

LBM JOURNAL[®]

OCTOBER 2024 | \$15 U.S. | LBMJOURNAL.COM

HOW ARE DEALERS ATTRACTING AND RETAINING YOUNG PROS IN THE LBM INDUSTRY?

HIGHER TARIFFS ON CANADIAN SOFTWOOD LUMBER REIGNITE THIS LONG-STANDING DEBATE

IN A SEGMENT RIFE WITH COMPETITION, LBM DEALERS CAN STILL BRING HOME THE GOLD WITH FASTENERS

OPTIMISM PREVAILS AT BEISSER LUMBER



DAVE LING,
PRESIDENT OF
IOWA-BASED
BEISSER LUMBER
COMPANY



MIDWEST[®]

YOUR FASTENER CONNECTION

Based in Kalamazoo, Michigan, Midwest Fastener is a family-owned hardware supplier that services all over the country, from Alaska to Puerto Rico. We have a long-standing reputation in the general and construction fastener aisle for being a knowledgeable, responsive, and trusted partner for your hardware needs. We accomplish this through a fully customer-focused approach by offering quality products and keeping commitments. **Your Hardware. Our Business.**

Meet Our Concrete Brand



- Hex Star Drive
- Flat Star Drive
- Pan Star Drive
- Stainless Flat Star Drive
- Stainless Hex Head
- Unique 5/16" Diameter Sizes



The Original Blue, Star Drive Concrete Screw Is Also Available In **BLACK**

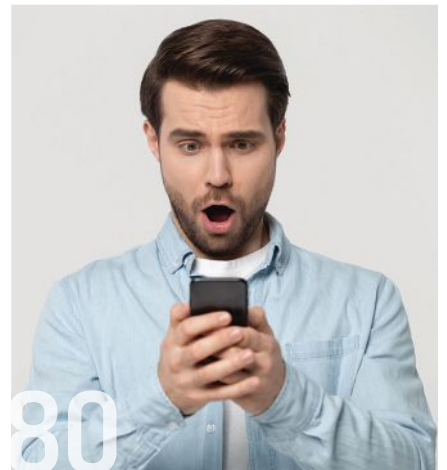
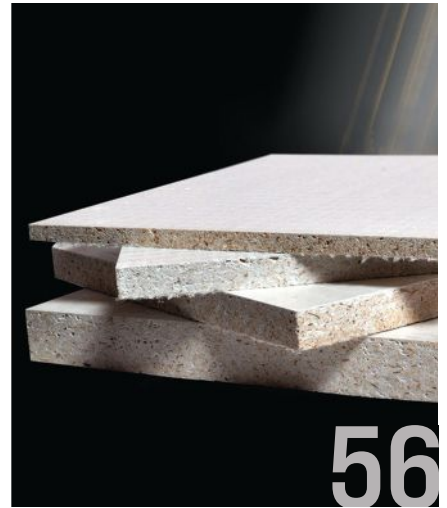


800.444.7313
fastenerconnection.com

MIDWEST
YOUR FASTENER CONNECTION

INSIDE

OCTOBER 2024



FEATURES

42 PROFILE

Sometimes, the old becomes new again. Such is the case for North Shore Lumber located in Two Harbors, MN, along with what's commonly known as the North Shore of Lake Superior.

50 REAL ISSUES. REAL ANSWERS.

How are dealers attracting and retaining young pros in the LBM Industry?

58 PROFILE

There are two parts to being successful in almost any endeavor. First, one must be able to offer what's needed today. Second, one must be able to plot a course into the future. At Beisser Lumber, President Dave Ling and his team have both tasks well at hand.

62 IN DEPTH | FASTENERS

In a segment rife with competition, LBM dealers can still bring home the gold with fasteners.

DEPARTMENTS

8 THE BUZZ

LBM updates, news, and events. Plus, the latest from lumberyards across the country, and responses to our August issue Tough Call survey.

32 FIVE QUESTIONS

Geoff Cassidy explains how the National Association of Home Builders keeps LBM dealers in the know.

72 PRODUCTS

Our editors' picks that are sure to pique your interest.

80 TOUGH CALL

Your company's reputation is under attack online because of a misleading video clip of a team member wearing a logoeed work shirt in a bad situation. What would you do?

LBM JOURNAL VOLUME 22, NO. 10 (ISSN#1930-5516) is published monthly with the exception of the combined November/December issue by Custom Built Publishing, LLC. Copyright 2024 by Custom Built Publishing, LLC, 10880 175th Court West, Ste. 240, Lakeville, MN, 55044, 952.892.7793. All rights reserved. Annual subscription rate: \$48 U.S.; \$60 Canada; and \$120 all other countries. Single copy price \$15 + S&H. Periodicals postage paid at Lakeville, MN, and additional mailing offices. Printed in the USA.

U.S. POSTMASTER: Send address changes to LBM Journal, 10880 175th Court West, Ste. 240, Lakeville, MN, 55044.



LBM JOURNAL

PUBLISHER / EXECUTIVE EDITOR

Rick Schumacher
Rick@LBMJournal.com

CREATIVE DIRECTOR
Richard Hart
Design@LBMJournal.com

MANAGING EDITOR
Wendy Sturges
Wendy@LBMJournal.com

SENIOR EDITOR
Michael Berger
Mike@LBMJournal.com

SOCIAL MEDIA COORDINATOR
Sally Traxler-Lacey
Sally@LBMJournal.com

CONTRIBUTING SALES EDITOR
Rick Davis

CONTRIBUTORS
Thea Dudley
Russ Kathrein
Bill Lee
John D. Wagner

DIRECTOR OF OPERATIONS & EVENTS
Michelle Fischer
Operations@LBMJournal.com

ADMINISTRATIVE COORDINATOR
Tina Saucke
Tina@LBMJournal.com

GRAPHIC DESIGNER
Lindsay Scott
Lindsay@LBMJournal.com

MEDIA CONSULTANTS

ASSOCIATE PUBLISHER
Jodie Cook Redwood
Jodie@LBMJournal.com
800.324.3492

NORTHEAST + SOUTHEAST

Michele Randazzo
Michele@LBMJournal.com
904.310.9540

CENTRAL + WEST

SUBSCRIPTION CHANGES

For subscriptions or address changes call 612.888.5261

e-mail Operations@LBMJournal.com or visit LBMJournal.com/subscribe

BACK ISSUES & EXTRA COPIES

Operations@LBMJournal.com

Copyright 2024 by Custom Built Publishing LLC. Opinions expressed are those of the authors or persons quoted. Reproduction in whole or in part is prohibited without written authorization. LBM Journal is sent free-of-charge to qualified dealers and distributors of building materials. Publisher reserves the right to determine qualification. Non-qualified annual subscription rates: US, \$48; Canada, \$60 (U.S.); Airmail to all other countries, \$120 (U.S.). Single copy price: \$15 + S&H.



Leading Suppliers Council



LBMJOURNAL.COM

36

INDUSTRY LEADERS

20 BUILDING SALES

Disciplines of market leaders.
RICK DAVIS

22 SALES + OPERATIONS

Where does customer loyalty come from?
BILL LEE

24 CREDIT Q+A

Comebacks for collection calls.
THEA DUDLEY

26 MERGERS + ACQUISITIONS

Attaining acquisition value for future earnings.
JOHN D. WAGNER

28 LEADERSHIP

Choose clarity over agreement.
RUSS KATHREIN

LBM EXTRAS

36 POINT / COUNTERPOINT

Heightened tariffs on Canadian softwood lumber imports reignite this long-standing debate.

38 LBM VOICES

Longtime industry leader Edy Schaller, shares insight on trends and the future of the LBM sector.

48 CENTURY CLUB

We asked Marcus Lumber (est. 1890), and Building Center Inc. of Gloucester (est. 1903), why they believe their businesses have had staying power in their communities.

56 EMERGING TECH

Magnesium Oxide:
A building alternative to drywall, subflooring, and more.

FROM THE PUBLISHER

IN OUR HOME, where dogs currently outnumber humans, lives a spirited little rat terrier named Jax. He has what I'll call a healthy obsession for tennis balls, but had never been swimming until earlier this summer when an errant tennis ball splashed down in the lake. After some heated internal debate and apparently realizing that he had no choice, Jax slowly ventured into the unknown. Once the water got up to his face, he continued on his hind legs. And when the water got so deep that he could no longer feel the ground, he began to swim. After retrieving the ball, he swam ashore, dropped the ball in the sand at my feet, and gave me that look. My marching orders were clear—so I threw it again, and the cycle repeated itself.



A handwritten signature in black ink, appearing to read 'R. Schumacher', written in a cursive style.

All was well until one time, there were two balls in the water. He couldn't fit both balls in his mouth, but retrieving one at a time would have meant swimming ashore with one ball left behind. And that, to Jax, was unthinkable. As he kept trying to do the impossible, he went further and further from shore. Before he got too deep, I waded out and gave him a hand.

I share this story because, more times than I'd like to admit, I've been Jax. Jumping into an exciting new project without a plan, and confident that I'll figure it out as I go along. Clearly, that's not a good strategy.

That's why I attend publishing conferences several times a year: to learn how to do my work for the LBM Journal team, and the LBM community, better and smarter. Publishers, as it turns out, are very similar to LBM dealers in that they're willing to share their experiences. They want to help, and they intuitively know something that I learned from Grant Leavitt of Marcus Lumber when he took the stage at a past LBM Strategies Conference.

As Grant explained, if you and I each have an apple, and we exchange these apples, then we each still have one apple. But if you have an idea and I have an idea and we exchange ideas, then we will each have two ideas. Now multiply that exchange over several days at a conference with other members of your community. The results can be powerful.

I just returned from a conference with fellow business publishers. I connected with some old friends, made a few new ones, and came home with some fresh insights that are going to help my team and I do a better job for you. And it's my hope that I shared some ideas that will help others work better and smarter, too.

As I write this, we're less than a month away from the LBM Strategies Conference. While Jax won't be there to share what he learned about trying to manage too many tennis balls, more than 200 members of your LBM community will be there to share ideas and experiences. Hope to see you there.

— Rick Schumacher
Executive Editor & Publisher

HAVE A QUESTION FOR RICK?
[RICK@LBMJOURNAL.COM](mailto:rick@lbmjournals.com)

**SQUEAK-FREE
GUARANTEE™**

OUR WORD IS OUR BOND.



With a unique foam-to-gel formula, AdvanTech™ subfloor adhesive delivers a powerful panel-to-joint connection with a fast, easy application — even on wet or frozen wood¹. And when you combine it with the moisture resistance, strength and fastener-holding power of AdvanTech® subfloor panels, you get a subfloor assembly backed by the industry's only Squeak-Free Guarantee². And that's what makes AdvanTech® products the FLAT OUT BEST™ choice for a quiet, stiff floor.

See it in action at AdvanTechSFA.com.

AdvanTech
SUBFLOOR ADHESIVE

¹Exceeds ASTM D3498. ²Limitations and restrictions apply. Guarantee for panel-to-joint connection on an AdvanTech™ Subfloor Assembly. See SqueakFreeGuarantee.com for details. © 2020 Huber Engineered Woods LLC. AdvanTech and AdvanTech logos and designs are trademarks of Huber Engineered Woods LLC. HUB 22440-1 10/24

Discover the New Standard in Outdoor Living

with Westbury Sorrento Mesh Railing

At Digger Specialties, Inc. (DSI), we are dedicated to enhancing outdoor spaces with products that merge cutting-edge design and exceptional durability. Our latest addition to the Westbury® Aluminum Railing collection, the Sorrento Mesh Railing, brings a new level of style, safety, and strength to decks, patios, and balconies. Crafted with precision engineering and superior materials, the Sorrento Mesh Railing offers a sophisticated look that prioritizes safety while maintaining an open, stylish feel.

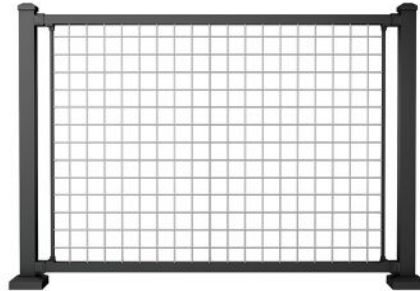
The Allure of Mesh Railing

Mesh railing systems have gained significant traction due to their sleek design and functional benefits. With their clean lines and open structure, mesh railings complement a wide range of architectural styles—whether contemporary, industrial, or classic. The visual appeal of mesh railings lies in its ability to maintain an airy, open view, while providing the strength and safety necessary for residential and commercial applications.

Westbury's Sorrento Mesh Railing makes an impressive statement with its seamless fusion of form and function. It is available in an array of textured and non-textured powder-coated colors—such as Satin Black, Bronze Fine Texture, Gloss White, and more—offering design flexibility that fits any aesthetic.

Sorrento Mesh Railing with 2-3/8" Mesh

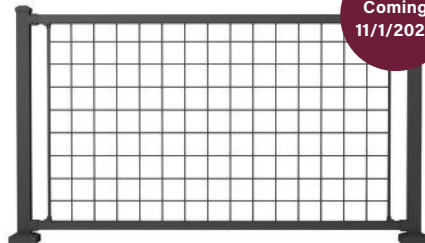
The original Sorrento Mesh Railing features a 2-3/8" stainless steel mesh that delivers on both style and strength. This mesh size strikes the perfect balance, providing openness and visibility without compromising safety. The tight weave ensures the space feels connected to its surroundings, while also protecting loved ones, especially children and pets, from potential falls.



Designed with the same rigorous standards that have made Westbury a trusted name, the 2-3/8" mesh railing offers a secure, attractive solution for outdoor spaces. It is particularly suited for homeowners seeking a minimalist, modern look that does not block the view but still offers safety.

Sorrento Mesh Railing with 3-5/8" Mesh

In response to customer demand and evolving design trends, DSI is thrilled to announce the upcoming launch of the Sorrento Mesh Railing featuring a larger 3-5/8" stainless steel mesh. This new option will be available starting November 1, 2024, and brings a bolder design element to the Sorrento collection.



The 3-5/8" mesh offers a more open aesthetic while still delivering the same level of security and structural integrity that Sorrento Mesh Railing is known for. The larger mesh size is ideal for spaces where unobstructed views and a sense of spaciousness are key, such as outdoor decks overlooking scenic landscapes, expansive patios, or rooftop terraces.

Whether you are working on an intimate residential deck or a large commercial installation, this new option will enhance the overall experience of your outdoor space by blending safety with a modern, spacious design.

Quality You Can Trust

At DSI, we take pride in offering products that not only meet but exceed industry standards. The Sorrento Mesh Railing is no exception. The aluminum construction is coated using DSI's exclusive powder-coating process, this commitment to quality is certified by the Powder Coating Institute (PCI) and verified by the American Architectural Manufacturers Association (AAMA) and the Fenestration and Glazing Industry Alliance (FGIA). These rigorous standards provide peace of mind for homeowners, knowing their investment is protected.

Stylish, Safe, and Built to Last

One of the standout features of the Sorrento Mesh Railing is its versatility in design and safety. Available in heights of 36" and 42", the railing system includes assembled sections that come with wall mounts, end cover brackets, and easy-to-follow installation instructions. This makes it a straightforward choice for contractors and homeowners alike, whether the project involves upgrading an existing outdoor space or starting from scratch.

Elevate Outdoor Spaces

As the trend toward outdoor living continues to grow, Westbury Sorrento Mesh Railing remains a premium choice for those who prioritize both style and safety. With the introduction of the 3-5/8" mesh option coming this November, DSI is excited to offer even more flexibility in design while delivering the quality that DSI and Westbury are known for.

Upgrade outdoor spaces today with Westbury Sorrento Mesh Railing—where safety meets sophisticated design.



Westbury®

ALUMINUM RAILING

Sorrento

Mesh Railing

NOW AVAILABLE!



Scan QR Code

to learn more about Sorrento, the latest addition to the Westbury Aluminum Railing line by Digger Specialties Inc.



Digger Specialties Inc.

Transforming the Outdoor Living Experience®



HONSADOR LUMBER GIVES BACK TO COMMUNITY



CARTER LUMBER OPENS NEW YARD



BUILDERS SUPPLY TO EXPAND FACILITIES

BY THE YARD

Hawaii-based **Honsador Lumber** hosted two programs to positively impact their communities through High School Heroes and Backpack for Kids. The High School Heroes program awards five students with a \$1,500 scholarship every term in addition to a \$250 donation to a non-profit of the winners' choice. The team also donated 1500 backpacks full of pencils, crayons, notebooks, and other supplies reaching children across the islands.

Builders Supply Co. is investing \$10.6 million in a new manufacturing facility in Fort Payne, AL, creating 10 new full-time jobs. Builders Supply will expand its third-generation operations with a new 23,000-sq.-ft. concrete block manufacturing facility. In addition to building materials, the company's locations sell insulation, lumber, paint, windows, closet supplies, tools and other retail goods, and offers specialized products and services, including large commercial orders.

Kodiak Building Partners announced the company has won the *Denver Business Journal's* "Partners in Philanthropy" award for 2024. The prestigious award honors outstanding commitment to supporting metro Denver area nonprofit and charitable organizations.

Serving the Butte, MT area since 1988, **Triple "S" Building Center** has announced its official name change and rebranding to **Mead Lumber**. The company was acquired by Mead Lumber in 2022.

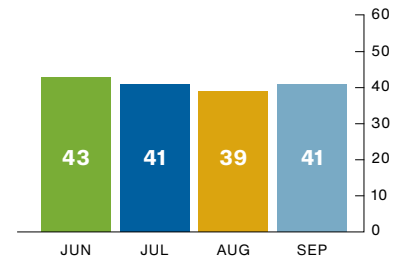
Carter Lumber is opening a new full-service lumberyard in Columbia, SC, marking continued investment in growing southern markets. This new facility enables Carter Lumber to provide a comprehensive range of products and services to professional home builders in the greater Columbia metropolitan area. The Columbia location will serve as an extension of the company's Charlotte and Triad, NC markets, operating under the same management team headed by Market Vice President Brandon Kujawski.

INDUSTRY UPDATES

BlueTape announced the launch of its AR Advance solution. The AR Advance solution is designed for suppliers, distributors, manufacturers, and dealers who prefer to keep their trade credit program in-house. This solution is an alternative to factoring programs and it empowers businesses to maintain their customer relationships.

MFM Building Products, a manufacturer of a full envelope of waterproofing and weather barrier products for the building industry, broke ground on a new warehouse expansion project, which will lead to further expansion in 2025. The 33,000-sq.-ft. expansion will adjoin the existing facility that currently houses MFM finished goods. The company also recently achieved a UL Class A Fire Rating for the company's Ultra HT Wind & Water Seal underlayment.

SEND NEWS AND UPDATES ABOUT YOUR ORGANIZATION TO WENDY@LBMJOURNAL.COM



Builder confidence rises as rates fall, but affordability challenges persist

Builder confidence in the market for newly built single-family homes was 41 in September, up two points from a reading of 39 in August, according to the National Association of Home Builders (NAHB)/Wells Fargo Housing Market Index (HMI). This breaks a string of four consecutive monthly declines. Due to lower interest rates, builders now have a positive view for future new home sales for the first time since May 2024. However, builders will face competition from rising existing home inventory in many markets as the mortgage rate lock-in effect softens with lower rates.

FIND LBM JOURNAL HERE



FOLLOW, COMMENT, LIKE, AND TAG US.

And send us your feedback to Rick@LBMJournal.com. Letters may be edited for length and clarity.



