

LBM JOURNAL[®]

NOVEMBER/DECEMBER 2024 | \$15 U.S. | LBMJOURNAL.COM

CAPPS BUILDS ON REPUTATION

TECHNOLOGY MAKES IT EASIER TO DECIPHER DATA AND MANAGE BUSINESS

HOW DIFFERENT GENERATIONS CAN WORK TOGETHER

LBM STRATEGIES 
2024 CONFERENCE
HIGHLIGHTS FROM THE LBM
INDUSTRY'S PREMIER EVENT



BRUCE SHELTON, PRESIDENT OF
CAPPS HOME BUILDING CENTER

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.

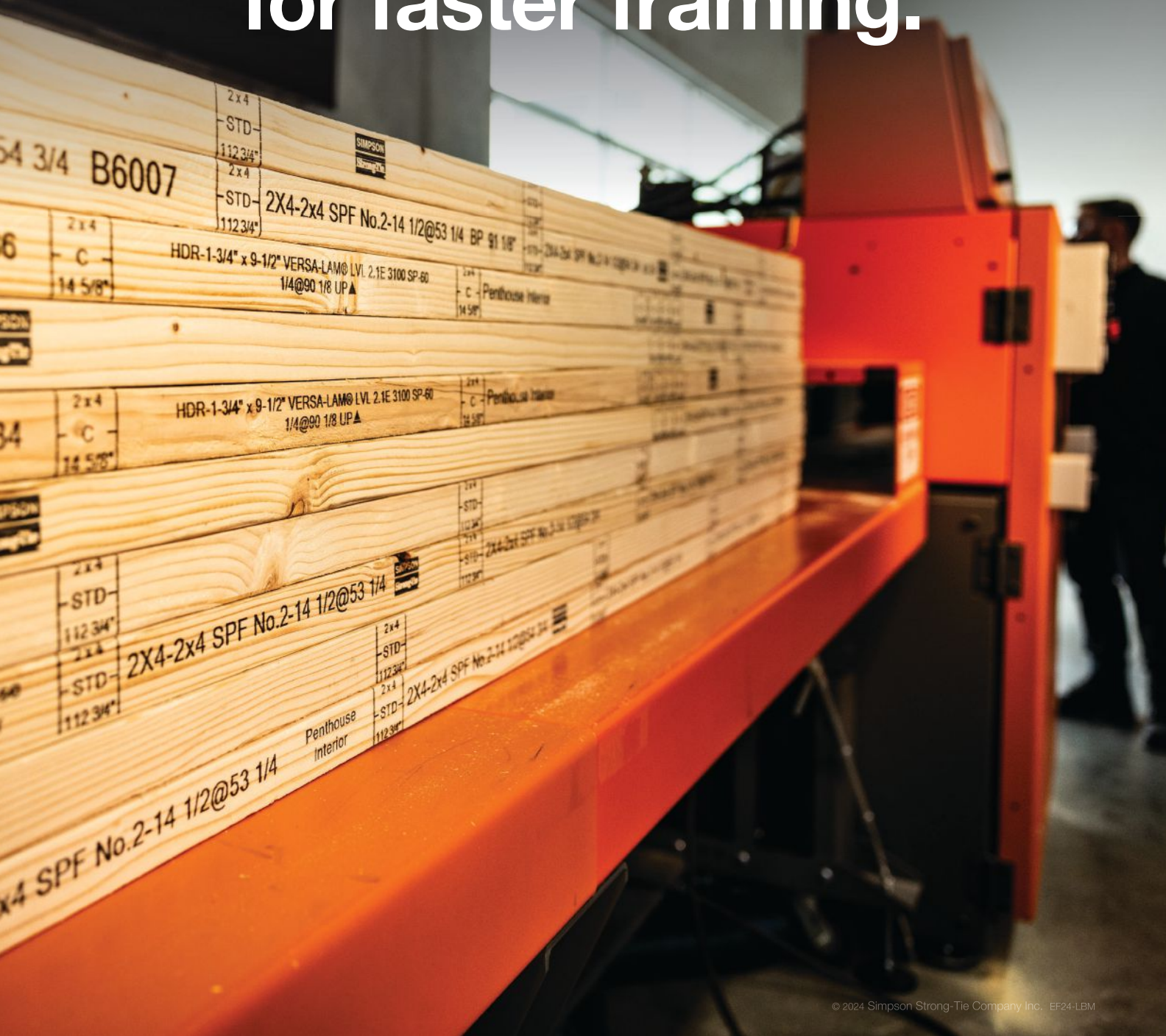


DMSi Frameworks

Built for dealers like you.

dmsi.com/frameworks

Equip your customers for faster framing.



© 2024 Simpson Strong-Tie Company Inc. EF24-LBM

Introducing the Simpson Strong-Tie® EasyFrame automated marking system. A combination saw and printer, EasyFrame cuts detailed wall panel framing members that are pre-marked for fast, accurate assembly. Designed for efficiency, EasyFrame prints framing plans directly onto lumber, including locations of boards, connectors, wiring and more. It can be paired with a manual or automated saw, and features a blade enclosure for safety. Powerful software also lets you ensure precision and optimize material use. EasyFrame is supported by our installation and onboarding services, training and technical expertise. It's a smart way to equip customers for wall panel jobs while setting your business apart.

Add EasyFrame to your lumber sales area. To learn more, visit [easyframesaw.com](https://www.easyframesaw.com) or call (800) 999-5099.

SIMPSON

Strong-Tie®

INSIDE

NOV/DEC 2024



FEATURES

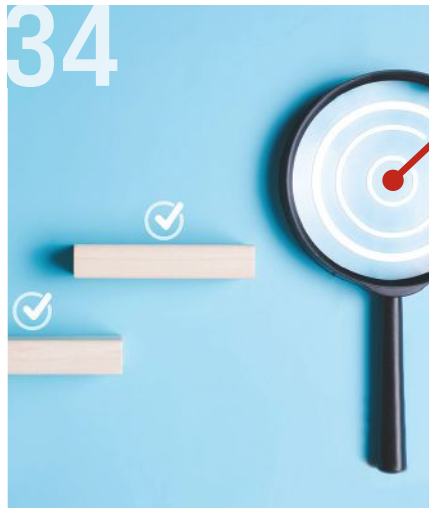
- 26 LBM STRATEGIES 2024**
More than 200 LBM dealers and industry leaders from across the country gathered in Costa Mesa, CA, Oct. 16-18 for the annual LBM Strategies 2024 Conference hosted by LBM Journal.
- 36 PROFILE**
Capps builds on reputation.
- 40 REAL ISSUES. REAL ANSWERS.**
How different generations can work together.
- 46 PROFILE**
Minnesota lumberyard keeps relationships at forefront.
- 48 IN DEPTH | TECH TOOLS**
Technology makes it easier to decipher data and manage business.

