to get involved," how do they do that?

Mark MacDonald:

It's a pretty simple process. I talked to contractors now... When you and I first met, Heidi, who would've thought I'd be talking to contractors every week, right?

Heidi J. Ellsworth:

Yeah, no, I love it as it should be.

Mark MacDonald:

That's not something that would've occurred to me that would be happening, but I can honestly say I talked to contractors every week. In fact, we have a MetalVue meeting right after this webinar with a manufacturer and a new contractor. And so that contractor connects with through Sherwin-Williams, and then we hand that lead off through a pretty well-defined process to our participating manufacturers, and it's disseminated out by who's in a given region, who's interested in taking that lead at that time, that kind of thing. And once we hand them to a participating MetalVue manufacturer, it's game on, these guys know what they're doing. These guys and gals, they know what they're doing. They'll work with that. It ties back to what John... It's almost like John does this for a living, right?

Heidi J. Ellsworth:

Yes.

Mark MacDonald:

It ties back almost. And so, John said something earlier that is absolutely a 1,000% true, which is every region is going to be kind of different with these material. And so the MetalVue manufacturer's going to work with that contractor to collectively figure out what the best play is. And as you would expect, John's right in Florida, if you're in Miami-Dade, it's like one and a half inch nail strip or whatever, or whatever he said, snap block or whatever the thing is, it's a very specific niche market. It's going to be different in New England. It's going to be different in Southern California. It's all going to be different in the Pacific Northwest. So, the MetalVue manufacturers will work that out on what the best play is, what the good, better, best, or one or two or three systems are. And then that contractor's going to have two things that are top of mind. And I said this to a contractor and they kind of beat me up, and they're like, "We have more than two or three things at the top of mind, Mark."

And I was like, "Okay, good point. Point taken." But the two things that they're thinking about is, number one, "How soon can you get my sales team comfortable with these products that you said that were going to go sell?" That's number one. So, before John is ever in the door, there's going to be manufacturer sales reps, training those salespeople on site. Sometimes that may occur coincidentally at the same time that John is doing his thing. But for the most part, that activity that's like number one. Then the second piece, this is where John comes in, is confidence that when they sell a job, that there's the participating manufacturer's going to back them up, that the material distribution's going to be there, that the labor and installation training's already there. They're not going to sell a job until all of that is true, that the sales team's up and running, the material distribution's in place to get the material to the job site, and the labor and installation crews have what they need for training.

Without those three things, there's no program, and our participating manufacturers are ready to step up and are stepping up every week to do exactly that. And then finally, that's it. I mean, that's the program in a nutshell. But there's all these other digital services that really make this a much more powerful program. And we're not inventing the wheel here. We're doing what the Owens Corning, the GIFs, [inaudible 00:49:52], the Pillow Windows, Marvin Windows, James Hardie Siding, these guys have been doing this for decades. This isn't new stuff. And so, we're just putting these services together and saying, "Hey, when you participate and buy in and get with a Sherwin-Williams participating manufacturer, you're going to have this network of services to pull from, and you can find all these people in the MetalCoffeeShop," number one. So thanks, Heidi.

Heidi J. Ellsworth:

You're welcome.

Mark MacDonald:

And you can work with our participating manufacturers and myself to gain access to all these, it's everything from are you happy with your one visit close sales training process? Would you like to update or upgrade your homeowner lead generation campaign? Would you like to add Sherwin-Williams branding to that targeted campaign? Would you like a visualizer with that? Right?

Heidi J. Ellsworth:

Right.

Mark MacDonald:

Do you want the most sophisticated remote bidding and estimation material takeoff that's ever been created with the Sherwin-Williams Roofing Passport with our partners, EagleView, Roofing Work, Smart Build? Do you want that or not? So, we have this à la carte menu of things. We have other partners as well, like you mentioned Tool Belt, one of the most disruptive labor things we've ever seen. Sheridan Tools, we have the whole thing. And other partners we're partnered with some of our show partners. In fact, we're going to be out at Accelerate Live with G4. We're with Top 500, CCN, Grosso University. We're even investigating partnerships with other large-scale program integrations like Leap and [inaudible 00:51:28], One Click Contractor. And we're excited about all those things, but not because we're excited about it, but because that's what the contractors expect. If you don't have that story when you walk in the door, you don't have a story because this is right. So, you have to have all the accessibility to the services. And the good news is MetalCoffeeShop.