MRS

MANUFACTURERS
RESERVE SUPPLY

NOW AVAILABLE AT MRS!

Build with **Brava**

Manufacturers Reserve Supply

sales@mrs lumber.com

973.373.1881

MRS LUMBER.COM



BRAVA

bravarooftile.com



PEOPLE IN LBM

Central States has named **Jered Chandler** to the role of first plant manager for its new Tooele, UT manufacturing plant. According to the company, the state-of-the-art facility will be the only one in the West with direct rail access to East coast steel mills for high-quality, made-in-the-US steel.



Bliffert Lumber has promoted **Josh Brown** to chief operating officer. Brown joined Bliffert Lumber in 2001, working at the lumber counter at the Morgan Avenue location. Since then, he has advanced through various positions, including sales, estimator, manager, and executive vice president.



Snavelly Forest Products and **Weekes Forest Products** have appointed **Brett Ehrlich** as executive vice president of national accounts. With over 20 years of experience in the building materials industry, Ehrlich brings a wealth of knowledge and sales expertise to the role.



Lumbermen's has promoted **Shawn Montague** to senior vice president of building materials. Additionally, the company announced that **Jeff Malloch** has joined the company as its new vice president of building materials.

Wilson Lumber has promoted **Nichole Mitchell** to vice president of people and culture.

Huntsman Corporation has named **Douglas Brady** as president of Huntsman Building Solutions (HBS), its global spray polyurethanes foam (SPF) business.

Jeff Wood has joined **US LBM** as senior vice president of supply chain, leading the company's building materials sourcing and procurement strategy and supply chain operations.



LMC has promoted **Tedd Cartwright** to purchasing manager, overseeing the Treated Lumber, Southern Yellow Pine and Components/B2B departments. In this expanded role, Tedd will manage these three departments within the lumber division, reporting directly to Chris Ford, vice president of the lumber division.



Do it Best has promoted **Lauren Wilson** to building materials divisional purchasing manager. Wilson will enhance the company's long-term, program-driven procurement process by fostering strategic supplier relationships that align with the growth goals of the Lumber and Building Materials Division and member-owners. The company also appointed **Kerry Hasselbach** as the new director of marketing. Hasselbach brings more than 20 years of experience and a proven track record of success in leadership roles across the home and retail industries.



WILSON



HASSELBACH

LBM Advantage has added two new traders: Panel Trader **Alan Rothermel**, and Specialties Trader **Steven Emm**. Following his recent transition to president and CEO, **Dave DeJoy** has joined the LBM Advantage board of directors to serve as inside director.

ECI Software Solutions appointed **Ray Wizbowski** as chief marketing officer. Wizbowski will lead ECI's marketing strategy and ensure its alignment with business objectives and drive brand growth, enhance customer engagement, and optimize ECI's marketing positioning.



Simpson Strong-Tie has promoted **Scott Lang** to the newly created role of vice president, market development for residential digital solutions.

Jennifer Forest has been elected by the **Martin Sustainable Resources (MSR)** board of directors as the chief financial officer of MSR and its wholly-owned subsidiaries Martco L.L.C. and Martin Timberlands L.L.C.

MITER Brands recently appointed **Rod Hershberger**, co-founder of PGT Custom Windows and Doors and past chairman of the board for PGT Innovations, to its board.

UFP Industries Chairman and CEO **Matthew J. Missad** will become executive chairman and **William "Will" Schwartz**, current president of the company's retail business unit, will become the CEO. Chief Financial Officer **Michael Cole** will add the title of president of corporate services to his current duties to further strengthen the management team.

Roseburg has appointed **Tony Hamill** as chief operations officer and **Vivek Karuppuswamy** as senior vice president of human resources and labor.

SEND NEWS AND UPDATES ABOUT YOUR ORGANIZATION TO WENDY@LBMJOURNAL.COM

Heavy-duty fastening just got easier.



© 2024 Simpson Strong-Tie Company Inc. TMBRDR23



Precision Placement™ nosepiece for connector fastening.

Introducing the Simpson Strong-Tie® Timber Drive™ structural screw fastening system. Timber Drive is the revolutionary tool designed for ergonomic, standup operation while driving structural screws. It's ideal for heavy-duty jobs that require repetitive fastening, such as bridges, docks, boardwalks and mass timber. You can use Timber Drive with corded or cordless driver motors to install Strong-Drive® structural screws in a wide variety of sizes, thread types and heads. Save time and effort on your next heavy-duty fastening job with Timber Drive.

To learn more about Timber Drive, visit go.strongtie.com/timberdrive or call (800) 999-5099.



PEOPLE IN LBM

Atlantic Builders Supply Northeast appointed **Mike Oberlander** as the new ICF construction specialist serving the southeast Massachusetts and Rhode Island regions.

Benjamin Obdyke has hired **Alex Arney** as its newest sales associate for the Southeast, supporting building and design pros, dealers, and distributors in eastern Tennessee, northern South Carolina, and throughout North Carolina.

LP Building Solutions has named **Jeremy Sellers** as vice president of OSB sales and marketing.

Marvin has hired **Sarah Aronovici** in the new role of vice president of information technology transformation and operations.

CO-OP & BUYER'S GROUPS

Do it Best reported \$4.57 billion in sales for the fiscal year ending June 29, 2024, a 30% increase compared to 2019. The company also delivered the second-highest member rebate in its history, solidifying its resilience during a challenging year. The company also hosted its annual Fall Market Sept. 6-9, showcasing more than 100,000 products, displaying 3,300 new items, and introducing more than 120 new vendors, all under the theme Growth Mode: Activated.

DISTRIBUTION NEWS

KLAASWOOD has announced its partnership with **UCS Forest Group of Companies**, including Sierra Forest Products and **Upper Canada Forest Products**. This strategic alliance combines KLAASWOOD's innovative approach to thermally modified wood processing and product development with Sierra Forest Products' and Upper Canada Forest Products' extensive experience and reach in the forest products industry.

Envision Outdoor Living Products has named a new railing distributor, **Wurth Wood Group**. Wurth Wood will offer the Fairway Railing collection to dealers through all of its 18 locations across nine states in the Southeast.

WHAT'S TRENDING

These stories topped the charts in the past month. To see these stories and more, head to LBMJournal.com, and sign up for our daily newsletter.



Bill Lee asks: With today's technology, why do we need salespeople?



Lumbermen's grows building materials division leadership team



Simpson Strong-Tie introduces Strong-Drive SWD Double-Threaded Screw



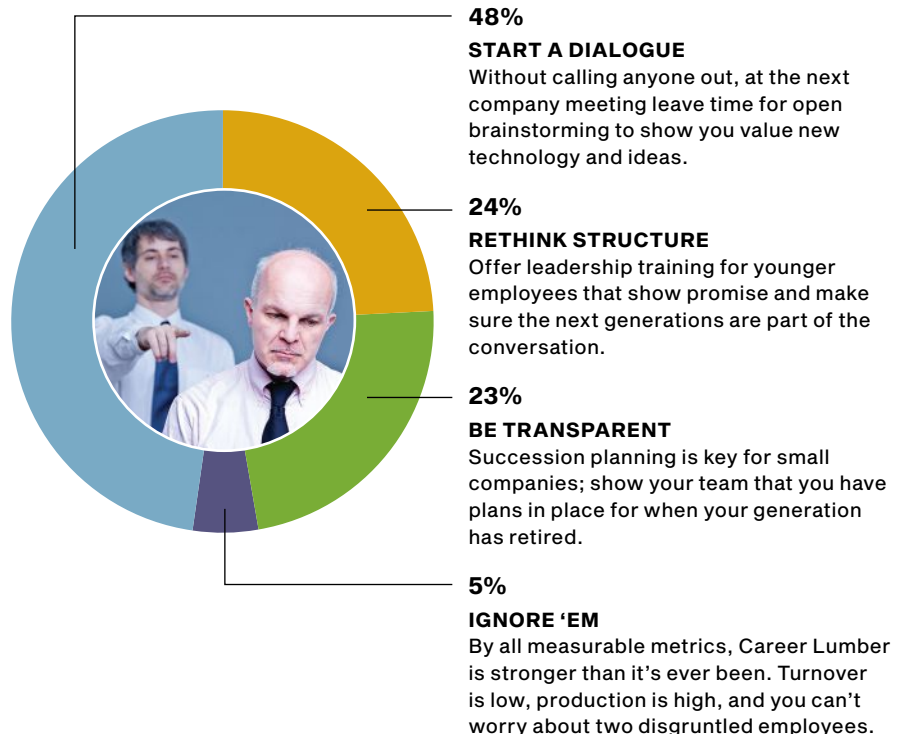
ECMD, Inc. acquires Falls City Lumber

TOUGH CALL SOLUTIONS

THE AUGUST ISSUE SURVEY RESULTS FROM LBMJOURNAL.COM AND LINKEDIN.

OLD AND IN THE WAY?

To make sure everyone on your team feels comfortable sharing their thoughts, you recently set up an email address where employees can offer anonymous suggestions to make things better at Career Lumber. Anonymous messages from members of your team say that your age is holding the company back, and that it's time for you to go. Here's how readers responded to this Tough Call.



WANT TO SEE MORE TOUGH CALLS? CHECK OUT PAGE 80 OF THIS MONTH'S ISSUE, OR FIND MORE AT LBMJOURNAL.COM/CATEGORY/TOUGH-CALL.

BUILDING **PRIDE** FROM THE INSIDE OUT

**WHAT YOU'RE
MADE OF MATTERS**



Boise Cascade®
ENGINEERED WOOD PRODUCTS

bc.com/ewp | 800.232.0788

© 2024 Boise Cascade Company. All rights reserved.

MERGERS + ACQUISITIONS

Builders FirstSource has acquired **Wyoming Millwork Co.**, an independent lumber and building material distributor in Delaware.

US LBM has acquired **Nix Door and Hardware**, a provider of custom building products and services to builders, remodelers and homeowners in the Dallas-Fort Worth area. Nix Door and Hardware provides distribution, sales and installation services for windows, doors and fireplaces to residential and commercial customers.

US LBM acquired **Gregory Door & Window** located in Breckenridge, CO. Founded in 1998, Gregory Door & Window provides a wide range of windows, doors and hardware in Denver and Summit, Grand, Eagle, Park, Lake, Pitkin and Chaffee Counties in Colorado.

Kodiak Building Partners acquired **San Antonio Masonry and Steel**, a provider of masonry, stone, stucco and steel products in south Texas.

PARR has acquired **Rochester True Value Hardware & Lumber** in Rochester, WA, which will be its 25th lumberyard. Located on seven acres, PARR Lumber Rochester will service a broad area that includes Olympia and Centralia.

North Wilkesboro-based **ECMD, Inc.** has acquired **Falls City Lumber Company**. Established in 1985, Falls City Lumber is a full-service specialty wholesale distributor of boards, pattern stock, fiber cement, and PVC products servicing retail lumberyards in Kentucky, Indiana, Ohio, and West Virginia. Falls City Lumber is headquartered in Louisville, KY, with operations in Cincinnati, OH.

Hillman Solutions Corp. has acquired **Intex DIY, Inc.**, a supplier of wiping cloths, consumable rags and cleaning textiles.

Culpeper Wood Preservers acquired **Long Life Treated Wood**, a Maryland-based supplier and manufacturer specializing in marine-grade lumber.

SEND NEWS AND UPDATES
ABOUT YOUR ORGANIZATION TO
WENDY@LBMJOURNAL.COM

eci | **Spruce**[®]

Make Your Customer The **Hero**

Make your customers heroes by empowering them with real-time inventory availability and pricing data anywhere through Spruce and Spruce eCommerce.

LEARN MORE AT
ECISOLUTIONS.COM/SPRUCE

Bring your attic ventilation offering full circle with GAF



GAF AtticVentilation



Expand your offerings with weather-resistant ridge and off-ridge solutions from North America's leading roofing manufacturer, GAF. Eligible for premier roofing system incentive points and qualifying components for the WindProven™ Limited Wind Warranty, they ensure top-notch performance and customer satisfaction.

Visit gaf.com/Ventilation or gaf.com/VentCalculator for help calculating ventilation needs.

A **standard** INDUSTRIES COMPANY

We protect what matters most™

GAF

*15-year WindProven™ Limited Wind Warranty on GAF Shingles with LayerLock® Technology requires the use of GAF starter strips, roof deck protection, ridge cap shingles, and leak barrier or attic ventilation. See GAF Roofing System Limited Warranty for complete coverage and restrictions. Visit gaf.com/LRS for qualifying GAF products. For installations not eligible for the GAF WindProven™ Limited Wind Warranty, see the GAF Shingle & Accessory Limited Warranty for complete coverage and restrictions.

©2024 GAF • RESVSAD001-0324

INDUSTRY EVENTS

2024

OCT 16-18

LBM STRATEGIES CONFERENCE 2024
Costa Mesa, CA | lbmstrategies.com

OCT 23-25

LMC EXPO 2024
Philadelphia, PA | lmc.net

OCT 28-30

LBM ADVANTAGE FALL PLANNING
CONFERENCE
Boston, MA | lbmadvantage.com

NOV 5-6

WBMA ANNUAL CONFERENCE
Hillsboro, OR | wbma.org

NOV 13-15

NAWLA 2024 TRADERS MARKET
Phoenix, AZ
nawla.org/events/tradersmarket

DEC 11-12

NRLA'S LBM EXPO
Uncasville, CT | lbmexpo.net

2025

JAN 28-29

BLD CONNECTION-BIZCON NORTH
St. Cloud, MN | bldconnection.org

JAN 30-21

ALLIED BUILDING STORES
WINTER MARKET
Nashville, TN | alliedstores.com

FEB 5-6

BMSA ANNUAL LEARNING EXCHANGE
& LBM EXPO
Hickory, NC | mybmsa.org

FEB 18-19

BLD CONNECTION-BIZCON SOUTH
Altoona, IA | bldconnection.org

FEB 25-27

INTERNATIONAL BUILDERS' SHOW
Las Vegas, NV | buildersshow.com

MAR 6-8

LMC ANNUAL 2025
Phoenix, AZ | lmc.net

MAR 10-12

LBM ADVANTAGE 2025 ANNUAL
BUYING SHOW
Lake Buena Vista, FL | lbmadvantage.com

MAR 21-23

DO IT BEST SPRING MARKET
Orlando, FL | doitbestonline.com

SEND INFORMATION ABOUT YOUR COMPANY'S
EVENTS TO WENDY@LBMJOURNAL.COM

THANK YOU TO OUR GENEROUS SPONSORS!

PLATINUM

ECI

GOLD

Epicor • NAHB • Kerridge Commercial Systems

RECEPTION HOSTS

LMC • Simpson Strong-Tie

SILVER

Boise Cascade • KLAASWOOD • Venveo

BRONZE

SilvaStar

SPONSORS

Keylink • PLM • GAF • International Wood Products • Weyerhaeuser • LBM Advantage • Stratus Wealth Advisors
NetNow • UPG • Do it Best • SPAX • 4Ward Solutions Group • Grabber • Feeney • Hillman • Paradigm • Modern Mill
TOOLBX • NCS Credit • BuyMetrics • Midwest Fastener • Fritch • Paladin • Seljax • WorkSafeWorkSmart.com

LBM STRATEGIES 
2024 CONFERENCE

OCT 16-18 • WESTIN SOUTH COAST PLAZA • COSTA MESA, CA



SEAMLESS INNOVATIVE SOLUTIONS


Leading building solutions. Engineered for excellence.

Our **Trus Joist**® suite of products are designed to work together seamlessly to provide the innovative solutions you need for your project – from floor beams and joists, to wall studs and roof rafters. Create consistent and reliable structural framing with confidence by integrating **TJI**® Joists, **Parallam**® PSL, **Microllam**® LVL, and **TimberStrand**® LSL.

For more information about our innovative wood products, go to [Weyerhaeuser.com/WoodProducts](https://www.Weyerhaeuser.com/WoodProducts)

Trus Joist™
Weyerhaeuser

 **Weyerhaeuser**

 Weyerhaeuser, Microllam, Parallam, TimberStrand, TJ, TJI, and Trus Joist are registered trademarks of Weyerhaeuser NR Company. © 2022 Weyerhaeuser NR Company. All Rights Reserved.



ACRE Siding and Trim | Marblehead, MA

GROW YOUR BUSINESS WITH A FAN-WORTHY INNOVATION

Every product has customers. But only a handful have fans – cult followers who are passionate, obsessed, and hyper-loyal to the brand. Think Stanley cups, Trader Joe's, Lululemon, Apple.

Brands like these don't simply meet customer needs: they create them. Typical customers ask, "Which product meets my use case at the best price?" Fans say, "Here is the product I want, and I'll find a way to use it."

A cult brand adds extra value for fans, becoming part of their status, identity, and lifestyle. They return that value right back to the brand in terms of greater loyalty, share of wallet, and product advocacy.



ACRE Porch Flooring | Mt. Washington, NH

WHAT CULT BRANDS CAN DO FOR YOU

Stocking a cult brand can propel your business growth to a whole new level. You become a must use resource, improving sales across your inventory.

A PRODUCT DESIGNED TO OBSESS OVER

From the start, we created our flagship ACRE™ wood alternative product to be a fan favorite across every market in the industry, including:

| HOMEOWNERS

Aspirational lifestyle: ACRE has a breathtakingly realistic look and feel, virtually indistinguishable from real wood.

Sustainability: On-trend with today's environmental sensitivity, ACRE is made from upcycled rice hulls and does not harm a single tree.

| BUILDERS

A material beyond wood: Our strategy is to deliver everything people love about wood and subtract everything they don't. You can paint or stain ACRE and use regular woodworking tools. But ACRE is more durable, suitable for direct ground contact, and backed by a limited lifetime warranty.

Easier on the jobsite than PVC or composite:

Lightweight, yet strong and straight, ACRE produces no harmful dust or static cling. It resists breakage and jobsite damage.

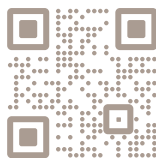
ACRE™ BY MODERN·MILL

A WORLD BEYOND WOOD

SIDING TRIM BOARDS DECKING SHEETS MILLWORK

Join the movement

Follow the QR code for a free ACRE sample and swag today!



| ARCHITECTS

A source of inspiration: The beauty and touch of ACRE sparks ideas like no composite can.

Flexibility: ACRE is suited to hundreds of applications. It accepts paint and stain beautifully, and can be thermoformed into shapes that bring imagination to life.

A path to net zero: ACRE is designed to help meet sustainability goals, offering LEED points and a product installers love.

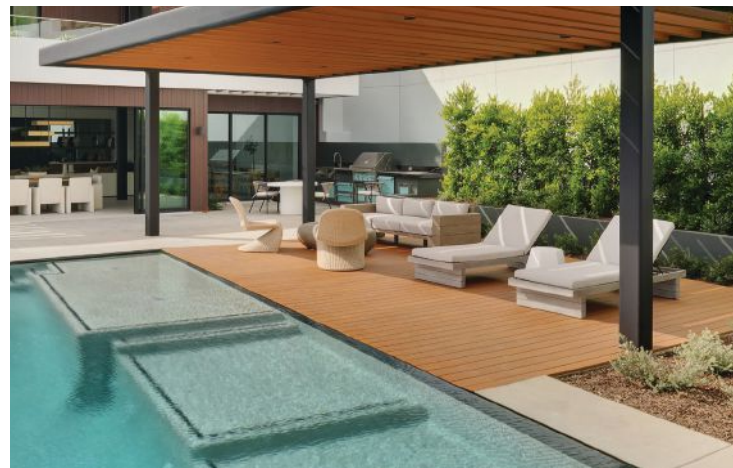
| LUMBERYARDS

Demand: ACRE is award winning solution. Every day we dedicate marketing resources to help you generate leads and grow.