DEPARTMENTS

- 8 THE BUZZ**
LBM updates, news, and events. Plus, the latest from lumberyards across the country, and responses to our September issue Tough Call survey.
- 56 PRODUCTS**
Our editors' picks that are sure to pique your interest.
- 64 TOUGH CALL**
A colleague at your lumberyard seems determined to cause problems for you and customers, and to add another challenge, he's also the owner's son. What would you do?

LBM JOURNAL VOLUME 22, NO. 11 (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.



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 Lacey
Sally@LBMJournal.com

CONTRIBUTING SALES EDITOR
Rick Davis

CONTRIBUTORS
Sam Brownell
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

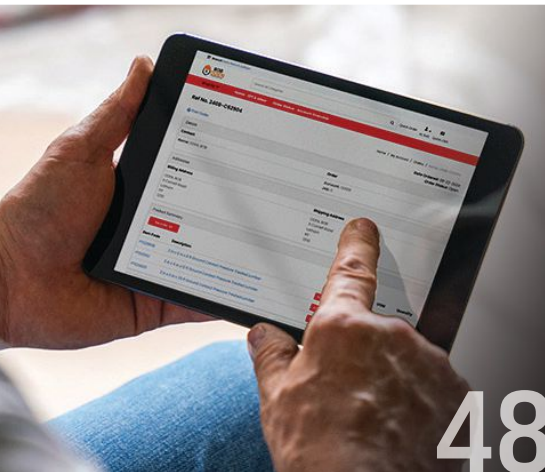
e-mail Operations@LBMJournal.com
or visit LBMJournal.com/subscribe

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



INDUSTRY LEADERS

17 BUILDING SALES

Sales fallacies.
RICK DAVIS

18 SALES + OPERATIONS

Is your company managing special order sales?
BILL LEE

20 CREDIT Q+A

Breaking the credit manager code.
THEA DUDLEY

22 MERGERS + ACQUISITIONS

Upping EBITDA in preparation for a sale.
JOHN D. WAGNER

24 LEADERSHIP

Failure is what drives you to succeed.
RUSS KATHREIN

LBM EXTRAS

34 SUCCESSION PLANNING

Ensuring a smooth transition:
Key non-financial strategies for maximizing business value.
SAM BROWNELL

56



LBMJOURNAL.COM

FROM THE PUBLISHER

“It is clear that building a community is at the heart of the work you do.”

—Denise Miller, VP, Event, Product & Brand Marketing, NAHB
Gold Sponsor of LBM Strategies 2024

When we launched LBM Strategies in 2016, we knew what we wanted to accomplish—to provide a space for LBM pros from across the U.S. to connect, share, and learn from each other—but we couldn’t know how it would play out. Having just returned from our 2024 event in Costa Mesa, CA, I believe we’re on the right track. Here’s why:

We survey attendees, both LBM pros and sponsors, to share honest feedback on what they liked, what they didn’t, and how we could do better. Of the 44 people who completed the survey—77% ranked the overall event Excellent, and 23% ranked it Good. While it’s fun that no one selected either of the other two options, Fair and Disappointing, we kept digging for details.

Since one of our primary goals is for attendees to go home armed with valuable takeaways, we asked: “Did you learn any practical ideas that you can implement in your business?” While 98% said yes, the comments like this shed light on the most valuable aspects: “Making sure ALL of my employees are noticed and heard. Use [Bradley Hartman’s] air raid strategy to become better organized and more valuable to our customers. It is okay to copy things that work from other businesses and industries to better serve our customers and add to our success. The practice of Poka-yoke to help prevent mistakes and incorrect behavior.”

The other survey question I want to share goes back to our core mission for the event: “Did you make any new connections (with LBM pros or sponsors) who you plan to follow up with?” Eighty-seven percent of respondents did make valuable new connections with LBM pros, and 71% made new connections with sponsors.

The post-event survey gives our team solid insights into what worked, and what didn’t. But there were a couple of key moments that no survey can capture. One of my personal favorite moments from this year’s event was meeting Ava Collins, our first-ever baby attendee. She was there with S.W. Collins Co., a 180-year old LBM dealer based in Maine. Ava got to see her mom, Clara Collins, be honored as an inductee in the LBM 40 Under 40 Class of 2024. Ava also got to see her grandpa, Sam Collins, take the stage as a member of the LBM Century Club. Since travelling from Maine to Southern California for our event is no small feat, Ava takes her place as the first, and only, member of LBM Journal’s One Under One.

I’m proud of how this event has evolved, but what I’m most proud of is the community that makes it happen.

— Rick Schumacher
Executive Editor & Publisher

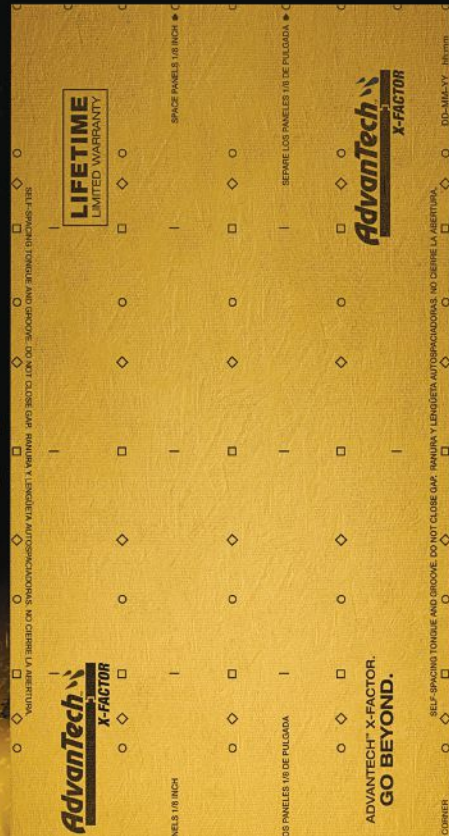


HAVE A QUESTION FOR RICK?
RICK@LBMJOURNAL.COM

First we went above.

Now we **GO BEYOND.**

Meet AdvanTech™ X-Factor



Introducing a subflooring panel with a built-in barrier for jobsite durability.

Built on the AdvanTech tradition of quality innovation, AdvanTech X-Factor panels feature a water-shedding, fade-resistant surface for jobsite durability while still delivering on the strength and stiffness you expect from an AdvanTech® panel. Plus, its distinctive smooth surface is marker friendly and easy to clean, so you can maintain the perfect first impression throughout the entire build.

Request a sample at [AdvanTechXFactor.com](https://www.AdvanTechXFactor.com).