Heidi J. Ellsworth:

Yes. It's all there. It's all there, in the directory and across the board, I think as people are looking at that, this is the path. This is the path no matter what you're doing, you will get the trainings that you need or you don't have to use it, but it's going to be there for wherever stage you're at in your sales and marketing and installations programs. So, gentlemen, thank you. Awesome. Very cool. We want to go to some questions and I do want to note, thank you, John. John Montgomery just chatted that they install metal roofs and they're always looking for better ways to train employees. So, John and everyone out there, please visit the Sheridan Consulting directory on MetalCoffeeShop on the Sherwin-Williams with the MetalVue. There are a lot of ways, a lot of training that's going on out there, and we want to bring it to you. So thank you so much for being on today. Another question that came in through a different channel was, "What if a contractor already has a metal manufacturer? What conversation should they be having talking to that metal manufacturer about the MetalVue program or training?"

Mark MacDonald:

No, I think there's two parts to that. One is if there's a training requirement, call John Sheridan. If you want to connect John Sheridan with that metal manufacturer, you don't need Mark MacDonald to do that. John Sheridan's got a great business, connect him up. He's ready to go. I'll sign John up for training all day long.

John Sheridan:

Well, here's an interesting point related to that. I got a through Mark. I had a guy contact me in the South, I'll say in the South. I won't name the state, but he wants to bring in maybe eight companies, eight to 10 companies. He wants to run them through a training, and he wants to qualify those guys for what they can do because he's going to send these guys out to do metal roofing. So, he wants to do,

we'll call it a qualification training. So, that's just one more element that people want training to kind of narrow down their options as far as what they should sell and what they shouldn't sell.

Mark MacDonald:

Yeah, I think the easy one, that's such an easy one. It's a layup. Call John, get in touch with John through Heidi. He's great resource obviously. I think a different question would be, "How does my metal manufacturer get involved in MetalVue?" Well, first of all, they have to be a Sherwin-Williams specifier of our coatings, right? So, if it's someone that's in our network and specifies our coatings, because we're obviously not doing this program for our competitors. So, if this is a Sherwin-Williams manufacturer that specifies Sherwin-Williams Coil coatings, then get them in touch with me and if they want to learn more about this program, we'd be more than happy to provide whatever information we can because we do... 2023, we want more metal manufacturers participating, and we'll do whatever it takes to support that, for sure.

Heidi J. Ellsworth:

Yeah. So ask the question. That is the best thing you can do. Talk to your metal manufacturer right now. Do you have this? I saw it. Have them. Watch this. Get in touch with us and we can get them involved. So, I think that was it, and we are at the top of our hour. So, gentlemen, again, I want to say thank you very much for being here today and for everything you're doing, this is excellent.

John Sheridan:

Thank you.

Heidi J. Ellsworth:

Thank you.

Mark MacDonald:

Thanks Heidi, as always. Thanks, John.

Heidi J. Ellsworth:

Thank you, Mark.

John Sheridan:

Take care, Mark. Bye, Heidi.

Heidi J. Ellsworth:

Yeah, and I want to thank all of you for watching our first ever MetalTalk. We are very excited to bring this program to you monthly. It will always be on the third Wednesday of every month at 11:00 AM. I'm so sorry for some of you who may have seen noon, but it's 11:00 AM Pacific and we are going to be bringing topics on metal sales, how to increase your metal sales and where to get it? We're going to be talking about sheet metal forming and what's happening out there with the tools and the equipment that are hitting the market. All the things you want to know about. We're going to be bringing that to you monthly. So, thank you so much for being on this MetalTalk. This will be available 24 hours from now, and you will be able to have it on demand and share it out there. Please do. If you have any questions,

you know how to get ahold of us, heidi@rooferscoffeeshop.com, and we'll get you connected. Thank you so much and a wonderful day.