Efficiency: ACRE is stocked in its organic, natural color, ready to finish. This means fewer SKUs to inventory, more efficiency and higher customer satisfaction with endless finishing options.

Custom millwork opportunities: You can use ACRE for column wraps, windowsills, planters, pergolas, and other one-of-a-kind value-added products that create new revenue streams.

ACRE Decking | Laguna Beach, CA



BY RICK DAVIS

AT THIS MONTH'S 2024 LBM Strategies Conference, my keynote topic will share insights into “The Disciplines of Market Leaders,” a powerful, but perhaps underrated book by Michael Treacy and Fred Wiersma. Their thesis, first published in 1995, is as relevant today as it was then.

They asserted that highly successful businesses gravitate towards three models of disciplines: product innovation, customer intimacy, and operational excellence. The compelling argument is that an entire organization must be centered around ideal methods to A) create an internal philosophy of success and B) optimize customer engagement.

DISCIPLINES OF MARKET LEADERS

Product innovation is the practice by which organizations intentionally obsolete (or enhance) their products and service. They become their own best competitor. Think technology and the colossal mistake made by the dominant hand phone manufacturer, Blackberry. At a time when their market share was over 50%, they became complacent while Steve Jobs was screaming at his people to improve Apple products.

Even after leaving Blackberry in the dust, Jobs' passion for innovation persisted. He is famously quoted (and I'll paraphrase), after being told that Apple had done it and achieved market dominance, he said “Yeah. And right now, someone is trying to take over. So shut up and build me a better iPhone before someone else does!” Product innovation is the business approach that the world keeps changing and, if you don't, you'll be left behind.



Rick Davis is the Sales Education Leader for ABC Supply and the President of Building Leaders. You can buy his books or learn more about his online sales training platform at buildingleaders.com.

Customer intimacy is the notion that you adapt a unique business model for each customer. It is the domain of consulting firms, in particular, who take identical hardware and software available to all organizations and specifically build a unique solution for each customer.

It is the practice of IBM's Watson, which promises to show you the diverse abilities of a single hardware entity. IBM Watson can design shipping logistics, statistical sports performance analysis, pricing analytics, and more. What's the promise? Let us look at your business and we'll design an app around you!

The challenge of customer intimacy, and the real reason for this article, is that you can't offer a unique business model for *every* customer. Yet, this is a common practice for LBM salespeople who always want to provide specialized delivery, unique payment terms, and special products outside of the norm. It just doesn't work when the branch has 200 customers all wishing they can have special favors. Thus, there must be an alternative.

Treacy and Wiersma called this **operational excellence**. I prefer to call it the *franchise model* because it emphasizes standardized practices your customers follow to create efficiencies ... for them! If a customer asks the local fast-food chain to produce a medium-rare hamburger, it truly is possible the restaurant could try but it would be pure folly. The solution is for the buyer to go elsewhere to a restaurant that offers that level of flexibility. And this is the bugaboo for salespeople. If they can't tailor a solution for every customer, then they feel little latitude in elevating the customer experience. To this I say, if you can't sell the standard products and the operational model at your branch, then you're asking for a lot of problems.

At least one of the three disciplines fits within your organization, and more likely pieces of all three. We have entered an age in which technology is dramatically changing the landscape of customer interaction, and the winners of tomorrow are the ones who innovate today. I would also assert that customer intimacy is a viable model to employ with the large-volume customers that produce enough revenue to justify a specialized cost-to-serve model. Ultimately, the missing link for LBM dealers is the realization that the most effective service model in which they most successfully operate is the *franchise model*.

Anyone can sell what they don't have. Show me a salesperson who can sell what they got, and I'll show you a salesperson that is contributing profitably to your model of operational excellence.

LBM JOURNAL
INNOVATION
AWARDS
2024

PROTECTO TRIPLE GUARD

ENERGY SAVING & INSECT BARRIER SILL SEALER™

THE BEST INSECT, RODENT BARRIER & ENERGY SAVING PRODUCT ON THE MARKET

ACTS AS AN INSECT AND RODENT BARRIER



**STOPS THESE CRITTERS
FROM ENTERING
THROUGH THE SILL PLATE:**

- Spiders
- Cockroaches
- Ants
- Centipedes
- Termites
- Mice
- Anything that crawls

ENERGY SAVINGS:

- The only sill sealer that completely seals off the foundation to wood frame
- Patented three way construction adheres 3/8" foam to the top of the foundation, outside flap adheres to foundation and to the wood wall
- Super Stick adhesive can be applied down to -20°F
- Stops all air and water infiltration
- Lowers your energy bill
- Helps builders pass blower door tests
- Home builders - upgrade your energy efficiency package for home buyers
- Tested by the U.S. Department of Energy, proven to save the homeowner up to 34% of heating and air conditioning loss around top of foundation sill plate



PROTECTO WRAP COMPANY
1955 South Cherokee St., Denver, CO 80223
(800) 759-9727 · www.ProtectoWrap.com



BY BILL LEE

WHEN I ride with building material salespeople or interact with them in a seminar setting, one of the topics the conversation almost always evolves into has to do with *customer loyalty*. They want to know the secrets to building greater loyalty with their customers.

They ask questions like, “Why are a few customers so loyal while the majority seem to always want to play one supplier against another? How can we break the loyalty prospects feel for the competition? How is loyalty created in the first place ... where does it come from?”

Loyalty doesn’t occur by accident; it must be earned.

Some salespeople believe that customer loyalty is rapidly becoming a thing of the past, or for sure less prevalent. I don’t see it that way. I believe that salespeople and the companies they represent can still earn loyalty from their customers if they understand more about the sources of loyalty.

Building loyalty is something all businesses strive for, but few have designed a strategy to achieve it. Loyalty doesn’t occur by accident; it must be earned. And it all begins with the quality of the relationships between the customer and the people the customer interacts with at your place of business.

WHERE DOES CUSTOMER LOYALTY COME FROM?



Bill Lee is a respected sales and business consultant in the LBM industry. For more information, contact Bill at leeresourcesinc@gmail.com.

A few effective ways to earn customer loyalty:

1. Always tell the truth, even if it hurts.
2. Do special favors for customers without asking anything in return.
3. Invite a construction management guru to speak to your builders about how to put more money on the bottom line and avoid financial, marketing, and operational pitfalls.
4. Probe your customers and prospects by asking good open-ended questions. Find out some of the problems they are facing and do enough research to deliver solutions.
5. Be observant. Find out what each customer’s personal interests are. Remember the Platinum Rule: “Do unto others as THEY would have you do unto THEM.” Talk with customers about the things they like to talk about by showing a sincere interest in their family, hobbies, projects, etc.
6. Keep a list of experienced framers in your vehicle in case one of your customers is in desperate need of a framer.
7. Read cover to cover the trade magazines published for the residential construction industry. Begin building files of articles that will help your customers and prospects be more profitable. Freely share copies of the most helpful articles.
8. Avoid prematurely asking for an order. You must first earn the right to ask for a portion of your prospect’s business. Think about it, your prospects already have a relationship with a building material salesperson, so the odds are against you catching the prospect in the mood to switch suppliers. Your goal on the first call is to be pleasant, polite, deliver value and get permission to come back.
9. Industry guru Bradley Hartman innovated a sound slogan he has built his consulting practice around that I believe all salespeople should remember before each sales call: “You are owed *nothing*. Deliver value first.”

One of the greatest sales trainers of all time—the late, great Zig Ziglar with his superb talent for expressing himself—said it a different way. Zig taught this principle that will live forever: “If you help enough other people get what they want, they’ll help you get what you want.”

Salespeople are in a position to not only see problems some of their customers and prospects are experiencing, but if they keep their eyes open, they are also in a position to see those problems solved among other builders. This puts salespeople in our industry in a unique position to not only supply construction materials, but also supply solutions to the problems their customers and prospects are experiencing. “Add VALUE first,” says Hartmann.

Digital Experience Platform for **Modern Building Suppliers**

TOOLBX enables independent building suppliers like you to streamline payments, simplify AR, grow online sales, and improve the customer experience—
all integrated with your ERP.



Visit [toolbx.com](https://www.toolbx.com)
to get started

 SCAN ME

 **TOOLBX™**

BY THEA DUDLEY

Hello Thea,
Collection calls are the most frustrating part of my job. The never-ending stream of excuses. I struggle with how to respond when I hear the same responses over and over, I am about to bite my tongue off! How do you respond and keep a positive attitude?

— All out of “love”

COMEBACKS FOR COLLECTION CALLS

Dear All Out,
Keeping a positive attitude is easier than you think. It’s your perspective. Through caffeine and a dark sense of humor, you can have a truly productive and inspirational day. Let’s highlight some common payment pushbacks and pithy comebacks that will keep you smiling.

1. “Haven’t I always paid you?” and its cousin, “I’ve always paid my bill.”

Response: Yes, you have, eventually. We were thrilled to provide you with an interest-free loan.

2. “I’ve done business with your company since before you worked here and no one has ever put me on a hold.”

Response: I apologize, that was a mistake on our part. We did you a disservice. We are correcting that.

3. “My sales rep told me it was ok to pay late.”

Response: He did? He neglected to share that information. How much grace did he give? Let’s give him a call. It’s worth mentioning the account is on hold until the sales conversation happens.



With more than 30 years of credit management experience in the LBM industry, Thea Dudley consults with companies on a wide range of credit and financial management issues. Contact Thea at theadudley@charter.net.

4. “I have been in the hospital (insert child, spouse, pet, neighbor, etc.—It’s always a medical tragedy designed to make you feel horrible for asking.)”

Response: So sorry to hear that. I see some orders have been placed, not to mention the very active Facebook page you managed to maintain through this tragedy. Can we get a good faith payment today?

5. “I haven’t been paid yet; you’ll get it when I get it.”

Response: Let me offer you some financing sources. This customer is your classic briefcase builder. Ego is big, wallet is not.

6. “The job has some issues that are holding up payment.”

Response: Are we part of those issues? Perhaps a quick call to the builder from me would help speed things up.

7. “I have a lot of customers that owe me but they haven’t paid. I am hoping the money will come in soon.”

Response: Good to know, we are hoping your order will ship out soon.

8. “Stop contacting my customer, this is MY bill.” (Customer response to securing mechanics lien rights).

Response: I didn’t write the lien laws, I just follow them. You may consider contacting your state legislature to voice your concerns.

9. “So, my account is on hold until ... does my sales rep know?” and, “I may have to go to your competition. Once I go there, I am not coming back.”

Response: Yes, he does, he is waiting on his commission. I can give you recommendations for and directions to competitor options. I will try to curb my tears.

Any of the above—while something every credit manager bites their tongue from saying out loud—are meant to get you thinking of how to engage your off-the-grid customers. People make really poor choices and say crazy (and offensive) things when they are upset about their finances, so try not to take it too seriously.

Once you get past the pushbacks, put your cards on the table: We need to craft a plan. Meaning you as CM need to come with some options. One of my favorites is the “good faith” payment. “Can we set up a good faith payment schedule while you are working thorough this?” That gets the ball rolling. If they won’t nibble, you may be at the point of accepting that it takes two to tango and you’re dancing with yourself—admit it, you’re singing it now.

You are at a decision-making crossroad. Keep the faith or show the customer some new dance steps. You hold the dance card. Decide who is worth dancing with.

POWERPRO®
ENGINEERED PERFORMANCE

ICC
ES ESR-4017
ESR-4839

**BUILDING CODE
APPROVED**

STRUCTURAL WOOD SCREWS
*ENGINEERED FOR SPEED, LOW ENERGY
CONSUMPTION, STRENGTH AND DURABILITY*

- 30% FASTER INSTALLATION TIME VS COMPETITION
- DRIVE MORE SCREWS PER BATTERY CHARGE
- OUTSTANDING CORROSION PROTECTION
- AC257 TREATED LUMBER CERTIFIED
- HIGHER PULLOUT VALUES
- GRADE 5 STRENGTH

BUILT BY **HILLMAN**®

shop.hillmangroup.com
1-800-800-4900



BY JOHN D. WAGNER

ATTAINING ACQUISITION VALUE FOR FUTURE EARNINGS

I WENT TO A realtor's open house last weekend and—knowing the area house prices pretty well—I asked the agent why the house was listed at such a high price. The agent's exuberant answer, as she pointed to the undeveloped backyard and rooms crying out for updates: "Well, just think what you can do with the place!"

Thing is, I was looking to invest in the *current* value of the home, not a future value, which would be up to me to attain with my capital and time.

Occasionally, our firm sees a similar sentiment with how sellers perceive their business' value. "Well, just think how that land could be developed into covered space. There's room for a truss plant over there, and you could hire outside sales staff." They might add, "We're not selling unless we get an acquisition value that reflects what *could be done* here under new ownership."

The problem is that acquirers pay a multiple on *past performance*, not what could be done with the company in the future. Surely, acquirers are not blind to a business' potential; it's why they're interested in the first place! (In some cases, they will actually pay a premium for that potential. I cover that below.) But acquirers are entirely unsentimental about the acquisition valuation process. As "The Godfather's" Michael Corleone says to Sonny, "It's nothing personal, it's strictly business."

The fact is, acquisition values are based on multiyear trends and trailing-12-month performance across five leading KPIs: revenue; gross profit margin; OPEX as a percent of sales; EBITDA as a percent of sales; and EBITDA. You'll immediately recognize that those KPIs are all examined *historically*, not as *forecasts*.



John D. Wagner is a managing director at 1stWest Mergers & Acquisitions, which offers a specialty practice in the LBM sector. j.wagner@1stwestma.com.

No one should ever diminish the pride that sellers have for what they've built up, often over many decades. That said, any expectation that a company's as-yet-unearned *potential* should be honored with a premium acquisition value today is usually looked upon this way by acquirers: "By all means, achieve that growth with your own capital and time, and we'd be delighted to take another look in the future."

I mentioned that, in some cases, acquirers will pay a premium for a business' potential. Here are two examples:

1. The dealer/seller has a longtime production home builder customer. They're extremely loyal and usually start 250 homes per year. With confidence in lower interest rates, and land options in-hand, they alert the dealer that they'll be doing 500 starts in the next 12 months. In that case, the prospect for higher earnings is strong; moreover, this increased business came as a result of years of building up that relationship. In this case, it's reasonable to expect the acquirer to offer an earn-out, where the dealer/seller would receive a pay-on-performance additional amount in acquisition value, say, 12 months post-close, if the earnings from those 500 starts become a reality.

2. The dealer/seller has a component manufacturing plant. They've invested in upgraded saws, make-up tables, and software, all of which is work whose benefits would almost immediately accrue to an acquirer, post-close. With that gear in place, the dealer is adding a second shift, and looking at a third shift, yet still running one shift when in talks with the acquirer. The seller should expect an increased acquisition value to reflect that investment. But no acquirer will pay in advance for earnings that have not been booked. A pay-on-performance earn-out is appropriate here, as earnings are achieved, or, if the earn-out is beyond the dealer/seller's risk tolerance, the seller's investment banker could negotiate a "good will" amount at close that largely rewards the work/time/capital that the seller has invested in the plant.

The consistent themes here? Acquisition values are not pegged to the potential for growth and opportunity; instead, they are based on earnings as they are achieved. It's nothing personal, it's strictly business.

Efficient Service, Dedicated Operators

COMMITTED TO THE LAST MILE

Our Fleet, Our Drivers

Orgill's commitment to getting products into your store is paramount. Our modern, private fleet of 400+ trucks are all driven by Orgill employees. Not only do our drivers keep things running smoothly, but our operational model controls our expenses and we pass these savings along to our dealers.

We'll go the extra mile for you. Contact us today.

To find out more, call or visit:

1.800.347.2860 x5141 | Orgill.com

Fleet-Service Facts:

- Low flat-rate stop-charges
- Low minimum orders
- No fuel surcharges
- High driver-retention rate
- The lowest net delivery cost in our industry

ORGILL

BY RUSS KATHREIN

I HAVE RECENTLY been having online political discussions with an old fraternity brother of mine. He gets frustrated because sometimes I agree with him, and sometimes, I present the other side. He wants me to either be in total agreement with him or be the enemy. By not fitting into either one of those paradigms, he has accused me of “bothsideism.” At first, I was taken aback by the accusation, but I have realized I am very comfortable with that label. To me “bothsideism” means you are willing to consider both sides of an argument, and then logically seek a compromise. That is how conflict gets resolved in politics, marriages, and business. Dennis Prager, a radio talk show host, has a saying that he “prefers clarity over agreement.”

Rather than just talk to people who agree with him and his views, he wants to engage people who have opposing views so he can better understand their thinking and to quite possibly get further educated and enlightened to the point that his own views and opinions might change.

CHOOSE CLARITY OVER AGREEMENT

In leadership, it makes things easier if everyone agrees with your decision. However, agreement does not mean your decision is correct. It can mean your people are not engaged or bought in, or that your people want to seek your favor or praise, so they agree with you blindly. Or, the worst case scenario is that your people are afraid of coming across as disagreeing with you or the collective wisdom of the group. We call this “The Emperor’s New Clothes Syndrome.”



Russ Kathrein is the Vice President of Lumber & Building Materials at Do it Best based in Fort Wayne, Indiana.

Teaching your people that it is okay to seek clarity, rather than agreement is difficult to implement, but it can have many benefits. On our team, we have a rule that when someone invokes that they are looking for clarity, we do not judge their question or that they may not be in agreement with where the discussion is going. This creates an atmosphere where different points of view are given and considered. Often, it helps bring some of the following results:

The canary in the coal mine effect:

A live canary was used in coal mines to detect toxic gases because they were affected much sooner than humans. You might have people on your team who are more attuned to a situation and they might sense things before you or the rest of your team do.

Calling out blind spots:

We all have them. You need people on your team who see things you don’t, and you need to encourage those individuals to speak out.

Approaching from a completely different perspective:

Once our team tried to fix a procedure that sounded good, but wasn’t working. Finally, someone pointed out that if we changed a completely different system, we would not even need the procedure we were working on. An “aha” moment.

Improving something from good to great:

A good idea can often be improved upon by getting other people’s input. If two heads are better than one, adding a third opinion should only help unless it slows down the process.

Making the team and its members more comfortable with a decision:

We say that our team can disagree while we are meeting, but before we leave, we stack hands and all agree to support the team’s decision. The only way you can accomplish this is by giving everybody a chance to speak their mind, ask questions, and offer opinions. Yes, the devil’s advocate in your group can be an Eeyore, but once you have heard that person out and gotten them on board, you have probably addressed most of the concerns you will encounter when you make the decision public.

Politics and social media actively encourage us to be followers and reside in an echo chamber, but a true leader will look for divergent opinions and seek to understand how someone on the other side of an argument is thinking. If you want to truly be effective in your decisions, you should choose clarity of thought and opinion over agreement in principle.

WE'VE GOT YOUR BACK LIKE NOBODY ELSE IN THE BUSINESS.

Unrivaled dealer support comes from understanding a high-quality product means nothing if it means headaches to get it on your shelves. For five decades now, we've built a trusted reputation for going above and beyond to deliver on the extras that make a difference. Like near-by facilities for timely product deliveries. A seasoned sales support team. Or stand-out advertising that drives higher demand for products. That's just the beginning of a very long list that only we do. **See all the other ways the YellaWood® brand has your back. Visit yellawood.com/for-dealers**



IF IT DOESN'T HAVE THIS **YELLA TAG**, YOU DON'T WANT IT.