EPICOR

Improving Rebate Management for Roofing and Siding Companies with Epicor ERP Solutions



DISCOVER NOW

EPICOR FOR BUILDING SUPPLY



Optimize your rebate management process

Rebate management may seem like a mundane financial process, but for roofing and siding businesses, it's a crucial one. How contractors navigate the administration of complex contractual agreements with customers and vendors can significantly sway profitability and cash flow.

Yet rebate mismanagement is all too common, needlessly leaving money on the table or even jeopardizing future business. Intricate calculations and complex contract terms frequently lead to manual inefficiencies, errors, and blind spots. These challenges are compounded by the dynamic nature of prices and other market forces.

Fortunately, there's a solution—*enterprise resource planning (ERP) software*. Modern ERP solutions can streamline your rebate management, optimize your financial processes, and ultimately unlock greater profitability and efficiency in your roofing and siding business.

The Problem with Traditional Rebate Management:

Traditional rebate management *can be complicated*. Gathering, reviewing, cross-referencing, and organizing relevant data from various sources like invoices, purchase orders, and sales reports is time-consuming. Complex agreements with varying rates, tiers, and conditions make it easy for anyone using manual calculations to unknowingly make errors. And monitoring compliance with these agreements requires constant attention.

Enhancing and Automating Rebate Management with ERP Software

ERP software helps provide the holistic visibility and seamless automation needed to overcome persistent rebate management challenges. It integrates and documents data across different systems using a centralized cloud-based platform.

Epicor ERP solutions help transform rebate management from a complex, error-prone process into a streamlined, efficient, and accurate operation:

Automating Cumbersome Processes

Epicor ERP solutions automate tedious and error-prone rebate management processes like data entry, manual calculations, and payment processing. Automation standardizes rebate calculations according to agreed terms, accelerating processing and payouts to strengthen customer relationships.

Gaining Real-Time Insights

Epicor ERP gives your business up-to-the-minute visibility into rebate management operations, enabling you to track rebate performance as transactions occur. This offers on-demand insights into profitability and cash flow, while *advanced analytics tools* help forecast future trends to optimize rebate programs. At Epicor, our approach is proactive. We equip roofing and siding companies with tools to manage rebates and address issues before they escalate.

Bolstering Compliance and Audits

ERP systems facilitate better adherence to contracts and regulations by supplying a clear audit trail for all transactions. This transparency simplifies compliance verification while recording retrieval during audits, reducing non-compliance risk, and strengthening overall governance.

Some 29% of businesses choose to adopt ERP solutions to support their compliance processes, including tracking contractual and regulatory rebate responsibilities. At Epicor, we prioritize supporting accuracy and compliance in rebate management, so roofing and siding companies can do business with confidence and precision.

Improving Rebate Management with Epicor BisTrack

Managing rebates, contracts, and payments in roofing and siding businesses is complex, time-consuming, and error-prone. But with BisTrack, it doesn't have to be. Epicor automates rebate calculations, payments, reporting, and compliance checks, eliminating inefficient, error-prone manual processes.

Because our BisTrack solution is curated for the building supply industry, Epicor prepares your business with predictable margins, data-driven decision-making, and error-free incentive payments.

Through close collaboration within the roofing and siding ecosystem, we build best practices directly into BisTrack—it becomes the brains behind rebate management so your teams can focus on nurturing customer relationships and pursuing new business.

Why not reach out for a BisTrack demo from the number one building supply software provider? Contact Epicor today to learn how we can simplify and manage your rebate process and boost your revenue.



PARR LUMBER NAMED TOP PLACE TO WORK



TEAGUE LUMBER COMPANY MARKS 80 YEARS



IVEY'S DEBUTS NEW LOCATION

BY THE YARD

The Oregonian named **PARR Lumber** in its annual Top Workplaces list for the third year in a row. Headquartered in Hillsboro, OR, PARR was included on the list of the top large employers—companies with more than 500 employees—in the region.

Dufrene Building Materials opened its 11th location in Pensacola, FL. The business already has several locations along the Gulf Coast, with nine Louisiana locations and one in Mississippi.

84 Lumber will open the company's second component plant in South Carolina. The \$13.4 million investment will create 78 new jobs, according to the South Carolina Department of Commerce. The new operation will be used as a floor and roof truss manufacturing facility.

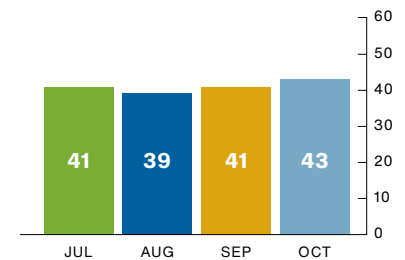
Lumbermen's Inc. will expand their operations in Minnesota next year by adding door manufacturing and distribution. The company is targeting a launch for the new manufacturing and distribution operations in the first half of 2025.

Hancock Lumber began the indefinite curtailment of log production at the company's Madison location and began the consolidation of that business into its Casco, Bethel, and Pittsfield mill operations. The Madison log yard will remain open to help support the procurement of eastern white pine.

Fort Worth, TX-based **Teague Lumber Company** is marking 80 years in business. Teague Lumber Company's journey began in 1944, when original founder, R.J. Teague, saw an opportunity to support the growing community with high-quality lumber and building supplies.

Shepley Wood Products, based in Cape Cod, has announced its recognition as one of the Best Places to Work for 2024, awarded by Cape Cod's Best Community's Choice Awards. This award reflects Shepley's unwavering commitment to fostering a positive workplace culture, offering comprehensive employee benefits, and actively engaging in community outreach initiatives.

Ivey's Building Materials Center celebrated the grand opening of its newest location in Blanchard, LA. This marks its third location in Northwest Louisiana. The brand-new, ground-up building materials center features 26,000-sq.-ft. of retail and warehouse space, including an expansive outdoor lumberyard. The center features an extensive selection of treated lumber, roofing and building materials, paint and paint supplies, as well as a wide selection of home improvement tools.



Builder confidence edges higher despite affordability headwinds

Builder confidence in the market for newly built single-family homes was 43 in October, up two points from a reading of 41 in September, according to the National Association of Home Builders (NAHB)/Wells Fargo Housing Market Index (HMI).

Despite the beginning of the Fed's easing cycle, many prospective home buyers remain on the sideline waiting for lower interest rates. NAHB is forecasting un-even declines for mortgage interest rates in the coming quarters, which will improve housing demand but place stress on building lot supplies due to tight lending conditions for development and construction loans. However, while housing affordability remains low, builders are feeling more optimistic about 2025 market conditions. A wildcard for the outlook remains the election.

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.



SOMETIMES WHAT'S ON THE OUTSIDE DOES MATTER



Rollex has been a leader in the building products manufacturing sector for more than 70 years.



Recognized a top innovator and manufacturer, the building industry trusts Rollex for a perfect mix of protection and attractive designs.



Homeowners and tradespeople alike can depend on Rollex for durability and performance.

Contact us to learn more about our high-quality soffit, fascia, siding, rainware, and roof edges.



www.rollex.com • 800.251.3300 • Rollex Corporation, 800 Chase Avenue, Elk Grove Village, IL 60007

PEOPLE IN LBM

Chris Hegeman, manager of **Bliffert Lumber**, was elected to the board of directors of **BLD Connection**, where he will serve as the **NLBMDA** representative from 2024 to 2027. Following this appointment, Hegeman was also installed on the board of directors of the **NLBMDA** in Savannah, GA, in early October.

The Detering Company, a Houston-based building materials business established in 1926, announced that **Carlos Detering**, grandson of the company's founder, has been named president and chief operating officer.

Ambassador Supply has named **Amy Stites** as the company's new controller. In her new role, Stites will provide financial oversight of affiliates, lead banking relationships, prepare financial reports and lead short- and long-term strategic financial initiatives.

Central States Inc. announced **Jason Monday** is joining the Central States Building Works division as the new Vice President of Sales.

Wilson Lumber has made changes to the company's sales leadership. **BJ Balentine** has been promoted to commercial market manager and **Matt Steves** has been promoted to residential market manager.

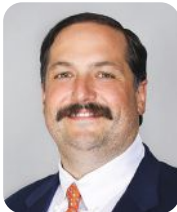
Builders FirstSource, Inc. announced that as part of a planned succession, its board of directors has named **Peter Jackson**, chief financial officer, as the company's next president and CEO and member of its board of directors.

Nation's Best has named **Chad Wilson** and **Kim Peffley**, as regional vice presidents. Their decades of industry experience will further strengthen the company's rapidly expanding operations.

LBM Advantage has appointed **Rich Kennealy** as its new chief financial officer. Kennealy brings over 25 years of experience in finance and operations.

LBM Advantage has announced the promotion of **Kathy O'Neill** to director of risk management.

Simpson Strong-Tie has elevated **Ron Gaines** to senior vice president of North American sales. In his new position, Gaines will oversee sales across the company's five main regional branches.



GAF, a Standard Industries company, appointed **John Barkhouse** to the newly created position of president, reporting to CEO John Altmeyer.

Envision Outdoor Living Products, has welcomed **Brad Wallace**, **Rick Kitashima**, and **Jasnit Mahal** as Regional Sales Managers in the Great Lakes, Northwest, and Southwest, respectively.

The World Millwork Association (WMA) has appointed **Renee Hornsby** as its new executive director. Hornsby succeeds President and CEO Rosalie Leone, who has provided 27 years of leadership.

Nick Aylor has assumed the role of director of purchasing for **Culpeper Wood Preservers**. He succeeds Jeff Lineberger, who had held that title at Culpeper for 25 years.



The Lester Group has announced the appointment of **Thomas Hartman** as the new general manager of Custom Builder Supply.

Erie Materials, a regional distributor of building materials in New York and Pennsylvania, has made several promotions and new hires:

- **Dan Saladin** joined the Syracuse, NY branch as an Inside Salesperson.
- **Ryan Teabo** has joined the Auburn, NY branch as an Inside Salesperson.
- **Ryan Robinson** was promoted to Inside Sales at the Utica, NY branch.
- **Colby Willits** was promoted to Inside Sales at the Williamsport, PA branch.

DISTRIBUTION NEWS

Building products distributor **Snively Forest Products** will now sell Trex railing exclusively through its nationwide distribution network, including expanded reach with Trex in the Colorado market.

Atlantic Builders Supply Northeast has announced the addition of Silvermine architectural stone veneer to its product selection. The mortarless system eliminates the need for skilled masons, addressing concerns with the skilled labor shortage and reducing exterior cladding costs typically associated with traditional stone masonry.

K+R Building Materials will distribute IG Railing from their five Midwest locations.

Fortress Building Products is expanding its partnership with DecksDirect in advance of the 2025 building season. Adding to its current line-up of metal offerings from Fortress (including metal railing, deck framing and pergolas), the company is set to deliver Athens aluminum fencing and VERSAI ornamental steel fencing to the virtual marketplace.

CHAMPION OF INDEPENDENTS

As a member-owned co-op, ownership means more.
Enjoy profitable returns, powerful resources, and
unparalleled support.

Learn more at: doitbestonline.com



INDUSTRY UPDATES

Central States, a manufacturer of metal building components, roofing, and building systems, has become a member of Certified Employee-Owned (Certified EO), a leading certification program for employee-owned companies in America. Central States is 100% employee-owned by its 1,400 employees.

Beacon, a wholesale distributor specializing in roofing, waterproofing and related exterior products, has partnered with GAF to provide its customers access to now order GAF QuickMeasure reports from Beacon PRO+, an industry-leading digital platform.

MITER Brands, a provider of high-quality windows and doors, announced the divestiture of its subsidiary, ECO Window Systems, to its original founders.

INDUSTRY EVENTS

2024

DEC 11
NEBRASKA CONNECTION
CONFERENCE 2024
La Vista, NE | bldconnection.org

DEC 11-12
NRLA'S LBM EXPO
Uncasville, CT | lbmexpo.net

2025

JAN 14
WISCONSIN CONNECTION
CONFERENCE 2025
Wisconsin Dells, WI | bldconnection.org

JAN 28-29
BLD CONNECTION-BIZCON NORTH
St. Cloud, MN | bldconnection.org

JAN 29-31
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



Lumberyards and relationships.
Two things we build to last.

This Sprenger yard in Moorhead, MN covers almost 10 acres and includes a rack-supported building, large warehouse, and more.

Find out why, for over 20 years, Sprenger Wholesale Lumber has a partner list of ONE when it comes to building and improving the infrastructure and overall productivity of their lumberyards.

Scan for the full story



CT-Darnell.com ■ Sunbelt-Rack.com ■ 800-353-0892



© WTD Holdings, Inc., 2024. All rights reserved.



CLEARLY

THE HIGHER GRADE.

Compared to other brands of treated lumber, Culpeper delivers more products, the industry's highest quality grades, and world-class customer service that's second to none.

Available exclusively at independent lumber yards. Learn more, visit culpeperwood.com/dealers.