YellaWood® brand pressure treated products are treated with preservatives (the "Preservatives") and preservative methods, and technologies of unrelated third parties. For details regarding the Preservatives, methods, and technologies used by Great Southern Wood Preserving, Incorporated, see www.yellawood.com/preservative or write us at P.O. Box 610, Abbeville, AL 36310. Ask dealer for warranty details. For warranty or for important handling and other information concerning our products including the appropriate Safety Data Sheet (SDS), please visit us at www.yellawood.com/warranties or write us at P.O. Box 610, Abbeville, AL 36310. YellaWood and the yellow tag are federally registered trademarks of Great Southern Wood Preserving, Incorporated. All other marks are trademarks of their respective owners and are used with their permission.

Fasteners stay hidden so the beauty of your deck shines through.

The latest product launch from decking giant Trex® proves this point. Further reinforcing its legacy as the category innovator, the world's largest manufacturer of wood-alternative decking and railing and leader in high-performance, low-maintenance outdoor living products, has launched a comprehensive collection of Trex®-branded deck fasteners and accessories.

The **Trex Hideaway® Fastening System** includes solutions for every composite deck fastening and finishing need—from color-matched screws and plugs to specially engineered bits, depth setters and clips – including several first-to-market innovations. The collection was meticulously researched and expertly engineered to make installation easier and more efficient while delivering a clean, cohesive aesthetic. These new tools and accessories are fully compatible with all Trex® decking products and have also been rigorously tested and proven to work with most competitive decking options.

Earlier this year, Trex® introduced **Trex Hideaway® Deck Plugs** and **Trex Hideaway® Fascia Plugs**. These first-to-market collated plugs feature proprietary construction and are made from the same shell stock, embossing rolls and pigments used to create Trex decking and fascia. Painstakingly crafted to deliver impeccable color and texture matches for the entire Trex decking collection, these exclusive plugs create a virtually undetectable finish. With these specially designed plugs, contractors no longer have to rely on locator tools to ensure safe and effective installation, giving them the ability to conceal fasteners anywhere on the deck.



Another one of the newest introductions to the portfolio is the **Trex Hideaway® Butt Joint Clip**. Designed specifically for use where deck boards meet over a single joist, this specialized clip ensures perfect alignment and a strong connection without the hassle of additional joists and fasteners. The extra-wide “wings” of the clip provide the same secure connection as two standard hidden fasteners, so that just one clip is required per side.

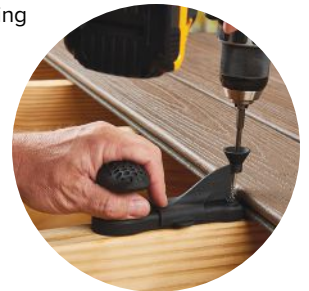
Additionally, the clip’s “shoulders” provide the support of two joists, eliminating the need for a sister joist in end-to-end deck board applications and resulting in quicker deck installation without compromising aesthetics.



“Uniquely engineered for installing butt joints, this new clip promises to save time, reduce labor and simplify the process,” explained Mike Onderko, Director of Product Management for Trex Company. “Compatible with a variety of grooved composite decking brands, their efficient design minimizes the need for extra blocking materials, allowing for more cost-effective installation. Additionally, they make it easy to remove boards when necessary.”

In addition to these new fasteners and accessories, Trex continues to offer its universal starter and fastener clips, router bit, and award-winning **Trex® Universal Fastener One-Step Installation Tool**.

“With our expanded Hideaway collection, Trex now offers the most robust fastening offering of any composite decking brand,” noted Onderko. “These additions also bring meaningful innovation to what has been a relatively stagnant category, delivering improved performance, durability and ease of use. They afford greater quality control for installers and give our channel partners a competitive advantage by allowing them to deliver end-to-end solutions from one supplier for a seamless, worry-free deck-building experience from the joists up.”



For more information about the expanded **TREX HIDEAWAY® FASTENING SYSTEM**, visit [Trex.com](https://www.trex.com).

Designed for precision, the rest of the TREX HIDEAWAY® FASTENING SYSTEM includes:

Trex Hideaway® Color-Match Composite Decking and Fascia Screws

Engineered specifically for Trex decks, these fasteners feature ultimate color matches with all Trex decking and fascia lines along with a unique design that delivers optimal stability, increased drive speed and a mushroom-free finish. Screws feature Phillips' patented HEXSTIX® technology for optimal accuracy and STICK-TIGHT® technology to guarantee the perfect bit fit with every drive.



Trex Hideaway® Counterbore Bits

Durably designed in color-coded options for fastening Trex color-match fascia screws and decking and fascia plugs, these new counterbore bits feature forged spade designs for enhanced durability. An innovative rotating wing on each bit delivers a swift, efficient cut while ensuring material removal to prevent scratching the deck or fascia surface.

Trex Hideaway® Depth Setters

Specifically engineered and labeled for decking and fascia applications, these depth setters are equipped with the Phillips HEXSTIX Drive System, allowing installers to drill to the correct depth quickly and precisely, every time. Made with high-quality materials, each setter is incredibly durable and protected by a glass-filled nylon sheath and rubber bumpers to prevent wear and to avoid marring the deck surface during installation.

©2024 Trex Company, Inc. All Rights Reserved. Trex® is a federally registered trademark of Trex Company, Inc., Winchester, Virginia.



The fasteners stay hidden. The performance stands out.

The Trex Hideaway® Fastening System is a first-of-its-kind comprehensive solution made by Trex for Trex. This system includes a range of composite decking and fascia fasteners, including color-match screws, plugs, universal clips and a butt joint clip. Each element is designed to hide everything but the beauty of your next deck build. Learn more at [trex.com](https://www.trex.com).



Featuring: Trex Transcend® Lineage™ Decking in Jasper.

National Association of Home Builders keeps LBM dealers in the know

GEOFF CASSIDY

CHIEF REVENUE OFFICER | NAHB

What is a brief history of the International Builders' Show (IBS), and where do you see it going?

The International Builders' Show is owned and produced by the National Association of Home Builders (NAHB). What started as a yearly meeting of the members more than 80 years ago evolved quickly into *the* preeminent annual gathering for those involved in all aspects of the professional residential construction industry. To provide a sense of the scope, earlier this year IBS brought together more than 1,600 exhibiting companies from 36 countries and 70,000+ attendees for three days of education, networking, and product discovery.

Our goal each year is to produce a world-class backdrop for suppliers and manufacturers to showcase what's new and what's next to IBS attendees with an emphasis on in-person product and service interaction and education. With a healthy dose of programming on industry best-practices and trends and invaluable networking opportunities thrown in for good measure.

What learning and educational opportunities are there for LBM dealers at IBS and from NAHB?

While IBS education programming offers 100+ sessions employing various formats, LBM dealers that attend IBS often tell us that their best learning happens while attending demonstrations in the Construction Performance Zone, Craft Techniques Zone, and other specialty areas on the show floor. And if connecting with builders and brands in the home building industry on a broad scale is important to you and your business, then attending the show is the most efficient and effective way to do just that.

What suggestions would you have to help LBM dealers work better with their builder partners?

It obviously depends on the people involved, but at risk of sounding like a broken record, IBS provides a great opportunity for LBM dealers to ask builders what they want and need in this regard. If someone is at the show, you know they are serious about their business. They are there to connect with existing and new partners and to build those relationships. Nothing beats the face-to-face interaction found at IBS.



As chief revenue officer (CRO) of the National Association of Home Builders (NAHB), Geoff Cassidy focuses on non-dues revenue activities in general, with specific oversight of the NAHB International Builders' Show, The New American Home, NAHB Member Savings programs, BuilderBooks, and the Leading Suppliers Council.

Why should LBM dealers pay attention to trends from overseas?

It certainly seems like the world has "gotten smaller" in the last 20+ years and new trends at home can emerge from anywhere almost overnight. The Builders' Show is an international event with more than a third of its exhibitors having their headquarters outside the U.S., and many more operating globally. Attendance provides an unparalleled opportunity to discover innovative products and techniques from across the globe that are likely to positively impact the business of home building in the U.S.

What value or benefits do you perceive in NAHB being a Gold Sponsor at LBM Strategies?

The first year we thought it would be a great way to promote the Builders' Show to the LBM dealer audience and it truly was. That said, in addition to awareness, we now sponsor because of the education and networking the event provides. We love going on the tour to see the latest technology in use. And LBM Strategies provides an opportunity to better understand the challenges dealers are facing. ■

WINDOW WRAP

POWERBOND®

AGGRESSIVE LOW TEMPERATURE FLASHING



Self-adhesive. Self-sealing. The patented system to stick with.

WindowWrap PowerBond® delivers cold weather flashing solutions.



WindowWrap PowerBond® products deliver more value on the job site.

Extend your building season with our patented PowerBond® adhesive system that aggressively adheres in cold weather while remaining stable at elevated temperatures. More economical than butyl-based products, count on our WindowWrap PowerBond® products on your next project!



WindowWrap PowerBond® Flashing Solutions

- Flex option for sill pan flashing and curved openings
- Aggressively adheres down to 25°F
- Self-seals around common fasteners
- Made in the USA



mfm® BUILDING PRODUCTS CORP.

Visit mfmbp.com or call 800.882.7663 today.



WE AT SHERWOOD ARE EXTREMELY PROUD TO CELEBRATE OUR 70TH ANNIVERSARY!

In 1954, our founder, Bernard Goodman, started Sherwood with three associates and 125 customers. Since then, two more generations of Goodmans have taken the mantle of running Sherwood. As the Goodman family has grown, so has Sherwood. We have expanded from servicing one state out of one location to having offices in New York, Florida, Oregon, Baltimore, and Massachusetts, while also operating out of reloads across the country. The growth and success of Sherwood Lumber are fueled by our values-driven approach to conducting business. Our mission to provide an unmatched customer, vendor, and associate experience pushes us to improve every day.

In line with the values Sherwood was founded upon, each Sherwood associate is treated like family. Sherwood believes in engagement—having a vested interest in associate success is conducive to individual and overall company performance. Our dedication to our Sherwood family has not gone unnoticed. We have been recognized by numerous publications as one of the best companies to work for in New York, demonstrating our pride in cultivating a positive workplace. Sherwood Lumber affirms its commitment to the well-being of its associates. Sherwood is one big family, and everyone deserves to be treated as such.

To bring us closer to executing our mission, we sought to expand our presence in the lumber market nationally. The 2008 recession put us in a position to expand by acquiring companies in Oregon and Tampa. By doing so, we've increased the reach of our mission field to the entire continental United States. Our sales office in Lake Oswego, OR, focuses on markets in the U.S. West as well as the South and Southeast. Our Oregon team trades a wide mix of commodity lumber products to a diverse mix of customers around the U.S. With a strong emphasis on distribution, long-term fixed pricing, and commodity brokerage, Lake Oswego's commodity trading footprint helps drive synergy and cross-collaboration across all our business units nationwide.

As Sherwood has grown in size, our product line has expanded too. In 2020, Sherwood Lumber boldly entered the highly competitive exterior products industry by launching the Specialty Division of Sherwood Lumber. Since then, Sherwood's Specialty Division has grown from three associates to over 20 today, embodying our values of execution and collaboration.

Our growing team of outside salespeople up and down the East Coast represent Sherwood with integrity and dedication. They promote and sell products and relay information back to our inside sales team, who process immense amounts of information to ensure everything runs smoothly. Whether answering questions, organizing deliveries, or solving problems in real-time, the inside sales team is a crucial component of our exterior sales division.

Sherwood has also made significant advancements in logistics and fulfillment. Sherwood Lumber purchased land in Palmer, MA, in 2010. Since then, our prime logistics hub has only grown, underscoring our commitment to transparency and innovation. In 2013, construction began on a rail spur to enable our team to execute at both a higher volume and efficiency. To this day, the rail spur in Palmer is one of the largest in New England. Sherwood operates out of a 68-acre state-of-the-art facility, demonstrating our dedication to responsiveness and reliability. Out of Palmer, less-than-truckload route trucks service thousands of customers daily up and down the Eastern Seaboard. Whether it be exterior products, dimensional lumber, or plywood, our logistics team in Palmer works around the clock to ensure products come in and out of our Prime Logistics Hub quickly and efficiently. Building Palmer has brought us closer to actualizing our vision of influencing, transforming, and exceeding expectations in our industry.

Looking toward the future, Sherwood has set its sights on further growth. In 2022, Sherwood completed the sale of a facility in Danville, PA. Like Palmer, Danville will aim to serve our customers with the same speed and efficiency that Palmer does, reinforcing our reputation and dedication to excellence. The purchase of land in Danville strengthens our position in the Mid-Atlantic region. This new facility in Danville will work closely with our Baltimore office, formerly known as Middle Atlantic Wholesale Lumber. Sherwood Lumber acquired Middle Atlantic Wholesale Lumber in 2023. Since then, the two companies have fully integrated, and the Baltimore office has become an integral part of the well-oiled Sherwood machine. Sherwood looks excitedly to the future in Danville, eager to collaborate with community partners to bring economic opportunity and prosperity to the borough, embodying our value of collaboration.



We at Sherwood not only concern ourselves with the future of our company but also with the future of our planet. Sherwood Lumber has been steadfast in its commitment to sustainable, environmentally friendly business practices, embodying the value of stewardship. The roof of our warehouse in Palmer is lined with solar panels that return energy to the local community. Sherwood's solar panels offset the emissions of 1,780 cars, almost a million gallons of gas, over 9 million pounds of coal, and the power draw of around 1,400 homes.

WE ARE THRILLED TO BE CELEBRATING 70 YEARS IN BUSINESS. Through the hard work and dedication of everyone in the Sherwood family, we have persevered and prospered. Together, we aim high and look forward to what the future will bring. We are thankful to the customers we have served over the past 70 years and are excited to meet the customers we will serve in the next seventy. Go Sherwood!

sherwoodlumber.com



CANADIAN SOFTWOOD

Heightened tariffs on Canadian softwood lumber imports reignite this long-standing debate

BY MIKE BERGER

The clash between Canada and the U.S. over softwood lumber, which dates back to 1982, is one of the most persistent trade disputes between the two countries.

On August 19, the U.S. Department of Commerce raised tariffs on imports of Canadian softwood lumber products from 8.05% to 14.54% following its annual review of existing tariffs.

The U.S. government has long accused Canada of engaging in unfair trade practices, asserting that Canadian softwood lumber products are subsidized by the Canadian government and then sold in the U.S. at less than fair value.



POINT

IN FAVOR OF TARIFFS

Speaking in support of the tariff increase, Andrew Miller, CEO of Stimson Lumber and chairman of the U.S. Lumber Coalition—representing a coalition of U.S. softwood lumber producers—released a statement saying in part, “This even higher level of unfair trade by Canada could not have come at a worse time for domestic producers. Lumber demand and prices are at record lows and mills across the country are struggling to keep afloat.”

In its press release, the U.S. Lumber Coalition says that the increased levels of unfair trade confirmed by the Commerce Department makes it obvious that Canadian unfair trade practices are making a bad situation worse by accelerating and deepening market downcycles, resulting in today’s extreme low lumber prices, forcing U.S. mill closures and layoffs.

“The United States does not need the unfairly traded Canadian lumber imports to supply current levels of home construction,” added Miller. “What American mills, workers, and timberland holders need is the continued strong enforcement of the U.S. trade laws that help facilitate a level playing field. That is how we retain production and availability of lumber produced by U.S. workers to build U.S. homes,” Miller summed up.

The press release concluded: “The U.S. lumber industry established its right to the imposition of antidumping and countervailing duties in the face of unfair competition from Canada, and the Coalition supports the Commerce Department’s continued commitment to enforce the U.S. trade laws against subsidized and unfairly traded Canadian lumber imports.”

LUMBER DISPUTE

These practices, according to U.S. officials, distort the U.S. softwood lumber market to the detriment of U.S. sawmills, their employees, and local communities.

The latest review by the Commerce Department has confirmed increased levels of what it describes as “unfair trade,” suggesting that these practices are exacerbating existing market challenges. Some industry experts say the U.S. sawmill industry is facing severe pressure, leading to mill closures and layoffs.

As with most disputes, there are strong viewpoints on both sides of this tariff situation. For this article, *LBM Journal* offered both sides the opportunity to state their case.



COUNTERPOINT AGAINST TARIFFS

The National Association of Home Builders (NAHB) strongly disagrees. Alex Strong, NAHB’s senior federal legislative director states: “The tariffs on Canadian softwood lumber are acting as a tax on American home builders and home buyers, making housing less affordable for American families and forcing builders to look overseas to other markets, in order to meet demand.”

“These tariffs on Canadian imports are particularly acute when lumber prices overall are high, which they have been since mid-2020. That is why it is imperative that the Biden administration focus its efforts on working with Canada to develop a long-term solution to the trade dispute that will ensure American home builders and consumers have access to a reliable supply of softwood lumber at competitive prices,” he continues. “Any long-term solution should

necessarily include a U.S.-Canada settlement regarding the current anti-dumping duties and countervailing duty cases and the overall legal challenges associated with the current softwood lumber dispute.”

In its official statement, the Canadian government declares: “Canada is extremely disappointed that the U.S. Department of Commerce has significantly increased its unfair and unwarranted duties on softwood lumber from Canada, from 8.05% to 14.54%. Baseless and unfair U.S. duties on softwood lumber unjustifiably harm consumers and producers on both sides of the border. This latest measure will negatively impact workers and their communities. U.S. consumers and businesses that need Canadian lumber will bear the burden of these duties, making housing even less affordable for Americans.”

PHOTO: ©ISTOCK.COM/SVETAZI

A longtime industry leader shares insight on trends and the future of the LBM sector

Sustainability is a growing concern for many homeowners and builders, as is efficiency; what kind of products does IWP stock that meets these needs?

We offer many products that feature recycled content or use engineering and innovation to maximize natural resources. Some of these include Trex decking featuring 95% recycled content; LP SmartSide utilizing renewable materials; PWT Treated LVL providing an industry-leading solution for stronger, flatter deck substrates; and Kebony dually modified decking and cladding using innovative processes to enhance the performance and appearance of softwood species. Our products not only contribute to sustainability but also improve efficiency on the job site.

What kind of trends are you seeing in materials on the market?

The market is leaning into various modified wood products. Thermal or chemical modification processes change the cellular structure of the wood to the core, increasing density, stability, and resistance to insects and decay. One of our newest additions to this category is Ambara, a thermally modified ayous from Nova Building Products. The products subject to modification, like pine, hemlock, and ayous, are unsuitable for exterior applications in their original form, but modification is a game-changer.

The industry has also embraced the incorporation of engineered cladding products, like Rainier Plank. A beautiful vertical grain cedar veneer face on a finger-jointed tight-knot cedar core gives a clear cedar appearance while maximizing natural resources.

Open-joint cladding is another trend that continues to grow in both commercial and residential applications. In these installations, the wall cavity is exposed to wind-driven rain and long-term UV exposure, so the WRB plays a critical role. Innovative systems, like the InvisiWrap UV-protected rain screen system from Benjamin Obdyke, ensure a high level of protection while the all-black components enhance the open-joint aesthetic.

How does IWP view its partnership with suppliers?