2x6 DECKING 5/4 DECKING DECK ACCESSORIES STEP STRINGERS
LATTICE MAILBOX POSTS BALUSTERS HANDRAIL TURNED SPINDLES
ROOF CANTS GRADE STAKES DIMENSIONAL LUMBER FENCE PANELS
FENCE BOARDS KDAT SPLIT RAIL ROUNDS SQUARE COLUMNS
TURNED COLUMNS PRIMED TRIM BOARDS HEAVY TIMBERS PLYWOOD
PORCH FLOORING TONGUE & GROOVE CUSTOM MILLING PILING

©2024 CULPEPER WOOD PRESERVERS

CO-OP & BUYER'S GROUPS

Do it Best, the nation's largest member-owned co-op for hardware and lumber products, announced its bid to acquire substantially all assets from **True Value**, a Chicago-based hardlines wholesalers that filed for Chapter 11 bankruptcy under private equity ownership. The proposed acquisition, supported unanimously by the Do it Best Board of Directors, would mark a significant moment in the history of the independent home improvement industry, if consummated, as it would create a worldwide store network exceeding 8,000 locations in the U.S. and more than 50 countries around the world.

The US LBM Foundation, a nonprofit organization founded by leading specialty building materials distributor US LBM, has committed \$500,000 to assist recovery efforts for communities in the Southeast devastated by Hurricane Helene. This commitment includes \$100,000 donated by the L.T. & Lina Gibson Foundation and a donation match for all contributions made to the US LBM Foundation up to \$100,000. Donations can be made at uslbfoundation.org/relief.

MERGERS + ACQUISITIONS

US LBM has acquired **Texas Tool Traders**, a supplier of construction fasteners, tools and supplies to framing contractors, builders and remodelers across Texas. Texas Tool Traders dates to 1973, when the company opened its first retail location in Houston. Texas Tool Traders operates 14 locations statewide, supporting customers in the Austin, Dallas-Fort Worth, San Antonio and Houston metro areas. The company has also acquired **Milton Truss**, a top manufacturer and distributor of structural building components located in Florida.

Hancock Lumber will acquire **Tiny Homes of Maine**, an Aroostook County-based manufacturer of tiny homes on wheels. Acquiring Tiny Homes of Maine will be a natural extension of Hancock Lumber's manufacturing capabilities that includes Mainely Trusses' roof and floor component manufacturing, wall panel production, and eastern white pine sawmills.

TOUGH CALL SOLUTIONS

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

RECRUITING WHILE RETAINING

After years of running a lean team due to fears of an impending recession, your team has become used to frequent overtime to meet demand. With things turning around, you finally decided to fill vacant positions, but it looks like you may have waited too long. Despite offering a competitive pay and benefits package, you're getting very few applicants for your open positions. Now, your team is burned out and your recruiting efforts are going nowhere. Here's how readers responded to this Tough Call.



With its acquisition of **South Texas Hardware's** three-location chain, **Nation's Best** expands its growing network of locations in its home state, bringing its total location count across the U.S. to 63.

Carter Lumber acquired **Townsend Building Supply**, a building materials dealer with six locations in Southern Alabama and the Florida Panhandle. This acquisition continues Carter Lumber's plans for growth in the South and positions the company for further expansion in these two states.

Culpeper Wood Preservers, a leading manufacturer of pressure-treated lumber, has acquired **Fortress Wood Products**, a North Carolina-based premier wood supplier and pressure treater. This acquisition strengthens Culpeper's presence in the Mid-Atlantic while expanding its capacity to deliver premium pressure-treated wood products to its customers.

White Cap has entered into a definitive agreement to acquire **Triumph Geo-Synthetics, Inc.**, a geosynthetics and erosion control distributor based in Anaheim, CA serving non-residential and infrastructure end markets. The company has also acquired **ERSCO Construction Supply**, as well as **Jobsite Supply, Inc.**

Builders FirstSource has acquired Rhode Island-based **Douglas Lumber** and Nevada-based **High Mountain Door and Trim**.

High Country Lumber in Bishop, CA, has acquired **Home Lumber, Bishop**, from third-generation lumberman Brent Johnson. Founded in the late 1970s, High Country operates a full-service lumberyard with an Ace Hardware store in Bishop, as well as a local Trends InsideOut design showroom and a home center in Mammoth Lakes, CA. It became an employee-owned company in 2022.

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.



Perfect-fit ERP for the LBM industry

One end-to-end ERP solution for the LBM industry



See us at LBM Expo 2024!

Real-time 360-degree visibility of your operation

Fully-integrated 'Perfect Fit' ERP assures a seamless flow of real-time information, controls, and workflows across all business departments, branches, and POS.



A 'Perfect Fit' ERP

One end-to-end solution

Built for cloud, desktop & mobile

Anytime, anywhere access

Seamless integrations

Complete control

LBM expertise

Measurable results



LBM Advantage Better. Stronger. Together.



intactsoftware.com
+1 (860) 264-4111

Join our team!
Search 'Intact iQ careers'

East Berlin, Connecticut, US

BY RICK DAVIS

THE HISTORY OF sales theory has been fraught with gimmicks and trite sales axioms, usually designed by peddlers of sales theory. I've always felt the best sales methods are those designed to sincerely engage potential buyers with authenticity from the seller, and therefore, my sales training has always strived to "reveal" truths about the sales process rather than invent them.

The genesis of this philosophy occurred decades ago during an interview when the question was posed to me, "How do you close the sale?" In that instant I was both ready to blurt out the "correct" answer, "You gotta ask for the order!" Instead, I paused and pondered because I couldn't remember ever just asking for an order.

After a moment, I provided an answer that, while likely would cost me the job opportunity, revealed what I believed to be the truth of sales. I said, "Closing is incremental." My future boss looked at me with sincere curiosity and asked me to explain.

SALES FALLACIES

I told him that selling is really a series of little victories. The first appointment is a cause for celebration. Instead of barfing out a bunch of features and benefits, I told him it's better to understand the buyer before making a presentation. The next meeting might be scheduled to introduce a new product. A follow-up after that might include an invitation to a branch. A later meeting would be scheduled to discuss product needs on an upcoming project, and then followed up with a scheduled meeting to deliver a proposal.



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.

By the time the salesperson takes the first order, it is safe to say that a series of interactions leading up to the sale were *all* part of the closing process. Unlike the theoretical jargon that emphasizes the close as a tense transactional moment, the real close of the sale is a calm administrative process to launch a relationship that takes place after a series of small victories.

Since that day, I have considered many fallacies taught about sales and replaced them, at least in my mind and hopefully in my students', with truths about the process.

Fallacy: It takes 10 "no's" to get a "yes." This silly idea strikes at the heart of the sales problem. Rather than convince a combative, disinterested buyer, it's more common, and certainly easier, to locate a good prospect who is willing to talk from the start. After an initial positive meeting, the remaining process flows as noted above. A sale is a culmination of many yeses along the path to a relationship.

As a corollary to this concept, I also say that the answer is really not "no." It's "not now," and good salespeople always leave the door open for future conversations even when initially rejected.

Fallacy: Out of sight is out of mind. This is a fallacy that sales managers should heed. Too often and based on their own fears, they pressure salespeople to "reach back out and find out what's going on" with prospects or "establish a regular cadence of check-ins." The better practice is to recognize that prospects and customers are busy. Out of sight is not out of mind and pressure to constantly remind buyers that you want their business can become overbearing and prevent a sale. A calmer approach might be the ticket to success.

Fallacy: The only good question is an open-ended one. This is just plain silly, and yet veteran salespeople attending my classes have, for years, asserted that this is the right way to ask questions. I've often gained a lot of information from buyers through online research and by simply listening without asking a question. There is nothing wrong with a well-crafted open-ended question, and certainly salespeople should be capable of asking them. That being said, let's agree that the answers matter more than the questions. I've asked a lot of "yes or no" questions while gaining a lot of respect and information by simply shutting up and allowing a buyer to talk freely.

Keep it real and strategically conversational. It is infinitely more impactful than trying to manipulate with gimmicks. Instead of inventing a process or relying on trite aphorisms, trust your soul, start to listen, and communicate with authenticity.

BY BILL LEE

IS YOUR COMPANY MANAGING SPECIAL ORDER SALES?

SPECIAL ORDERS HAVE been a pet peeve of mine for most of my career in our industry. I have done research on special orders for a good 40-plus years and the results don't improve much. Owners, managers, and salespeople simply neglect this opportunity to improve on their company's gross margin.

Here's why I become so worked up when the subject of special order sales comes up. First of all, special orders are one of the largest product categories in almost every building supply business. My research shows that special orders account for anywhere from 21% to 39% of sales, depending on which products you consider to be special orders. For example, some dealers classify trusses as special orders and others don't classify windows as special orders.

The pricing of special orders is one of the biggest opportunities virtually every dealer has to boost the company's gross margin. Here is a piece of evidence I have collected: In both sales and gross margin seminars, I ask the audience this question, "If I were to walk into your store and ask every inside and outside salesperson the price they charge for the same special order item, what do you believe the odds would be that I would receive the same price from any two salespeople?"

The answer I hear from just about every salesperson is "slim to none."

Salespeople must remember that they are pricing a product that most builders are going to take back to the job and put anywhere from a 50% to a 75% markup on it. The fact is: the builder doesn't really care what the S.O. product is costing him.



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

Granted, some special-order sales can be extremely price sensitive, i.e. trusses and premium windows, but there are hundreds of other products your company sells every day as "special orders" that are not at all price sensitive.

Try this: Advertise your company's willingness to help customers find products you don't carry in stock. Make sure your customers and prospects are aware that special order sales are an integral part of your company's service offering.

Also try: Set up a category for special order sales and track this category every month. You may also want to consider rewarding your salespeople each month who generate both the highest special order sales and the highest gross margin on the special order sales they process.

Even if you don't reward your high achievers, it's a good idea to rank your salespeople by both the special order sales they generate each month and the gross margin they achieve. I have found that this practice helps bring out their competitive spirit.

Because many of the individual products that make up your company's special order sales are relatively "small ticket" sales, I have found that many owners and managers fail to realize how much additional profit can drop to the bottom line as a result of installing an incentive plan for your inside and outside salespeople. Consider this realistic scenario: Imagine that special-order sales make up 25% of your company's business. Next, imagine that as a result of your new incentive plan, you are able to raise the average gross margin you earn on these sales by four percentage points.

If this were the case in your business, 100% of this gross margin improvement (on approximately 25% of your sales) would fall directly to the pretax line, resulting in one full additional point of pretax margin.

I have observed many cases when one additional point of pretax margin can improve pretax profits by 20% to 25%.

There is very little left that a business can do to have this degree of impact on the bottom line. There is no doubt in my mind that there are thousands of businesses in our industry that are leaving substantial pretax income on the table by not installing an incentive plan on special order sales.



Faster Takeoffs. Stronger Customer Relationships. **More Wins.**

STACK takeoff & estimating software can save you time and grow your sales!



Learn More at stackct.com/lbm
or scan the QR code.

“If you’re another building supplier looking to purchase a program to help with your estimating, **STACK is the way to go.** I’ve tried eight different ones, and STACK by far is the most user friendly.”

Ronald Abbot, **Ware-Butler Building Supply**

BY THEA DUDLEY

Hi Thea,
 We have supplied trade references to competitors on credit applicants at the trade creditor's request over the years with no issues. The response may not always be as quick a turnaround as they would like, but we get them done. Recently one of those requesters (our competitor), shared the information we gave with the customer. To say the customer didn't like the information we gave is an understatement and let everyone at our company know it. Now I don't want to share with other companies. Isn't this against some credit manager code? What would you do?

— No solidarity

BREAKING THE CREDIT MANAGER CODE

Dear Solidarity,
 Well rude! Completely bad form! While there is no written Hippocratic oath that one signs and promises to uphold and do no harm to the credit community when you become a credit manager, everyone should be pretty clear on the, "Thou shall not shaft another credit manager" code.

I've had this experience as well. After marinating on it for a day or two, getting my hind end chewed out by my sales manager, and tangling with the customer, who ironically had the swagger to be offended, I pointed out to said customer in the crosshairs, as politely as I could, that I did not report anything untrue nor did I smear his company. I shared our experience. Perhaps if the pay history was, well, how can I put this delicately, better? As in "pay within the agreed upon terms," the painfully accurate historical payment data for his company would have been more to his liking.

After getting the dust settled at my camp, I called the traitor (credit manager) in our ranks, introduced myself and told her about my recent "learning opportunity," the joy of being blasted by multiple sources and my disbelief that this was an accurate portrayal of what happened. I shared the customer indicated the information came from her exactly what my trade reference said. "Well I couldn't believe it, even though it was an accurate account, verbatim actually, I could not believe what he was saying was true," said I—said in my best "butter wouldn't melt in my mouth" voice—anger and accusing gets met with defensiveness and derails the message. Then I sat back and waited for the response. Unwillingly patiently, I don't mind adding.

If using this method, override your (justifiably so) inclination to knee-jerk react. Wait. Let the quiet sink in. Give the benefit of the doubt. Maybe someone else shared the information without the CM's knowledge. If that's the case, a conversation about how we can keep that from happening again or you will not be able to give a "peek under the tent" on customers any longer is in order.