Our suppliers are crucial to our success. We value long-term partnerships where we can build relationships characterized by transparency, integrity, and commitment to working together to benefit our mutual customer, the LBM dealer. As with any relationship, it must be a two-way street. If a product or service does not add value through the channel, we assess, evaluate, regroup, and find a customer-driven solution.

Following the supply chain issues of the past few years, what would you say is the biggest challenge/opportunity in the near future for LBM dealers?

For LBM dealers, the near-term challenges include limited or inconsistent supply and increased labor, inventory, and operating expenses. Improved communication and technological tools allow everyone to manage the supply chain better. Technological tools that blend historical data with planned growth in market share, wallet share, and geographical expansion lead to dynamic, informed decision-making. Discussing our forecasts with supply partners and customers allows us to determine whether additional supply is needed and evaluate the options to fill the gaps.

As you approach retirement, what would you say has been your biggest accomplishment during your career?

I have been fortunate to have fantastic mentors who have taught me the importance of servant leadership through their actions. By following their example, I have been able to help others succeed and thrive in their LBM careers. It is impactful to witness people reaching their goals, and I take pride in contributing to their growth.

What advice would you give to women entering the LBM industry?

Over the years, I have seen the number of women in LBM grow overall and in positions of increasing responsibility. We still have a long way to go, but we are on the right track! I would encourage leaders in our industry to strategically recruit women and people of color to maximize the available talent pool. Broad-based thinking will propel our businesses for future generations. Building products is a great industry; increasing diversity and embracing differing perspectives will strengthen it even more. ■

Edy Schaller has spent more than a decade working with International Wood Products (IWP), an independent, full-service stocking distributor and manufacturer of building materials to LBM dealers in the western U.S. Since April, she has served as senior vice president of special projects to drive key organizational initiatives. Prior to that, she worked as vice president of marketing, corporate director of marketing, and sales manager.



HOME EXTERIOR SOLUTIONS

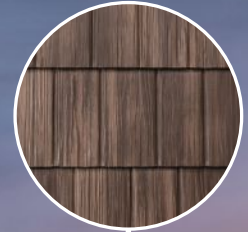
ENDURE™ DOUBLE HUNG
WINDOWS WITH INTERNAL GRIDS



HARBOR MILL™ SHINGLE
SIDING IN SANDALWOOD



SADDLEWOOD
SHAKE METAL ROOFING



WOODBIDGE
NATURAL CUT™
MANUFACTURED STONE



SIGNET® FIBERGLASS
DOOR IN PECAN WITH
PRIVACY GLASS



CEDARMAX®
BOARD 'N BATTEN
IN SANDALWOOD

ProVia is your one source for professional-class building products

Use the QR code to learn more about our premium building products and why it's great to partner with ProVia.



DOORS | WINDOWS
SIDING | STONE | ROOFING



Succession Planning to Grow and Strengthen Your Family Business

Stratus Wealth Advisors can help your family business connect its rich history and operational strengths with the strategic goals of the next generation of leadership.



Stratus specializes in business valuation and succession planning services for the LBM industry. We deeply respect and appreciate the generations of hard work that have built your business and contributed to its success. Our goal is to honor this legacy by helping our family-owned business clients remain independently owned.

At Stratus, we understand that many successful LBM businesses are the product of generations of hard work, sacrifice, and dedication.

For over a decade, we have worked with LBM dealers across the country who are committed to serving their customers, supporting employee growth, and contributing to their communities. Many of these businesses have deep roots, tracing back to the efforts

of World War II veterans and hardworking families seeking success in American society. Our goal is to honor and preserve this rich legacy while guiding these businesses through a customized and strategic transition.

However, no matter the success of these businesses, the owners will eventually need to transition leadership and ownership of the company. Even with a strong culture and a sustainable growth strategy, a change in leadership and ownership can create challenges.

Without the right planning and processes in place, a well-run business can struggle to adapt and thrive. These struggles can lead to difficulties for all the company's stakeholders: the owner, their family, the employees, the customers, and the local community.



We understand that business owners often feel anxious about how their business will move forward without them. Since most business owners only transition ownership once, they need a strategic partner who will listen to their goals and concerns to create a customized solution.

At Stratus, we work closely with you, your family, and your key advisors using a process designed to help you answer key questions such as:

- **What is my business worth and how do I make it more valuable?**
- **What are my options for transitioning ownership?**
- **What are the tax implications of selling my company?**
- **How do I equitably divide my estate between children working in the business and those who are not?**
- **Can the value of my business and my other assets support my post-ownership goals?**
- **What risk mitigation strategies can help me to protect my family and my net worth?**
- **How can I reduce my time commitment to my business?**
- **What legacy do I want to leave behind for my family, my employees, my customers, and my community?**

We believe that holistic succession planning can create a successful and sustainable solution for all stakeholders. This approach will help your family business build on its historical strengths and the hard work of past generations, while equipping the next generation with the tools and flexibility needed to keep your independent business thriving and impactful in your community.



Business Valuation & Exit Strategies for LBM Dealers

Contact us for more information:
stratuswealthadvisors.com

or schedule a complimentary consultation:
go.oncehub.com/SamBrownell

**Scan the QR Code to download
a complimentary succession
planning kit.**



A new wind on the North Shore

PHOTO: ©ISTOCK.COM/GREAT LAKES

BY MIKE BERGER

Sometimes, the old becomes new again. Such is the case for North Shore Lumber located in Two Harbors, MN, along what's commonly known as the North Shore of Lake Superior. Founded in 1889, this LBM dealer is possibly the second oldest in Minnesota, yet it is experiencing a renaissance of sorts, thanks in part to its new owner, Adam Johnson, and his team.

Johnson acquired the business just last year, and in the face of economic uncertainties. This wasn't his first foray into the LBM world however, as Johnson, a former contractor, also owns Lake Country Lumber in Minong, WI—a purchase he describes as a “flip.”

“It had been for sale for nine years, was very outdated, and was doing very little in business,” he explained. “I think at best, they were breaking even, but it had been in the same family for 60 years, and they were just sort of holding on. I was partnered up with a contracting company out of Duluth, MN at that time, and so



when lumber prices shot through the roof three years ago, we decided to buy that lumberyard as a way to manage those costs. We had around 140 field employees, and so we thought it might be a way to sort of ride that out, but then interest rates shot up, and that sort of killed that idea. And so a year and a half ago, I basically bought them out of the lumberyard, and they bought me out of the contracting.”

Do, or do not

Even more challenging than the economy, was the fact that North Shore Lumber—then doing business as Two Harbors Lumber—had not received much attention for the last few years. “There really wasn’t much for selection. There was a lot of stuff in the store, but there wasn’t a strong LBM selection, and what there was wouldn’t have been compatible with today’s building needs. I think they just decided to retire and sell, and it sat for sale for seven years.”

Many might question the logic of such a purchase, especially in light of current economic and housing instabilities. Johnson’s experience, however, was his guiding star, and it led him to a place of confidence to move forward. Sounding a bit like the character, Yoda, from the movie “Star Wars: The Empire Strikes Back,” Johnson says, “Either you believe you can do it or you don’t.”

“In this market of Minnesota’s North Shore [the coast of Lake Superior and the surrounding communities], there is very little competition, and if you can deliver to your own expectations, you’re likely going to be successful,” he says about his philosophy. “As a contractor for most of my life, I know how to design the store to fit what my needs would have been, and so it’s trying to make sure that we reflect that. Service is defined as a reasonable price for the product, a higher standard of quality in the products you’re selling than your competitors, ►



With a background as a contractor, Adam Johnson, owner of North Shore Lumber, sees a wealth of potential in his purchase of one of the oldest lumberyards in Minnesota.



and being accountable to the transaction commitments that you're making. So if I'm selling to somebody and I'm promising that we'll send good lumber out and we'll be there on time, and that we'll listen to them, then we better do that. And if you do business with a company that engages with you like that, you'll keep going back. And I think as long as we can operate that way, that we can listen to what they're asking of us, and we follow through with our end of it, we'll be successful despite market conditions. Will it always be as fruitful? No. Some years are going to be tighter than others. But I think if you just hold true to those core values, you will survive the ups and downs."

Seeing opportunity

As mentioned earlier, the market that North Shore Lumber services has been underserved for many decades. As geographically large as the area is, it was not uncommon to drive 1-1/2 hours to get to the nearest LBM yard. With the revitalization of North Shore Lumber, Johnson sees opportunity, provided he treats his customers correctly. "I had a market study done in partnership with Do it Best when we first engaged in this project, and so I had an idea that I knew what the parameters were," says Johnson. "But in practice, I'm finding that it was desperately underserved. A lot of people didn't know we were here. I mean, people who live in Two Harbors didn't know there was a lumberyard here in town. So not only is the city of Two Harbors waking up to a functioning lumberyard that really cares, now we have loads going as far north as Grand Marais and Grand Portage—all of a sudden, it seems like everybody's waking up to it."

"I knew there was a great market here, but I think it's really more than that," he continues. "I think you couple that with the fact that you're not just capturing a potential percentage

of those who were maybe going to drive to Duluth. You could capture almost everybody if you just treated them right."

An example Johnson gives is of a customer he had sold product to, but there was an additional component of the order he was out of. Rather than turn away the customer, he sent one of his employees to a competitor to buy the out-of-stock part so that he could complete his customer's order. "We lose money on it, but it's important to just see it through."

With the revitalization of North Shore Lumber, Johnson sees opportunity, provided he treats his customers correctly.

It's that "can do" attitude that Johnson sees as vital in forging a successful business path, combined with a bit of savvy when it comes to understanding what to provide for your customer base. As an example, he points out how the store was selling welding and cutting gas, but it didn't have a welding section. In response, he created a new welding section in the store to serve those unmet needs.

"We feel like we've been able to cover the needs of a lumberyard, so now we're trying to build out what would be that next ring of needs," he says. "For example, there are lot of projects where you might need stain, or you might need small electrical or plumbing supplies, mechanical supplies, things like that. So now we're trying to create space and bring more of those products in every week. We're trying to make it so that if you're a contractor and you're doing a job, you don't have to go to two or three stops. If you're going to wire a house, clearly, you're going to go somewhere else to get all your wiring needs. But if you're doing a small project and you need a box and a little wire, you can get it here along with your lumber." ■



GET TO KNOW NORTH SHORE LUMBER

Founded:	New ownership in 2023, founded in 1889
Ownership:	Family
Locations:	1
Employees:	14
Software platform:	Epicor BisTrack
Buying group/Co-op:	Do it Best
Customer mix:	70% pro / 30% DIY
Biggest sellers:	Framing and windows

R_x

Take EnergyShield® XR immediately to relieve symptoms of XPS and improve your thermal performance above and below grade.



Introducing the only continuous wall insulation board with the high **R**-value. And the **X** factor.

Do not take if you enjoy higher energy costs and other headaches.

With its higher R-value and many beneficial X factors, Atlas EnergyShield® XR is the only polyiso continuous insulation board designed for above and below grade applications. Prescribe this one single product that exceeds performance expectations while offering enhanced comfort and lower energy use in a more versatile product than XPS. Not to mention, we've been ozone friendly for over 30 years.

CAUTION: When using EnergyShield XR you may experience: a higher R-value at 6.5 per inch, improved thermal performance and energy efficiency, meeting all energy codes, effective insulation in all climates, high performance above grade and below grade, improved interior comfort from reduced energy loss, easy cutting leading to expedited installation, less jobsite waste, environmentally responsible formulations, UL GREENGUARD® Gold certification, more cost-effectiveness than newest XPS product, more solvent compatibility, better UV stability and a reduced carbon footprint.

MOST COMMON SIDE EFFECTS INCLUDE saving money, completing projects faster, making homeowners happy, long lasting interior comfort, saving the environment and never using XPS again.



EnergyShield® XR
Continuous Insulation

Ask your Atlas sales rep for more information
or visit xr.atlasrwi.com



Savings vary. Find out why in the seller's fact sheet on R-values. "R" means resistance to heat flow. Higher R-values mean greater insulating power.

CYBER SAFETY: HOW LUMBER BUSINESSES CAN UP THEIR CYBER HYGIENE AMIDST GROWING BUSINESS THREATS

This August, more than 2.9 billion records were stolen by hacker USDoD, impacting individuals across the U.S., U.K. and Canada. The hack revealed personal social security information and has put many at risk of data threats. While cybersecurity has become a larger point of emphasis in recent years with more checks in place, business owners — including those in the lumber and building materials — cannot let their guards down.

Here at **Pennsylvania Lumbermens Mutual Insurance Company (PLM)**, we recently saw a major cyber loss at a Pennsylvania cabinetry manufacturer. The business did not have strong cyber insurance coverage or protections in place and when a virus penetrated their computer systems, it led to three weeks of business shutdown. The company was then forced to temporarily lay off 500 workers, while leadership had to pay out \$250,000 to address the issue and build better cyber defenses.

Good cyber preparation and coverage is essential in today's business environment, across nearly every industry. Cyber threats are becoming more complex and difficult to address and at any given moment, a lumber business could fall victim to an attack that shuts down operations or leaks critical client or staff member personal information, leading to financial and or reputational damage or ruin.

Lumber company owners and operators seeking to build better cyber defenses should start by examining their risk exposures and taking time to understand the most common cyberattack strategies.

UNDERSTANDING THE THREAT

Cyberattacks come in various shapes and forms. Here, we'll break down three of the most common threats we see across the lumber industry.

1. Misdirected payment fraud. Here, we see attackers clone emails from customers. When the staff member clicks and reads through the email, the attacker gains access to their account and can start monitoring their inbox and their frequent contacts. From there, they can use their insight into the employee's emailing habits to clone an email invoicing another team member. Perpetrators often clone these invoices and tell other staff members that there's been a change in the routing number, so they need payments to be sent directly to a new number. Since the email follows the hacked individual's email style, many employees have a hard time identifying the fraud at play and send the money, costing the business significant funds.

2. Double extortion. This combines normal ransomware tactics with extortionware. Attackers can take victims' data, move it elsewhere and then threaten victims to sell the information over the dark web. For a business, a data leak to the dark web could compromise both team members and customers and ruin the company's reputation.

3. Password stuffing. Here, criminals steal victims' passwords and use those passwords to gain access to private information. In the event these victims use the same passwords for multiple accounts, they risk losing their personal information to criminals, as well as financial loss.

FOLLOWING CYBER SAFETY PROTOCOL

With the right safety practices in place, lumber businesses can significantly reduce the odds of a successful cyberattack. Best practices include:

Build out secure processes: Anytime an invoice is involved, staff members should be required to call each other or customers and vendors to confirm the details of the transaction. Email interactions are not secure and phone calls can help verify a cyberattack is not in play. Any large payments should also require CFO approval before funds are released for safety.

Prioritize regular training: Employees should be trained to identify these cyber risks and should be educated on how to react quickly and safely. This training should explain thorough password requirements, best security practices and tactics and should also offer clear direction for how to report any incident in case an issue does arise.

Don't forget to update: Most software and program providers offer regular updates that include improved security measures. Confirm all software is updated to the latest, most secure version to ensure the business does not have any unnecessary vulnerabilities.

Run regular backups: Backup all files so if there is a data compromise, the company can still access critical business information and details.

Obtain good insurance: Cyber insurance is essential.

A comprehensive cyber policy can help a business weather the storm during an incident and offers businesses the opportunity to become whole again in the event of a loss. The right insurance partner will also go beyond just providing this safety net. A good insurer will offer regular and comprehensive risk assessments, as well as risk mitigation tactics and advice to help prevent cyberattacks.

In particular, lumber and building material dealers should consider working with an insurer that knows the industry and its risk profile. **Pennsylvania Lumbermens Mutual Insurance (PLM)** has 129 years advising businesses in the lumber industry on best safety practices. We know what challenges our clients are facing and we are prepared to assist them with resources and safety information they need to succeed.


Our revamped cyber coverage includes financial reimbursement plans and proactive tools, including self-guided assessments, actionable recommendations and comprehensive roadmaps designed for your cyber protection needs.

We also offer a Cyber Safety program, powered by Zeguro, which provides policyholders access to website monitoring, security training, customizable security policies and a Cyber Concierge for personalized guidance. This hands-on tool can lower cyber risk significantly while lightening the workload for lumber business owners.

Cyber risks are not going away anytime soon and our industry needs to be better prepared for cyber incidents. With the right safety practices in place and a strong insurance policy, lumber businesses can reduce their cyber risk.

For more information on how PLM can help your business build a safer workplace, ask your insurance broker about PLM, contact a representative at PLM directly at plmins.com or call 1-800-752-1895.

What can lumber businesses do to prepare against the range of evolving cyber risks? Good data and cyber hygiene are critical.



It's more than an insurance policy.

Jun Tomagan, Loss Control Representative

Pennsylvania Lumbermens Mutual Insurance Company (PLM) goes beyond providing coverages with an emphasis on preventing and reducing losses to safeguard our customers' operations. We allocate much of our resources to this purpose, more than many other carriers, to provide our customers with valuable, industry-specific knowledge and services to help them protect themselves, their employees, and their businesses.

Our Loss Control Representatives are experts in all aspects of risk management, especially in the lumber and wood industry. They partner with our customers through consultative services, helpful recommendations, and custom training plans to help mitigate areas of risk and build safer and more resilient lumber businesses.



Get more from your insurance policy with PLM's Loss Control Representatives who are committed to the safety of your business.



Request a quote at www.plmins.com/LBM.

PENNSYLVANIA LUMBERMENS MUTUAL
INSURANCE COMPANY

800.752.1895 | www.plmins.com

THE LBM CENTURY CLUB was founded on the simple belief that companies that have been around for 100 years deserve to be recognized. Launched in 2016, the LBM Century Club has grown to over 200 members, with more coming in each month. In all, the companies have provided more than 26,000 years of combined service to their communities.

We asked these companies why they believe their businesses have had staying power in their communities.



Marcus Lumber

Marcus, IA | marcuslumber.com

LOCATIONS: 2

ESTABLISHED: 1890

Became Marcus Lumber in 1920

“Our purpose is in our dedication to serve our families, team members, and customers now and in the future with their building projects. We’re committed to helping build up the communities around us. We just recently started a new strategic plan which has energized us well into the transition of fourth generation ownership.”

— Grant Leavitt, general manager

Building Center Inc. of Gloucester

Gloucester, MA | bcgloucester.com

LOCATIONS: 2

ESTABLISHED: 1903

“Our business is based on integrity, delivering high-quality products, and putting people first. By making sure our customers and associates are happy, we’ve been able to be the first stop for professional builders and homeowners alike. We like to think that after 121 years in business that every house in our community has a piece of the Building Center in it. That’s something we’re proud of.”

— Tim Huff, CFO, and fourth generation family member

Do you work for or know of a lumberyard or building materials retailer that is 100 or more years old? Visit the Century Club at lbmjournals.com/nominate and answer a few questions.

FOR A COMPLETE LISTING OF LBM CENTURY CLUB MEMBERS, VISIT lbmjournals.com/lbm-century-club.



You can't stop time,
but you can **save it.**



From your yard to your retail counter, **Frameworks**
brings your entire business into one web-based ERP.
It's software that keeps your business moving.



DMSi Frameworks
Built for dealers like you.