If the denials come faster than misquotes at a pool party, that is a completely different and utterly uncool. Or worse, ownership. As in, "yeah, I told them, if it's true, what's the big deal?" Now you know exactly who you are dealing with. That will be the last time that CM or their company get anything from me.

There is nothing you can do or say at this point. You can't control others. You can control how you respond. With deadass silence. If you really wanna have fun, write NOPE on the request and email it back. Petty? Sure, I never said I was up for sainthood.

There are so many ways to respond to a customer who asks why you are denying a credit account or an increase. "Your credit history doesn't meet our criteria at this time" being the top. Rolling a fellow CM is not one of them. Guess whose holding the "trust denied" sign now?



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.

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.

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

To find out more, call or visit:

1.800.347.2860 x5141 | Orgill.com

ORGILL

BY JOHN D. WAGNER

“THE BEST PLACE FOR A PICNIC IS A LITTLE FARTHER ON.”

That’s an expression my mom used to use when I wouldn’t settle for my perfectly good current situation, and pushed for something *just around the corner*.

UPPING EBITDA IN PREPARATION FOR A SALE

That same expression might apply to company owners who want “just a little more” EBITDA before they take their company to market, even though the current value would be perfectly good, if not exactly what they imagined.

Commonly, when a seller looks at their EBITDA, and our investment banking team explains the multiple of EBITDA that could be achieved in a sale—say it’s 6X—many sellers will say, “OK, great. I want to drive the EBITDA up another \$1 million and get an additional \$6 million in enterprise value when I’m acquired.” Let’s look at the practical implications of that.

Say you’re operating at a 10% EBITDA margin, with \$50 million in sales. At 6X and \$5 million in EBITDA, your enterprise acquisition value is \$30 million. If you want \$36 million, you need \$1 million in additional EBITDA. To attain that, you’d have to book \$10 million in increased sales (assuming your GPM and OPEX remain constant as a percentage of sales). That’s a 20% sales revenue increase; a tall task in any market.

Increasing sales by \$10 million is the hardest way to attain a higher acquisition value. Here are some other approaches:



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

Crank up your gross profit margins. This approach is two-fold, and it’s the easiest and quickest way to juice the EBITDA line. The steps are: 1. Raising prices. But this risks customer volatility, and you may be top-of-market already. 2. Onboarding higher-margin product lines, e.g. windows, doors, millwork, or specialty finish lines. These items are often sold at two or three times the GPMs of commodity lumber or drywall.

Crank up your EBITDA percentage. From the example above, let’s leave the sales at a “steady state”—\$50 million—and improve the EBITDA percentage by 20%. Admittedly, this is more difficult than raising GPMs, but consider the effect of increasing your EBITDA percentage from 10% to 12%. This exercise requires sweeping through the OPEX line items and reducing expenses, without reducing the value to your customers. That said, the math here is very rewarding: Every dollar lopped off OPEX is a dollar-for-dollar increase in EBITDA. Although OPEX line items include fixed expenses (rent, fuel, utilities), you may discover some “Easter eggs” in there, like ineffective marketing, non-essential travel, event sponsorships, family expenses, or family employees. (Right now, a few readers are saying, “John, that’s genius. I can finally justify firing my son-in-law!”)

Credits to EBITDA. Consult with your investment banker to see if there are valid credits to EBITDA, which are shown in an Adjusted EBITDA figure. Credits to EBITDA are a non-GAAP consideration, but Adjusted EBITDA is common in M&A value formulas, and part of every one of our deals. The credits are closely examined, from pricing to due diligence, so be realistic as to what’s acceptable. These credits typically fall into these buckets: family expenses that won’t continue under new ownership; compensation for non-essential employees; compensation normalization down to “fair and customary” levels for seller-owners who become employees after the acquisition; cash paid for recent non-capitalized business expenses. In a 6X deal, every \$1,000 “adjusted” is worth \$6,000 in increased purchase price.

Multiple rise with performance. Finally, note that as your EBITDA and EBITDA percentage rise, your acquisition multiple may rise. You’re worth more to an acquirer if your GPMs are maximized, your pricing is right-sized, your EBITDA percentage is above average, and your EBITDA dollars are strong. A company with a 10% EBITDA margin and \$50 million in sales might achieve 6X in an acquisition, but a 12% EBITDA company might achieve a lift from 6X to 6.2X, or even much higher, depending on product mix. With a \$6 million EBITDA basis, 6X of a \$6 million EBITDA is \$36 million in acquisition value, but 6.2X is \$37.2 million. As the old song goes, “Nice work if you can get it. And you can get it if you try.”

THIN BRICK. SHIPS QUICK.

New ProVia Thin Brick embodies the texture and appearance of genuine kiln-fired clay brick. Thin Brick offers the quality and classic characteristics of authentic brick without the weight, making it ideal as an exterior cladding, interior accent, or fireplace material. The thin profile is easier to install, plus it's readily available and ships in days – no long lead times, no work delays, no disruption to your schedule.

It's the right thing to do.



DOORS | WINDOWS
SIDING | STONE | ROOFING

5 Reasons to
Partner with
ProVia for Stone



BY RUSS KATHREIN

FAILURE IS WHAT DRIVES YOU TO SUCCEED

THERE IS A FAMOUS commercial with Michael Jordan where he says, “I’ve missed more than 9,000 shots in my career. I’ve lost almost 300 games. Twenty-six times I’ve been trusted to take the game-winning shot and missed. I’ve failed over and over and over again in my life. And that is why I succeed.”

I have been fired twice in my career. Both times the reason given was probably not the truth. I could have blamed those reasons and moved on, but instead, I looked closer and realized my failures caused these things to happen. By embracing this, I have used them as fuel and motivation.

The first time was in a plane on a tarmac on the way to my wife’s second grandparent’s funeral that month. The call came from our company lawyer telling me that the founder “wondered how many grandparents can you have die in one month, and that my services were no longer needed.” To be honest I closed my flip phone and breathed a sigh of relief. He had been riding me into the ground for the past three months working 6-1/2 days a week and I hadn’t been able to figure out why, or how to fix things. I later realized that at that point in my life, I was 37 years old and had been extremely fortunate, and lucky, in all of my business opportunities. I succeeded when the deck was supposed to be stacked against me, and I not only knew it, I was counting on it. I was confident in my abilities and I welcomed all challenges. I was cocky. The owner knew it too and was trying to teach me a lesson. He threw everything he could at me and it hadn’t broken me yet, so he finally just fired me.

Now that got my attention! It was hard to sit at my in-law’s table and tell my family that their dad got fired and we would probably have to move. My older children put their heads down in their arms and got real quiet. My youngest,

who was seven, came around the table, hugged me and told me “That’s OK, Dad. It will be alright.” I vowed right then and there that I would never do that to my family again. To make that come true, I had to learn humility.