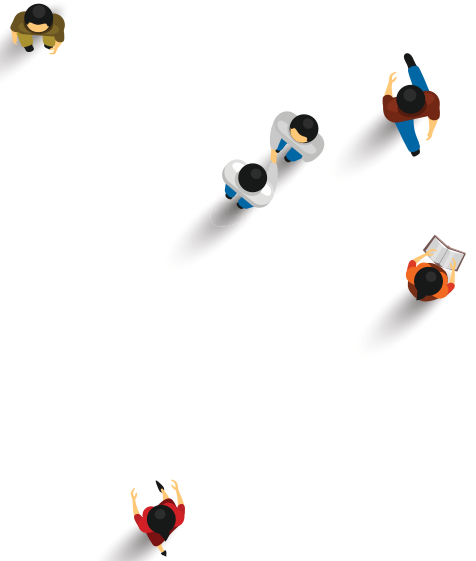
dmsi.com/frameworks

ATTRACTING AND RETAINING YOUNG PROS

BY LBM JOURNAL READERS

Whether you chalk it up to remote working or the old “no one wants to work anymore” excuse, it’s clear that there’s a growing trend in the LBM industry: younger employees can be difficult to find, and just as important, to retain.

One underlying cause may be a numbers issue: According to data from the U.S. Bureau of Labor Statistics, the percentage of workers age 55 and older has risen nearly 8% in the past 20 years, and is expected to keep rising. Meanwhile, the percentage of workers ages 25-54 has dropped by 6%, leaving employers with a labor pool problem. So how can a dealer stand out against the competition?



Nearly 120 readers responded to our Real Issues survey email (let us know at operations@lbmjournal.com if you'd like to be on the list). **THE QUESTION:**



Our key challenge is attracting and retaining young pros. This is something we've wrestled with for years. Our starting pay is above-market, we offer solid benefits and a clear career path with a bright future. Attracting them is just the beginning ... getting them to stay is the other. Most of our new hires leave after a short time. We'd love to learn insights from other dealers on how to not only attract, but also retain, young pros.

TAKE A LOOK AT SOME OF THE TOP ANSWERS FROM THIS MONTH'S SURVEY.

Responses from lumberyards, full-line building material dealers, and specialty dealers/distributors:

"Retention is a big problem in our industry. We are doing quarterly development chats with all employees and trying to outline a path for them. The problem is there are only so many positions that pay what some of these young people think they should make. We are working on better training programs and trying to come up with an incentive program for our inside sales team. Commission that is significantly less than the OSR, and is done with accounts that are dead, or walk-in customers. Money is not everything, but with the younger folks, they would rather see the pay than have the benefits in many cases."

"You need to find out why they leave. Start with an exit interview."

"We grow our own from within, typically. Floor sales to commercial support, to commercial sales rep. Or a seasoned management individual wants to narrow focus."

"Try and make the job fun and challenging, and have them share insights and give opinions. The money and benefits are part of it but they don't always think about life at 65."

"We are experiencing the same issue."

"We run into one of two issues generally. One is the young guy who is just in it for a paycheck and waiting for the next gig, or two, they are wanting to move up in the company and getting no answer. 'Just wait and see' is not cutting it for them, they want to know the road map to follow to get into a bigger role."

"We offer above-average pay and quarterly bonuses."

"CULTURE! I would challenge the company leaders to ask, 'How are you engaging with people daily both personal and as a company? How are you showing them the end result of what their job is? Are you showing them a future at the company?' People my age love to brag about all the cool things at their job. If you want to know what a 'cool thing' is, just Google the wild benefits at tech companies like Google and try to replicate a few you can afford."

"Total compensation package. Benefits with projected outlook, growth potential with achievable goals, sign-on bonus payable after a period of time."

"Honestly, I believe it is a group effort to retain younger pros in this industry. You may have younger employees apply for the job, see the pay and benefits, and think they will be a good fit. Once on the job, they may feel a bit inferior to the other employees who have been in the industry for decades. I believe it is up to management and the other employees to make sure these new younger pros are getting the training they need to succeed and feel safe to ask questions about things they may not know. If they are getting the training they need and feel like they aren't being a bother by asking questions then they may be more likely to stay and grow with the company."

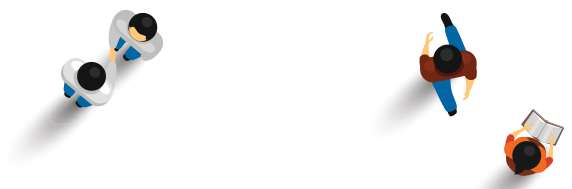
"If you don't offer a clear line of sight or a defined path for career growth, you will not retain them."

"We had the same issue coming out of Covid, and needed to make a push to find younger staff. The biggest issue that no one wants to really talk about is the poor perception tenured employees have of the younger generation. They think they are lazy, have it too easy, etc.—just every possible negative thought that someone with years of experience could have. That can create a poor work environment that leads to high turnover, and might be a bit hidden from management. So to remedy it, make sure you are setting the new hires up for success. Pair them with the right people, customize their training, give them tasks they will do well at—maybe even better than your tenured staff. Plan scheduled check-ins and conversations, ask them for feedback on what they are seeing and ways to improve—engage them. Those you still lose, do an exit interview and find out why."

"Too much demand, not enough people. All industries are struggling."

"Most find the work more than what they thought it would be. We are finding people want to work less but be paid more."

"While pay is a contributing factor, culture, working conditions, and opportunity for advancement is what keeps the younger generations of our team engaged and coming back excited every day. We recognize that our organization will often be used as a stepping stone for new workers in the industry, but we prioritize recognizing new and emerging talent and ensure that we put a major focus towards our strategic people focus." ▶



“Our challenge for young people is to make our business more tech-y. The younger workers seem interested in that part of our business versus the bread and butter.”

“I have found that networking amongst our peers is the best way to hire. Retention is usually not our problem—we pay well, have good benefits, and we definitely do not micromanage. I know it’s difficult with new employees, but to retain them, I think you have to be a little less old-school and give them more freedom than we had as the older generation.”

“The younger generations are looking for a work/life balance. Offer flexible schedules and provide insight into different avenues that they can specialize in to keep them engaged.”

“Sounds like you’re doing everything you can to ensure success.”

“If you can find high school part-time workers you may be able to hire them as full-time employees when they see the cost of college and the return on that investment. College-level employees tend to jump to other jobs and do not see the long term benefits because they are used to being rewarded in the short term. The problem is with the cell phone occupying most of their attention. They just cannot seem to put them down and to pay attention to what is going on around them.”

“We have the same problem. Our location is very seasonal, and we struggle to keep people after the season. Our pay is not above market which does not help.”

“You have to keep the younger generations engaged with tasks. You should challenge them with new roles, and tasks periodically. They are a ‘I want now’ generation, so they are more prone to get bored and burnt out a lot quicker than previous generations.”

“Maybe your company is focused on the corporate atmosphere which drives away candidates. Try a softer approach and loosen up the reins a bit. Also, is your management easy to work with? If not, they might need training.”

“Young pros seem to be looking for advancement opportunities quicker than the employees that we’re used to. Keep them moving in different jobs that show upward mobility.”

Responses from wholesale distributors, manufacturers, and service providers:

“Make sure your onboarding introduces the new hire to the team/family of the company. Then plan company events for the new hire to participate in. Incite the ‘old crew’ to include the ‘new crew’ in their activities.”

“Listen. Be mission-driven and stand for something.”

“Mentor them like they are your own kids, give them ride along opportunities, regular meetings with management, ad hoc responsibilities.”

“We believe the key is to hire people that have previous experience in the construction/construction material sales industry. The more closely their experience aligns with what we do, the more aware they are of the pros and cons of the industry. Hiring people from other industries tends to leave them focused on what they liked about the other industry.”

“Sounds like you are doing everything right except retention! In your exit interview is there anything that continues to throw up a red flag? Something is triggering the exit, is it you or someone else? Good luck as it is very difficult in attracting young people to our industry.”

“I would bet this is around training. New team members are expected to ramp up quick and aren’t given the grace or resources to figure it out. It’s also important to recognize when the new team members do well, which isn’t likely something that’s done frequently in a dealer yard.”

“We usually keep our eyes open for young people that have the capacity to fit into our culture and do what we do. We look for these people at all locations we interact with and across all industries—retail outlets for supplies like the big box office and electronics, tool suppliers, minor vendors, etc. If someone looks like a good fit, we keep them on our radar for times we are hiring—if they’ve stuck at their other job for a while, that’s a good sign and we consider them for a position and make a pitch. We also hire people that may not be typical hires (little or no college and high school drop-outs). We hire them for a lower starting position and promote quickly from within if they pan out and show promise—this is our preferred process. It’s more work to do this but the people we promote stick, they’re good, and it encourages other employees to up their game and gives them hope for a future. We’ll run lean rather than hire someone that may not fit or stay.”

“Pay, purpose, and connection. One thing that I hear frequently is just knowing what opportunities are internally. Even if they are hired at a low level, tell them about a career path and keep a conversation going about it.”

“Companies need to provide a solid training program which includes selling skills and POS training. Offering bonus pay for bilingual speakers or on site IT support assistance. If the new staff does not feel supported during their first months on the job, they will search elsewhere for a better culture.”

“You have to mentor, train, and develop. You have to sell them on the dream.”

“We have changed our focus to trying to recruit young people that live in the area—or grew up in the area, left, and might want to come back for the right offer at the right company. We will then start them at a proper salary for the position we eventually want them to fill. Then, we train them with our regular hourly crews to learn the business from the inside and of our culture. It is a bit of a sacrifice on their end from a position standpoint, but with the salary and the defined growth path, they are more likely to stay. They also get buy-in from the hourly workers of all ages.” ▶



THE MOTHER OF ALL COATINGS

Structural screws that redefine durability. CAMO's PROTECH® Ultra 4 coating is tested 2x longer than industry standard, giving builders unmatched protection. Stock the fasteners that keep customers coming back. Because when your connections counts, the right coating is everything.

TRUSS • FRAMING • LEDGER • MULTI-PLY • MULTI-PURPOSE

CAMO
The Better Way to Build a Deck

CAMOFASTENERS.COM





Does your company have trouble attracting and retaining young pros?



Comments from dealers:

“Our small workforce averages 36 years old.”

“It’s hard to keep younger people employed. They want to leave for the quick money, and don’t see a future in the industry. Really don’t want to take the time to learn, they want to get paid now! The days of starting in the yard and working your way through the ranks are far and few between. College grads want big bucks up front, and don’t want to put in the hours it sometimes takes to take care of the business. I think there are plenty of people out there that would fit the industry, it’s getting them to stick around.”

“They don’t want to work hard, and they don’t enjoy their job.”

“We tend to struggle with hiring in the warehouse positions. I land in the demographic we struggle the most with (I am 31) and I think many of the times as an industry we just try to sell the wrong things. Kids these days need to see the instant gratification and the 401k/pension/health insurance just do not appeal to many people my age. Many times great benefits are offered, but many of us are still after the initial hourly rate and do not look past the promised pay.”

“Have a fun atmosphere and promising value to who you are hiring, and they will be at your door. Get the word out. Also, pay better than your competition. Have a family-first establishment.”

“They are always chasing the dollar.”

“We try to recruit from the local schools and look to get the students engaged right away. Staying within labor law guidelines, we give them a glimpse of the many different careers that are available to them in the industry. Some of the students struggle with committing to a regular schedule, we try to offer flexibility when possible.”

“We have not had any high school/ junior college applicants in over two years.”

“For some reason, we will receive 10 or 12 good resumes and make contact and only one or two people will show up for the interview. Out of these, we usually do not find the right candidate.”

“We have started looking for high school students to work in the yard and then bring them inside from there. We have had some success with doing this. We have three current employees that started this way.”

Comments from vendors:

“We are the alternative to corporatism.”

“We could certainly use more younger talent with an aging staff, but have been fortunate the last two years in acquiring some very nice young employees with a great future with our company!”

“Young president, dynamic team.”

“I am currently in the LBM side of our business but I have been in our HR department for the last 3.5 years. We’ve shifted our focus away from those with industry experience and have instead started targeting those who are eager and trainable, regardless of their industry experience. Some of our best team members used to be in retail or sales outside of the industry. Our senior team members have been quick to teach, train, and coach. There’s a network of support on the team where anyone can ask any question they need.”

“No problem retaining, but cannot attract new talent.”

“Who wants to do real work anymore?”

“Entry level warehouse and production personnel are becoming easier to hire, but mid-level supervisors are tough because they tend to think they should be the big boss.” ■

©ISTOCK.COM/ARTHOBBIT (PG. 50); HISPANOLISTIC (PG. 54)

HAVE A REAL ISSUE?

Send it to Rick@LBMJournal.com. The reader who suggests the “Real Issues” topic will receive an LBM Journal prize pack.



IT AIN'T ABOUT WHAT'S EASY



IT'S ABOUT EARNING TRUST DAILY

What are your customers looking for in their concrete? Same things you are. Quality. Dependability. Support. In a word, trust.

The kind that comes from doing the work. Day in. Day out. In our plants. In your yard. We're on the job to make concrete the easiest part of your business.

Let's get to work. Sakrete.com/Dealer



MAGNESIUM OXIDE

A building alternative to drywall, subflooring, and more

BY MIKE BERGER

FOR MOST OF THE PAST 100 YEARS, residential and commercial construction has relied on three main building products—drywall, oriented strand board, and plywood—to form the sheathing and underlayment of our structures. That reality may be on the precipice of a transformation, however, thanks in part to a substance as old as the Great Wall of China.

Magnesia has been used for millennia as a building component. The builders of the Great Wall mixed it with their mortar, as did the Romans to create a concrete-like substance. Known today as magnesium oxide (or MgO), it's available as panels through a variety of brand names and manufacturers that include (among others) Exacor from Huber Engineered Woods, Magnum Board Products LLC, MagPanel from Ambient Building Products, Inc., and Cem-Rock by NexEra Greenspan USA.

ABOVE: From Huber Engineered Woods, EXACOR panels are specifically engineered with the structural, acoustical, fire-rated and dimensional stability performance needs of today's jobsite in mind. Made of magnesium oxide (MgO) and an integrated mesh core, EXACOR panels offer a smooth base for floor coverings and other applications.

What is it?

But what, exactly, is MgO? It starts as pure magnesium, a metal element that is solid at room temperature. In its raw form, however, magnesium is unstable and highly flammable. MgO, however, is the exact opposite. It is non-combustible and refractory, meaning it's chemically and physically stable at high temperatures.

Magnesium oxide is a compound made up of two magnesium molecules and two oxygen molecules. When oxygen is combined with the magnesium under heat and pressure, it produces a stone-like material—MgO. The MgO is then ground into powder and mixed with water and other materials, and then pressed into panels that are reinforced with layers of glass fiber mesh. The panels are similar to drywall or cement board, but MgO manufacturers say the product is stronger, fireproof, and more resistant to mold, mildew, moisture, and weather.

MgO boards can be used in many applications across both residential and commercial builds, including as fascia, soffit, tile backing, wall and ceiling surfacing, and underlayment. The panels are available in a variety of sizes, thicknesses, and properties that allow them to compete with traditional gypsum “drywall” boards, oriented strand boards, and plywood.

Product benefits

According to MgO panel manufacturers, the product possesses several benefits over traditional underlayment and sheathing options:

Ease of installation

MgO panel manufacturers claim that the material can be installed 30% faster than traditional wet-laid gypsum in underlayment applications and only require a single trade. According to Huber Engineered Woods, (maker of Exacor MgO panels), because the panels are installed by framers, it can eliminate the need for gypsum underlayment applications, so there is no need to schedule that additional trade to complete installation.



Cem-Rock panels from NexEra Greenspan USA, are made of mineral cement that consists of a composition of magnesium oxide. They can be used in many applications across both residential and commercial builds, including fascias, soffits, tile backing, wall and ceiling surfacing, and underlayment. The panels are available in a variety of sizes, thicknesses, and properties that allow them to compete with traditional gypsum “drywall” boards, oriented strand boards, and plywood.

Fast to finish

The panels are reported to be able to achieve Level 5 finishes in half the time, using half the mud and paint.

Fire resistance

MgO panels are a Class A1 fire rated product, and manufacturers report that the panels actually release water vapor during a fire event, helping to cool and contain the fire.

Water resistance

Manufacturers report that MgO panels are impervious to water and moisture and are dimensionally and structurally stable even when stored outside. (Long period exposure to moisture, however, is not recommended.)

Termite proof

The chemical compound that forms MgO panels is reported to act as a deterrent to termites and other wood boring insects.

Green building

According to manufacturers, MgO panels are eco-friendly. They are recyclable and landfill friendly, to the point where the product acts as a nutrient when it is group up and distributed into the soil. ■



As mentioned earlier, MgO panels are currently available from a variety of manufacturers, and production is poised to ramp up for at least one of them. The manufacturer of Cem-Rock will be breaking ground on two new manufacturing facilities—one in Rapid City, SD, and another in Waycross, GA. According to Jeff J. Lassel, president and CEO of NexEra Materials Group, “Because the two manufacturing facilities will be utilizing locally-sourced natural materials, Cem-Rock will be the first MgO board to be ‘Made in America.’”



With three locations, Dave Ling of Beisser Lumber strives to deliver an exemplary customer experience.

Optimism prevails at Beisser Lumber

BY MIKE BERGER

There are two parts to being successful in almost any endeavor. First, one must be able to offer what's needed today. Second, one must be able to plot a course into the future. At Beisser Lumber, President Dave Ling and his team have both tasks well at hand.

Founded in 1953 in Ft. Dodge, IA, Beisser Lumber now encompasses three Iowa-based locations and offers the regular collection of LBM products along with specialty services such as a door plant, a dedicated estimating department, design, precision I-Joist cutting, and installation services.

"We sell a lot of lumber, but we also sell a wide range of specialty products as well," Ling explains. "And frankly, some of those products are where we can add more service value, which is an area of focus for us. For example, decking products are evolving. It's not just treated lumber anymore or just picking out a color of stain. Our customers are matching colors and textures to a house now and being able to explain the differences between this composite or that PVC product is important in helping our customers make the right selections for their jobs. We now stock four



different lines of decking, eight colors, and two different rail systems, so decking is a really big product for us. Windows are a big product category for us as well. We obviously supply windows for new construction, but we also have a strong customer base that's in the remodel space, so being able to provide a wide range of window options, along with installation, has been important. We also have a door plant with both an interior and exterior line, which gives us a lot of quality control as well."

Employee longevity breeds great service

Being successful at providing what's needed today comes in part from being able to offer exemplary customer service, a skill Dave credits to his team, many of whom have been with the company for decades. That longevity, says Ling, is a true advantage and one that sets Beisser Lumber apart from the competition.

In order to best utilize that level of experience, Beisser Lumber implemented the Beisser Lumber Leadership Team. "This team consists of our department supervisors and managers, and when you look at that group, the tenure ranges from three years all the way to 37 years. Our Leadership Team consists of 15 people, who on average, have 19 years of experience with Beisser Lumber and the average age being less than 50 years old," Ling says.

"We're committed to working with our builders, especially as products evolve. Whether it's a commercial or residential project, it's important for us to assist our customers in making the best selections for their projects." He adds. "We're here to help our customers consider different products, especially when considering the different price points. It's our goal to help our customers build the homes and facilities they envision, regardless of the budget."

One of the things Beisser Lumber has done with some of those earlier-mentioned specialty products is to put in place sales specialists that work with its outside sales team in each of those areas, so when builders are coming in to make selections, they're meeting with an expert in those areas. "I think that goes along with the service that we're trying to provide—it's very high touch. And we're here not just to provide material but to help make selections of products as well," says Ling.

Of course, the flip side of opportunity is challenge, and no LBM dealer is immune to the difficulties challenges can bring. "We're in a really competitive market here," says Ling. "There's still a lot of consolidation in our industry across the country, and that's happening in Des Moines, too. So we have some of the biggest companies that are on [LBM Journal's Top 100] list right here in Des Moines. We're seeing a lot of pricing pressure for a lot of reasons. Right now, product is expensive, and interest rates are high, so we need to be super, super aware of price."

Strategies that Ling and his team have put into place to offset those challenges include putting greater focus on customer engagement. "We've always been a people-first



Beyond stocking the standard fare of LBM products, Beisser Lumber offers specialty services such as a door plant, a dedicated estimating department, plus precision I-Joist cutting, design, and installation services.

business, so all the decisions that we make are geared towards making a positive impact on our team and on our customers," explains Ling. "I think one of the bigger changes we've made is simply trying to engage our team at a different level. We want to be a place where people are proud to come to work. We want it to be a place where our customers are proud that we are their partners. We have to remind ourselves that beyond selling lumber and building products, we play an important role in the development of our communities. I think that's probably been one of the biggest changes is just saying, 'Hey, let's remember that what we're doing matters to our communities.'" ►

With a loyal customer base and a dedicated team, Beisser Lumber looks to be serving its communities for many years to come.

An eye on the future

With the recent purchase of a 72,000-sq.-ft. warehouse that's about three miles from its main office, Beisser Lumber intends to turn up the heat on customer engagement Ling was talking about. "We'll continue to operate out of our Grimes location as a lumberyard, and we will move our millwork division to the new facility," he says. "We have a door shop, like I mentioned earlier, so we will relocate that area of our business to the new location as well as our trim operation. We're also really excited about being able to offer our builders and customers a better showroom experience, so we're allocating a significant amount of space to enhance their experience as well."

This restructuring of how showroom space is utilized will hopefully give Beisser Lumber more breathing room for the expansion of installed sales, a service it offers to both the pros and homeowners. "Windows are getting bigger, doors are getting bigger, and these are things that builders want to offer to their customers," says Ling. "But maybe they don't have as much experience installing these bigger products or other specialty items. So that's where our install group comes in. With some of those products such as specialty windows and doors, if a customer is coming in and looking for that product, and they're not working with a contractor, we're able to either give them names, or depending on the project and product, we will do the install for those folks."

Physical expansion isn't the only way that Beisser Lumber has its eyes on the future. While the business had been family owned for most of its history, owner Kim Beisser sensed as he thought about future succession planning that a new ownership model would be needed—one that could potentially include some form of employee ownership.



"In 2004, my father-in-law, Kim Beisser, started to think about what the succession of the business would look like," Ling explained. "At that time, he wasn't looking to sell the company. Instead, he brought in a group of employee shareholders with the idea that over time the employees would start buying him out. Coming out of the recession, Beisser Lumber had a lot of growth, to a point where it was going to be hard for a group of employees to buy him out within a reasonable amount of time, so our family was likely going to be involved at some point one way or the other. That's where the conversation started for me to join the business. Outside of the Beisser family, we now have 15 employee shareholders."

In order for that vision of the future to come to pass, it's important to Beisser Lumber to attract good employees—an issue that many LBM dealers across the country are struggling with. To keep up, Ling said the company's hiring process is evolving with the times.

"Three years ago, we had a heavy dependence on temporary staffing agencies to fill our open positions. The benefit was the ability to fill positions quickly, but it was also challenging to get the level of employee engagement we were looking for when we were not necessarily the employer. Our work is hard, and there's a lot to learn, so I think it can be overwhelming at times for a temporary hire to see the reward in the work, and it was easy for those folks to leave and try something different."

"When we started talking about who we want to be as a company, and what we want to be as an employer, that was one area we looked at really hard and just said, let's make sure we're hiring good people on the front end—people that want to be part of a team, people that understand what we're





trying to do, and want to have a good time doing it. We still use temporary staffing agencies, but at this point nearly 90% of our operations team is full-time. We rolled out an employee referral program and paid referral bonuses as well as sign on bonuses that are paid out over 12 months. We also put a lot of effort into a more formal onboarding process for new team members, whether that’s a salesperson, estimator, or yard team member—everyone goes through it. Since we started that program, 99% of our new hires over the past year are still with us.”

As he thinks about what may come in the near future, all things considered, Ling is feeling optimistic for Beisser Lumber. “There continues to be lots of discussions around housing shortages across the country” he opines. “And yes, that’s a challenge in our markets as well, but looking forward in the short term, we don’t know when things will really start to pick back up—but we continue to be cautiously optimistic. Longer term, we’re excited about our future. We feel like we’ve got great customers who build great homes and a fantastic team. We’re not trying to be the biggest lumber company; we’re just trying to be the best for our customers.” ■



Kim Beisser, CEO (left), along with his son-in-law and installer, George Klinefelter (right).

Outside of the Beisser family, the company has 15 employee shareholders, as a result of the succession planning of past president and current CEO, Kim Beisser.

GET TO KNOW BEISSER LUMBER CO.

- Founded: 1953
- Ownership: Family and Employee
- Locations: 3
- Employees: 170
- Software platform: DMSi
- Customer mix: 90% Pro / 10% DIY



PHOTOS BY LARAINÉ DAVIS & CHRISTA BEELER



In a segment rife with competition, LBM dealers can still bring home the gold with fasteners.

BY MIKE BERGER

JUST A FEW MONTHS AGO, all eyes were focused on Paris, France, as the Olympics brought together athletes from all over the world. As the centerpiece of the city, the Eiffel Tower stands at 1,083 feet tall—the tallest structure in Paris. Designed to be the entryway arch to the 1889 World's Fair, the tower was made from 18,038 cast iron pieces that were bolted together in 5-foot lengths. Once those sections were transported to the construction site, the bolts were removed and the pieces were permanently riveted together using 2.5 million rivets.

While they may have not won any medals this summer, fasteners can still bring home the proverbial gold for LBM dealers who can provide product for evolving building trends while properly positioning those fasteners and their unique benefits.



FASTENERS

Recommended for multi-ply beams and deck ledger assemblies, SPAX's PowerLag screws deliver according to the manufacturer the highest withdrawal and pull-through values, ensuring the strongest attachments rated to hold a load on both the head and point side of the fastener.

Black is the new black

While fasteners are often meant to be hidden, there's a growing trend of celebrating their looks, especially when it comes to outdoor structures. It's a trend LBM dealers need to be prepared to provide for. "Black is back, or at least emerging as a trend that has impacted the construction market," says Jacek Romanski, channel marketing director for ITW Construction. "From black siding to black gutters, to black accents on decks, door frames and railings, the color black has taken over building materials and now also in fasteners. Homeowners and contractors are asking for black screws and anchors to either match the trending black materials or provide accents to provide a bold aesthetic finish. To meet their needs, we have launched our black colored GRK RSS structural screws and black colored Tapcon Screw Anchors. The new to market black colored GRK RSS screws have the same Climatek coating as our gold screws, just with the black pigment, and it still includes the

same industry best lifetime warranty against corrosion for the life of the project."

And it's not just Romanski who is noticing the uptick in demand for decorative black construction hardware. Recognizing that connections should not always be hidden but accentuated, Simpson Strong-Tie has introduced its line of Outdoor Accents decorative hardware. Encompassing black brackets, matching black fasteners that mimic the look of bolted connections, the system is meant to deliver the appearance of structural hardware often found on high-end timber frame structures.

Energy efficiency

When builders and homeowners think about energy efficient building materials, what most likely comes to mind are products such as insulation or improved windows. Fasteners, however, are also experiencing a re-think in order to better meet the demands of new building codes in regards to energy efficiency. ▶

OPPOSITE PAGE: The AnglePro Hidden Fastening System from GRK is reported to provide a premium aesthetic by eliminating the visibility of screws. According to GRK, the AnglePro does this by guiding the Deck Elite Hidden Deck Fasteners between the gaps of each board, leaving a perfect finish.

The FastenMaster MVP Multipurpose Wood Screw has been designed for increased connection strength, durability, and corrosion resistance. According to the manufacturer, the SureSink Head countersinks into the wood without compromising clamping force, and MVP's ProjectLife coating is suitable for exterior use and pressure treated lumber, providing guaranteed corrosion resistance for the life of the project.



"Building trends are often a result of changing codes," explains Brett Katsma, product management for SPAX Engineered Fasteners, a brand of Altenloh, Brinck & Co. "Stricter codes around higher energy efficiency are just one example. These types of changes drive architects, engineers, and, contractors to think differently about buildings to meet the code changes. As insulation gets thicker, companies need to ensure their products remain relevant to the changing applications. That could mean new lengths, different coatings, or even custom third-party testing to support dealers and contractors. As an American manufactured product, SPAX is uniquely positioned to quickly make adjustments for dealers and contractors. We are building upon our already large offerings of framing and structural fasteners ranging from #8 diameter, up to 1/2" dia., in lengths from 1-1/2" up to 16".

Nick Cakmakci, marketing specialist for Midwest Fastener Corp., also points to energy

efficiency as a growing trend in fastener development. "Fasteners that help improve energy efficiency, like insulation fasteners, are on the rise thanks to an increased push from the building industry for more efficient buildings," he says. "As the building industry broadens its understanding of building science and sets higher standards for construction, fasteners evolve to meet these new standards and solve the challenges they present to builders."

Kurt Hogard, vice president of sales and marketing for U2 Fasteners, agrees. "New residential construction is always evolving," he points out. "We are keeping up with new building techniques to make houses more efficient."

The efficiency edge

Each year, many new building materials hit the market, and oftentimes their unique compositions or performance characteristics require fasteners that are specifically designed for those unique needs. "One major trend is the increased use of sustainable and eco-friendly materials such as thermally modified lumber decking and siding," Roderick Kabel, marketing director of DeckWise, points out. "As builders and consumers become more environmentally conscious, there has been a growing demand for fasteners that complement these materials."

But in today's construction industry that is plagued by diminished workforces, contractors are having a difficult time meeting these demands. It's why, manufacturers say, it is more important than ever for LBM dealers to be able to provide fastener solutions that give their pro customers an efficiency edge over their competition. ▶

RIGHT: According to Tapcon, its Black Screw Anchors are engineered to be installed fast for a lifetime or performance. They are available 1-3/4", 2-3/4" and 3-1/4" lengths in hex and star drive head types.

FAR RIGHT: New from Simpson Strong-Tie, its Strong-Drive SDWS Timber screw in double-barrier black coating is reported by the manufacturer to offer superior strength and durability along with a touch of aesthetics for deck framing, fencing, pergolas, and other outdoor architectural projects.



NEW DECK FASTENING SOLUTIONS

A complete line of fasteners for professional deck builders.

GRK
FASTENERS™



AUGERBOLT™ THROUGH BOLT FASTENING



AugerBolt Through Bolt Fastening boosts productivity on the jobsite.

- One-Step Install
- Fewer Components
- Fast Drilling



ANGLEPRO™ HIDDEN DECK FASTENING



AnglePro Hidden Fastening System provides a smooth finish and reduces fastener visibility.

- Clean decking finish
- Long-lasting strength
- Adjustable to fit your decking project



DECK ELITE TOP DOWN DECKING SCREWS



GRK Decking Screws are designed for pressure treated wood decks.

- Fasteners blend with treated lumber for a cleaner finish
- Move fast and stay productive
- Zero stripping



RSS™ BLACK STRUCTURAL SCREWS



Black RSS provides a bold finish for structural connections.

- Aesthetic structural connections
- Easy to install lag alternative
- Zero stripping



U2 Fasteners has recently added 25/64 black flat head screws for structural applications and more types and sizes of 316 Grade Stainless Steel.

“Time is money, so automation and reliability is a must in today’s market,” says Lisa Martin, marketing director for Maze Nails. “Efficiency reduces labor cost, so designing and producing appropriate pneumatic fasteners is one of our top priorities. Maze custom-designed coil nails can be used confidently with a wide selection of the top branded pneumatic guns in the market. Additionally, every advance in creating longer-lasting building materials demands that the fasteners do the same. It is more dangerous than ever to ‘pick up nails’ at the last minute—proper planning should go into all fastener selections.”

Charles Emma, senior product manager for FastenMaster, also points out how the pro customers’ fastener choice can give them a needed efficiency boost. “As the construction landscape becomes more competitive and complex, professional contractors are hungry for innovations that can provide them with a competitive edge,” Emma explains. “By embracing new building products and technologies, they can enhance efficiency, quality, and sustainability, while also meeting evolving regulatory standards and client demands. This proactive approach to innovation not only helps them stay ahead in the market but also ensures the long-term success and growth of their businesses.”

ThermoClip Hidden Deck Fasteners from DeckWise are manufactured without any aggressive sharp metal teeth that can dig in, gouge the board, and cause breakage. Rather, the fasteners are a smooth polyethylene that ensures natural movement without the risk of marring, staining, cracking, breaking the boards, or snapping screws.



Midwest Fasteners has recently expanded its offering of 316 stainless steel deck screws in its premium SaberDrive brand, which now carries six varieties of deck screws; Red, Green, Tan, Gray, 304 Stainless Steel, and 316 Stainless Steel.



And it’s not just a diminished workforce that’s driving the need for efficiency—economic uncertainties are forcing fastener shoppers to look for benefits in their fastener selection. “Inflation is also driving increased productivity and efficiency on job sites,” says Romanski. “The faster a contractor can complete a project, the better quote they will be able to provide and increase their success in attaining the business and also allows them to also move onto their next job that much quicker.”

Rising above challenges

Knowing what fasteners are available to meet current and upcoming building trends is only half the battle for LBM dealers. Having them available and in stock for their customers is equally—if not more—important. It’s a challenge, says fastener manufacturers, that is going to continue to plague LBM dealers for the foreseeable future.

“Forecasting the ever-changing market conditions remains a challenge,” says SPAX’s Katsma. “Inventory management and distribution is critical for the supplier, dealer, and contractor. Lead time to get fastener products made outside the USA can be months, making it hard to be nimble. LBM dealers should be in regular communication with their suppliers and customers to ensure the right fasteners are being delivered at the right time to maintain responsible inventory levels based on demand for both short- and long-term.”

Midwest Fastener’s Cakmakci also predicts supply chain disruptions to remain an obstacle for LBM dealers. “Inflation, supply chain disruptions, and labor and workforce struggles continue to be a challenge, although much better than they were in previous years. The overall economic environment will probably be the most challenging headwind LBM dealers will face in 2024. With the cost of many staples like food and housing outpacing wage growth, Americans have less to spend on home improvement or other projects that require materials from their local LBM dealer.”

And with the upcoming elections coupled with global political unrest, product and supply chain stability can be called into question, says FastenMaster’s Emma. “We think the main challenge next year will continue to be supply chain disruptions, especially from China and Taiwan, LBM dealers should be aware of possible delays, higher costs, and uncertainty in fastener availability due to geopolitical ►



Tensions faster than politics at the dinner table.

THE TECH

RDI® Elevation™ Rail with exclusive OneTen™ technology eliminates the need to tension cables individually. Which means it installs **38% faster.***



OneTen™
Centralized Tensioning

38%

Faster Install

See how it works at RDIElevationRail.com

*Claim based on a 12'x18' deck with 8 posts and 7 panels (RDI Elevation Rail installed 49 minutes faster than competitive cable railing install of 129 minutes)



According to Simpson Strong-Tie, its Outdoor Accents decorative hardware is designed to bring both elegance and structural strength to any outdoor living structure. The hardware line features a hex-head washer and fastener combo to create the look of a bolted connection that installs like a screw.

issues, trade restrictions, and global logistics problems. Being ready for these disruptions is essential to keep inventory levels steady and meet customer needs.”

So with these challenges, how can LBM dealers best be a resource and a trusted advisor for their customers? First, say fastener manufacturers, is to be able to pivot and provide solutions that customers may not be aware of, and by doing so, LBM dealers can find new opportunities for sales.

“The rise of durable, aesthetically pleasing composites or modified woods shows continued growth,” SPAX’s Katsma explains. “As manufacturers of those products look to expand their portfolio beyond applications like decking, new opportunities take hold in exterior applications like trim,

siding, and other cladding options. These products paired with growing popularity of rain screen assemblies provide a fantastic option for homeowners that LBM dealers can help support. Long gone are the days where homeowners only had the option between brick, cedar, or vinyl. Fastener companies need to ensure they have a product line that supports contractors installing the typical and non-typical cladding options.”

Part of this ability to find new opportunities comes from playing to market trends, says ITW’s Romanski. “LBM dealers should consider including an offering of colored fasteners to help for use in concrete and metal fastening that can hide in plain sight,” he says. “While dealers may already carry products for decking, an extension into other substrates should be considered to meet the color fastening trends. Since retail space is limited, consider bringing in small offerings on rolling racks that can stand out and bring attention to the new products. Once awareness and sell through have been established, then move into your standard planogram. Dealers should choose quality of price when considering colored screws as they are not all made equally. Our black colored Tapcon screw anchors are ICC-ES approved for uncracked concrete and masonry delivering the high-end productivity pros expect from a Tapcon anchor with a bold finish for aesthetic application with both hex and star drive head styles.”

As well, manufacturers recommend stressing quality and reliability and not being penny wise but pound foolish. “A focus on providing value will help LBM dealers weather the uncertain economic environment of 2024,” says Midwest Fastener’s Cakmakci. “Providing quality products that get the job done without sacrificing quality & longevity is key to maintaining and growing business in an economy that’s experiencing the pressure of rising costs.”

Maze Nail’s Martin also agrees with the selling strategy of stressing quality. “Over the past few years, the cost of ▶

**THE CHOICE
IS YOURS.**

*THE PROTECTION IS
OURS.*

**Wolmanized® Outdoor® Wood
with Baramine® Technology is
ideal for all your outdoor
living projects.**



BARamine® Technology, designed more than a decade ago, enhances the performance of Wolman® E Copper Azole and protects Wolmanized® Outdoor® Wood from termites and decay for decades.

Learn more at WolmanizedWood.com



with BARamine® Technology

arxada

building products has skyrocketed, and dealers are faced with the tough decision of where to cut costs to keep projects affordable for their customers. Because of these cuts, the integrity of construction jobs could be jeopardized. Buyers need to make certain the nails they are purchasing for exterior applications will go the distance, and they should demand a manufacturer's lifetime warranty for the homeowners protection."

"Cutting the cost on the fasteners could be detrimental to the stability of the building material being installed," she goes on to say. "Especially when choosing fasteners exposed to the elements. Whether it be roofing, siding, soffit, or fascia, a quality fastener is a must have or there will be noticeable deterioration (rusting and failure) over

time. So be sure to follow the installation instructions when choosing the right fastener for your job."

Additionally, providing comprehensive education and training to customers about the latest fastener technologies and their applications is crucial, points out DeckWise's Kabel. "As homeowners and DIY enthusiasts become more knowledgeable and discerning about the products they use, LBM dealers must offer detailed information and resources on the benefits and proper installation techniques for different decking materials. Recognizing that the industry does not operate on a one-size-fits-all principle for fasteners, continuous sales staff education is essential to guide customers in selecting the appropriate fastening methods for their specific materials."

IN THE END, manufacturers say it's a simple formula for success with fasteners: with an eye on upcoming trends, LBM dealers need to be able to deliver fastener solutions in an ever-evolving building and remodeling landscape. "To effectively meet customer needs, LBM dealers must first maintain a diverse and reliable inventory of fasteners that align with various building trends and materials," explains Kabel. "Collaborating closely with manufacturers will ensure a consistent supply chain and help anticipate potential shortages." ■

PHOTOS COURTESY OF MANUFACTURERS



ULINE

WRAP IT RIGHT
COMPLETE LINE OF STRETCH WRAP
PRODUCTS ALWAYS IN STOCK

NO STACK
PLEASE DON'T
STACK ANYTHING
ON TOP OF THIS PALLET.
FRAGILE

ORDER BY 6 PM FOR SAME DAY SHIPPING **1-800-295-5510** uline.com



**30 YEAR
TRANSFERABLE
WARRANTY**
THE BEST IN THE BIZ

3X FASTER DECK INSTALL

**USING A PNEUMATIC
TOOL OR DRILL!**

**PERFECT FOR USE WITH COMPOSITE,
HARDWOOD, CEDAR OR REDWOOD**



CHOOSE STEEL OR STAINLESS STEEL

- HIGH STRENGTH POWDER COATED STEEL FOR ENDURANCE
- STAINLESS STEEL FOR CORROSION RESISTANCE

4 CLIP PROFILES

- PRECISE FIT ELIMINATES LOOSE DECK BOARDS
- INCREASES HOLDING POWER

ELEVATES YOUR DECK BOARDS

- BETTER AIR FLOW REDUCES ROT
- RELIEVES LATERAL LOAD STRESS

SURE  DRIVE

**BUY 5 BUCKETS OF
CONTRACTOR PACKS*
RECEIVE A FREE PNEUMATIC
INSTALLATION GUN**

*INSTALLS 250 SQ. FT. PER BUCKET

LIMIT ONE PER STORE. CALL 888.219.1700 OR
EMAIL SALES@SUREDRIVE.COM FOR DETAILS



ANOTHER INNOVATIVE PRODUCT
FROM SURE DRIVE USA®

SUREDRIVE.COM

**SALES@SUREDRIVE.COM
800.951.2222 TOLL FREE**

EACH MONTH, HUNDREDS OF PRODUCTS AND SERVICES VIE FOR INDUSTRY ATTENTION. HERE ARE SOME THAT OUR EDITORS THINK WILL INTEREST LBM JOURNAL READERS.



ROCKY MOUNTAIN SNOW GUARDS

Rocky Mountain Snow Guards now provide a “No Maintenance Guarantee” on their snow guards and fence-style snow retention systems. According to the manufacturer, these snow guards are not affected by severe weather conditions or contrasting freezing and soaring temperatures. Additionally, the products are described as impact-, wind-, moss- and algae-resistant. Rocky Mountain Snow Guards products are backed by a 50-year warranty, which the manufacturer says is the most aggressive snow retention product warranty in the industry. rockymountainsnowguards.com



VIVID BY THERMORY WOOD FINISHES

Thermory USA launched a new line of translucent finishes, Vivid by Thermory, that can be put on any of its thermally modified cladding species. The six factory-finished options—Silver, Black, Coastal White, White Oak, Exotic Brown, and Golden Brown—feature a translucent finish that showcases the wood’s natural grain and texture. In addition to these six finishes, Thermory provides the option for custom colors, with opaque colors and other bold solutions currently in production. thermoryusa.com

DSI ALUMINUM WESTBURY COLUMNS

According to Digger Specialties Inc. (DSI), its Aluminum Westbury Columns combine superior craftsmanship with integrated architectural elements and low-maintenance features. Made from premium quality, lightweight aluminum, Aluminum Westbury Columns are available in 12 standard colors and feature both textured and non-textured finishes. Corrosion-resistant and available in various load-bearing capacities, aluminum Westbury Columns are versatile for a wide range of applications and are backed by a lifetime limited warranty. Style choices include round fluted, square fluted, square recessed, and square smooth columns with and without astragal, with matching capitals and bases. Column sizes range from 6" x 8' to 12" x 20' depending on the selected style. diggerspecialties.com



FASTENMASTER COLLATED CORTEX FASTENERS

FastenMaster’s Cortex fasteners are now compatible with the company’s PAMFast Tool for use on advanced PVC decking from TimberTech. FastenMaster’s PAMFast autofeed system is designed to provide consistent installation, prevent jams, and maximum fastener engagement and torque to prolong bit life and reduce cam outs. The countersink system is adjustable to 1/64", and each strip of Cortex fasteners holds 50 screws for more time driving and less time reloading. Additionally, FastenMaster says the PAMFast stand-up installation tool reduces bending and kneeling, minimizing strain and effort for the installer. fastenmaster.com



NATIONWIDE INDUSTRIES GATE HARDWARE KITS

New Gate Kits from Nationwide Industries are designed to work with its most popular fence applications, including vinyl, metal ornamental, wood, and chain link fences. Each kit includes a pair of hinges, a latch, and all necessary fasteners needed to complete a project. By packaging these components together, Nationwide Industries aims to help ensure installation crews consistently have the correct hardware at their disposal, eliminating the need for repeated trips or to carry extra hinges, latches or fasteners. nationwideindustries.com





BIEWER LUMBER™ FRTW

FIRE RETARDANT SPECIALISTS



FRTW RELOADS & MANUFACTURING

- Lansing, MI
- Prentice, WI
- Seneca, IL
- Newton, MS
- Athens, NY
- Thomson, GA
- Stoughton, MA
- Morrisville, PA
- Fredericksburg, VA
- Statesville, NC

PRODUCT ADVANTAGES

Meets All Major Model Building Code Requirements

UL Classified with an FR-S Rating of 25 or Less

UL GREENGUARD® GOLD Certified

50-Year Limited Warranty Program

TRUST OUR FAMILY TO PROTECT YOURS.

For more than 40 years, Biewer Fire Retardant Specialists have been trusted to provide the highest quality Fire Retardant Treated Wood (FRTW). Our commitment to quality and reliability has made us a trusted name in the industry.



800.482.5717

info@firetreatedwood.com
FireTreatedWood.com

LEARN MORE





PLY GEM RED-HUED SHUTTERS

Ply Gem’s open louvered, raised panel, and board and batten shutters are now available in over 21 colors, including shades Red, Vineyard Red, Winestone, Dark Berry, and Terra Brown. According to Ply Gem, the baked-on lacquer finish includes UV stabilizers to protect against sun, wind, and rain, and the shutters are up to 21% thicker than competitors’ products, adding to overall strength and durability. plygem.com

MINWAX WOOD FINISH COLOR SERIES STAIN

Minwax Wood Finish Color Series is described as an advanced interior wood stain that offers ease of application and one-coat coverage, along with the richness and penetration of traditional oil-based stains. Tintable to a palette of over 240 colors, Color Series is available in quarts and gallons, and Minwax reports the stain not only enhances wood grain but also accelerates project completion up to two times faster. Five times thicker than traditional Minwax Wood Finish stains, this formula is said to ensure precise control during application on properly prepared wood furniture, cabinets, doors, trim, molding, and hardwood floors. minwax.com





**Krauter
auto-stak**

1435 Brookville Way Ste C.
Indianapolis, IN 46239
www.krauter-auto-stak.com



Cantilever Drive-Thru Systems



Cantilever T-Sheds

Storage Systems for LBM Dealers

- The Auto-Stak System
- Cantilever Rack Systems
- Metal Buildings
- Drive-Thru Systems
- Millwork Storage Systems
- Pallet Rack Systems
- A-Frame Systems



Auto-Stak for Door Storage



Easily Load and Pick Orders

Portable Window Racks & Millwork Stacking Racks - In Stock!



Contact Us Today!



Info@ks-ka.com
Toll Free:
(800) 992-2824
(317) 542-0822



LBM CENTURY CLUB HONORS 100-YEAR-OLD BUSINESSES

The LBM Century Club was founded on the simple belief that companies that have been around for 100 years deserve to be recognized. Launched in 2016, the LBM Century Club has grown to over 215 members, with more coming in each month. In all, the companies have provided 27,136 years of combined service to their communities.

By no means does the LBM Journal's Century Club list include every 100-year-old company...at least not yet. That's where you come in. Do you work for, or know of a lumberyard or building materials retailer that is 100 or more years old? Send them our way, so that we can give them the recognition they deserve. Century Club members receive a certificate for their store, window decals for their front doors, free admission to the LBM Strategies Conference where they are guests of honor at a Century Club induction ceremony, as well as recognition in their local media, all free of charge.

Nomination is easy! Just visit LBMJournal.com/nominate and answer a few questions. We'll take it from there. For a complete listing of LBM Century Club members, visit lbmjournals.com/lbm-century-club.

THE MOST RECENT INDUCTEES INTO THIS EXCLUSIVE CLUB INCLUDE:

BADGER LUMBER COMPANY

Parkersburg, WV est. 1922

BERONIO LUMBER

San Francisco, CA est. 1911

DAVIS-HAWN

Dallas, TX est. 1923

SMITH LUMBER COMPANY

Valley City, ND est. 1923

PAGE LUMBER, MILLWORK,

& BUILDING SUPPLIES
Poughkeepsie, NY est. 1924

HAMILTON BUILDING SUPPLY

Hamilton, NJ est. 1924

KEEP & MARTINSON LUMBER, INC.

Tekonsha, MI est. 1875

A.H. ANGERSTEIN, INC.

Wilmington, DE est. 1924

CHRISTENSEN LUMBER CO.

Fremont, NE est. 1923

CAROLINA LUMBER & SUPPLY COMPANY

Atlanta, GA est. 1900

NOMINATE A COMPANY FOR THE LBM CENTURY CLUB

lbmjournals.com/nominate



“CARBON BLACK” DOOR FROM HAAS

Haas Door has introduced a Carbon Black color option for its residential and commercial 2400 series of doors. The company says that Carbon Black is a strong performer in its thermally efficient garage doors, and by offering the color in its 2400 series, it is now available to customers who don’t require high thermal performance. Carbon Black garage doors are designed to complement black trim, shutters, and window frames on new construction or homes that need a refresh. haasdoor.com

DEWALT 20V MAX HIGH TORQUE IMPACT WRENCH

DEWALT recently released the new 20V MAX XR 3/4" High Torque Impact Wrench (DCF964) and 20V MAX XR 1/2" (DCF961) High Torque Impact Wrench. According to DEWALT, the new DCF964 provides up to 102% more torque and is described as the highest rated max torque cordless 3/4" impact wrench. Similarly, the DCF961 is reported to be the highest rated max torque cordless 1/2" impact wrench. dewalt.com



DON'T MISS A SINGLE ISSUE



Our circulation requires subscribers to confirm their subscription each year, so...

RENEW TODAY!

subscribe or renew online:
lbmjournals.com/subscribe



SUBSCRIPTIONS ARE FREE TO QUALIFIED READERS.



**We are the
most-successful,
most-active
representatives of
LBM business owners
who seek exits or
acquisitions.**

**NORTH AMERICA'S "GO TO" M&A
ADVISORY FOR 15 YEARS!**

OUR SERVICES

Turn-Key Representation of Sellers in Exits
and Acquisitions.

Advisory to Sellers or Buyers on Deal Value
and Structure.

Fair Market Valuations for Buy-Outs, Estates,
and ReCaps.

1stWEST[®]
Mergers & Acquisitions LLC

**1stWEST M&A has transacted more than
\$1.3 billion in deal values.**

ADVERTISER INDEX

COMPANY	PAGE	PHONE	WEBSITE
1st West Mergers & Acquisitions LLC	77	866.489.6604	1stwestma.com
ACRE by Modern Mill	18-19	601.869.5050	modern-mill.com
AdvanTech X-Factor Subflooring	5	800.933.9220	advantechxfactor.com
Arxada	69	470.504.1300	wolmanizedwood.com
Atlas EnergyShield XR	45	800.388.6134	xr.atlaswi.com
Barrette Outdoor Living	67	877.265.2220	barretteoutdoorliving.com
Biewer Lumber	73	810.329.4789	biewerlumber.com
Boise Cascade Engineered Wood Products	13	208.384.6161	bc.com
* Capital Lumber Company	68	602.381.0709	capital-lumber.com
* Culpeper Wood Preservers	9	800.817.6215	culpeperwood.com
CUTEK	IBC	833.692.8835	cutekstain.com/us/
Digger Specialties, Inc.	6-7	800.446.7659	diggerspecialties.com
DMSi	49	402.330.6620	dmsi.com
ECI	14	877.521.1100	ecisolutions.com
GAF	15	877.423.7663	gaf.com
Great Southern Wood Preserving, Inc.	29	800.251.0836	yellowood.com
GRK Fasteners	65	877.489.2726	buygrkfasteners.com
Hillman Solutions	25	800.800.4900	hillmangroup.com
Krauter Auto-Stak	74	800.992.2824	ks-ka.com
LBM Century Club	75		lbmjournal.com/lbm-century-club/
* Manufacturers Reserve Supply	9, BB	973.373.1881	mrslumber.com
MFM Building Products Corp.	33	800.882.7663	mfmbp.com
Midwest Fastener Corp	IFC-1	800.444.7313	fastenerconnection.com
National Nail Corporation	53	616.261.2151	nationalnail.com
Orgill	27	800.347.2860	orgill.com
Pennsylvania Lumbermens Mutual Insurance Company	46-47	800.752.1895	plmins.com
Protecto Wrap Company	21	800.759.9727	protectowrap.com
ProVia	39	800.669.4711	provia.com
* Rollex Corp.	9	800.251.3300	rollex.com
* RoyOMartin	9	800.299.5174	royomartin.com
Sakrete	55	866.725.7383	sakrete.com
Sherwood Lumber	34-35	800.645.6226	sherwoodlumber.com
Simpson Strong-Tie	11	800.999.5099	strongtie.com
* Starwood Rafters	68	888.525.5878	starwoodrafters.com
Stratus Wealth Advisors	40-41	301.873.4602	stratuswealthadvisors.com
Sure Drive USA	71	800.951.2222	suredrive.com
TOOLBX	23		toolbox.com or scott.hamilton@toolbox.com
Trex	30-31	800.BUY.TREX	trex.com
Uline	70	800.295.5510	uline.com
Westlake Royal Building Products	OBC	800.521.8486	westlakeroyalbuildingproducts.com
Weyerhaeuser	17	800.525.5440	weyerhaeuser.com

* Denotes regional distribution.

Note: last-minute changes will affect the accuracy of this listing.

IBC=inside back cover, IFC=inside front cover, OBC=outside back cover, BB=belly band, INS=insert, PB=polybagged, WP=white paper.

LBM^{JOURNAL} DAILY

The **LBM JOURNAL DAILY** e-newsletter is built for pros in the lumber/building material industry, delivering the latest news and insights on market trends, new products, sales and marketing tips and more into your inbox every business day. This free daily e-newsletter complements the robust, **LBMJOURNAL.COM** website.

LBM JOURNAL is committed to using the latest technology to deliver information the way you want it: print issues, digital issues, daily e-newsletter, website, webinars, white papers, social media, and the live **LBM STRATEGIES CONFERENCE**.



LBMJOURNAL.COM

Subscribe for free at **LBMJOURNAL.COM**, then browse, bookmark, share and interact with the most relevant and credible content and people in the market. Here's to building your sales, your business and your brand.



THANK YOU TO OUR PREMIUM PARTNERS



ALEXANDER AND THE TERRIBLE, HORRIBLE, NO GOOD, VERY BAD SOCIAL MEDIA MESS

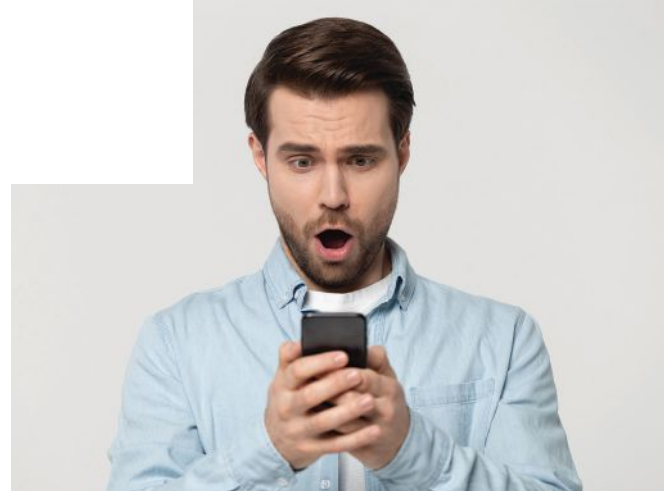
Your company's reputation is under attack online because of a misleading video clip of a team member wearing a logoed work shirt in a bad situation. What would you do?

WHEN YOU took over as general manager of Bystander Lumber's flagship location, one of the first things you did was hang your favorite quote on the wall: "It takes many good deeds to build a good reputation, and only one bad one to lose it." As it turns out, it doesn't always take a bad deed to threaten a reputation.

Though you'd never been a big believer in social media, younger members of your team convinced you to allow a modest company presence on Facebook and Instagram. As time went on, your attitude evolved as your company's social media presence helped connect with next gen builders and homeowners. That's when it happened.

"It" is when someone posted a short video of Alexander, a seasoned member of your team apparently misbehaving at a bar while wearing his logoed work shirt. The video went viral, and the negative comments on your social media pages blew up. It didn't stop there. Within hours, your company's Google reviews plunged from 4.5 stars to less than 1. The outrage was visceral, and the vitriol very real. "The workers at Bystander Lumber are THUGS! How is this company even in business?!" "Boycott the bullies at Bystander Lumber!"

When you confronted Alexander, he swore he did nothing wrong. Coworkers who were there agreed. He hadn't been drinking, and somehow got between two people who were



determined to brawl. The short video clip that someone captured on their phone and posted to social media made him look like the aggressor ... but in reality, he was trying to make peace and break up the fight.

You believe him, but that's not stopping the vicious comments from overrunning your company's social media pages. Meanwhile, your company's reputation is under attack online because of a misleading, out-of-context video clip. What would you do?

CAST YOUR VOTE ONLINE AT: LBMJOURNAL.COM

Delete! Have your social media pages taken down immediately, then figure out how to begin repairing your reputation.

Fight back. Post the truth on your sites, and explain that it looks bad, but your team member is innocent.

Pause and reassess. You're in uncharted territory, and a rash reaction could make the situation worse. Research and evaluate your options before moving forward.

Ask for help. Engage with a social media consultant and put together a response plan.

PHOTO: ©ISTOCK.COM/FIZKES

SOMETHING ELSE? If you'd take a different plan of attack, email your suggested solution to Wendy@LBMJournal.com. If we publish your reply, we'll send you an LBM Journal mug.

THE BEAUTY OF WOOD POWERFULLY PROTECTED



CUTEK® is a high-performance exterior wood care system designed as a two-step prepare and protect process. It delivers powerful protection while enhancing wood's natural beauty.

Our prepare products are formulated to clean, strip, or restore exterior wood to its original state. The self-healing protective oil stays active inside the wood to drive out moisture and minimize warping, cupping, and splitting, with an optional transparent UV color to maintain or alter the wood color.



CUTEK® WOOD SOLUTIONS

Build customer loyalty and boost your sales with CUTEK. Become a supplier today.

Contact us at cutekstain.com
or call 1-833-MY-CUTEK (692-8835)

BE BOUNDLESS™



THE PRODUCTS TO DO EVERYTHING. THE POWER TO DO EVEN MORE.

The industry's greatest collection of building product brands is bringing the full potential of every space to life, inside and out.

Westlake
Royal Building Products™

© 2024 Westlake Royal Building Products

[WestlakeRoyalBuildingProducts.com](https://www.WestlakeRoyalBuildingProducts.com)

SIDING & ACCESSORIES TRIM & MOULDINGS ROOFING STONE WINDOWS OUTDOOR LIVING