The second time, I was just told that the company wanted to move in a different strategic direction. The real reason was that I had failed to change some key parts of the business because I thought I could do it on my own through the sheer force of my hard work, determination, and personality. I tried to be Superman, rather than surrounding myself with people who complemented my shortcomings.

Instead of trying to forget them, I chose to take two of the darkest moments of my life and use them to fuel my effort to work harder, surround myself with people more skilled than me, and just be a better person. I have failed over and over in my life. And that is why I succeed.

I recently shared a meme with my team of young leaders. It shows a dart board with darts all over the place, but none near the bullseye, and it is titled, “This is not failure.” Next to it is a picture of an empty dart board with the darts neatly in the rack above and it is titled “This is failure.” My reason for sharing this was I noticed that many of them were risk averse for fear it would derail their career. Maybe it is the cliché that as kids they all got trophies and no one ever lost. Or maybe they saw their mom and dad lose their jobs during the Great Recession. Regardless of the reason, I realized that I had to encourage them. No, I had to tell them, that they needed to fail, and fail often. Otherwise, they would never earn that motivation to succeed. I told them I had their back.

Wayne Gretzky famously said, “You miss 100% of the shots you don’t take.” We need our young people to take more shots and fail. That way they will learn to succeed.



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

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™**

CONFERENCE RECAP

MORE THAN 200 LBM dealers and industry leaders from across the country gathered in Costa Mesa, CA, Oct. 16-18 for the annual LBM Strategies 2024 Conference hosted by LBM Journal.

The annual conference brings together LBM pros to address and share practical, tactical solutions to today's toughest business challenge, including hiring and retaining employees, succession planning, sales growth, mergers and acquisitions, and more.

This year's conference kicked off with a tour of Ganahl Lumber, which operates 11 locations throughout California, giving attendees the opportunity to see how the company operates and some of the innovative ways they're investing in both their customers and employees.



BY WENDY STURGES | PHOTOS BY LIGHTSAIL VIDEO

LBM STRATEGIES 2024 CONFERENCE



DAY ONE also included sessions from the Women of LBM, including a discussion about leadership and culture and a panel discussion on hiring the right people.

Speakers included Russ Kathrein, Tina Breen, Amber Little, Lindsey DiGangi, and Dana Cowart, and breakout sessions led by Jason Blair, Amber Little, and Tricia Kilrain.

Below are a few takeaways from “Chess vs Checkers: Winning the People Strategy Game.”

“[Culture is] easy to talk about, it’s easy to listen, it’s easy to read management books. How do employees see that we have it? By genuinely talking about these things. We have to be genuine about it. It’s not a, check the box, we got a good culture, right? Because every time we think we’ve done that, some thread starts to unravel. You have to work constantly.”

**Dana Cowart, VP of Technology and Acquisition
Integration for TAL Building Centers**

“I would say that don’t wait until it’s reactionary and focus on engagement, right? Make sure that you start and keep on it all the time. Once you wait until retention, engagement is a problem, it’s really hard to recover. So start, start now and not just when it’s a problem.”

**Amber Little, Chief Human Resources Officer for
Nation’s Best Holdings, LLC**

“Come up with a strategy and implement it, but you don’t have to do it all at once, and you shouldn’t. Then you can start small. And I think you can start just by getting curious about people in your organization. And I think that the curiosity will lead you down the right path.”

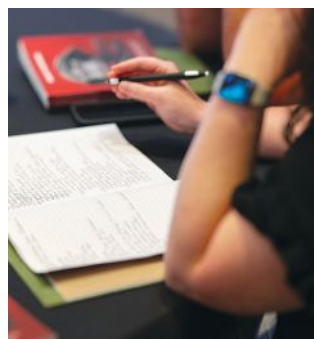
**Lindsey DiGangi, AVP of Marketing for Pennsylvania
Lumbermens Mutual Insurance Company**

“A great conference for LBM dealers to see what the hot topics are in our industry and to network with like dealers from around the country.”

—Timothy Leupold, President & CEO of Your Building Centers

DAY TWO of the LBM Strategies 2024 Conference began with a keynote address from sales expert and *LBM Journal* columnist Rick Davis on navigating the future in uncertain times.

“What I wanted you to hear from me today was an idea, a very simple idea, about figuring out what your business model is. We are not in tough times. We’re not going to suffer, very likely, when we suffered in 2008, 2009, 2010, 2011, and 2012, and you’re probably not going to get the lucky boost you got in 2020, 2021, 2022, and 2023. You’ve got to just assume a level field,” Davis said. “Companies don’t have more luck or grace than others. They’re just more prepared when the luck happens.” ▶



The day continued with a panel discussion featuring representatives from Ganahl Lumber, including company Chairman Peter Ganahl, CFO Dan Delaney, and CEO Brad Satterfield. They talked about the company's growth in Southern California over the past few decades, as well as how having an Employee Stock Ownership Plan has helped retain employees by giving them a stake in the company.

"As time progressed, we found out the real value wasn't ownership. It was one of the elements that comes from that. But what it really was, we turned our people into big investors, inadvertently. That is one of the elements that we have that creates that sense of what I call skin in the game. They're in the same game as all the rest of us, but all by itself, that would be enough," Satterfield said. "We also have compensation systems ... and these started many, many years ago as well, and what it's evolved to over the last 45 years is a

big part of their compensation comes from how the company performs, how their individual yard performs, and how they individually perform within that context."

Additionally, Matt Semonik, chief operating officer from Arnold Lumber, talked about how the company is stepping outside its comfort zone to become an industry leader in leveraging video and social media to build an effective marketing platform.

Another panel discussion was led by members of the LBM 40 Under 40—Sunny Bowman, Clara Collins, Mike Linden, Aaron McGrean, and Emily Morgan—talking about how their companies attract young leaders. Attendees also attended hot topic roundtables on a variety of topics including sales leadership, lean operations, attracting young pros, leadership, succession planning, mergers and acquisitions, and more.



"It's well worth the investment. Needs to be top of list for events you need to attend yearly."

—Brian Pierce, Friedman's Home Improvement



DAY THREE kicked off with a keynote from sales and leadership expert Bradley Hartmann on *The Air Raid Sales Offense: A Former QB/Current Sales Trainer's Guide to Quit Playing Defense and Start Driving New Sales*.

"I think the choice of how we choose to compete is something that's really relevant now, and we're seeing that maybe for many of you across the country, we're seeing sales teams the last few years—they're underperforming year over year," Hartmann said. "Now that the power has shifted from sellers to buyers, they're shopping people more than beating up folks on price. We're seeing sales people who don't have confidence in prospects. It's only a couple years ago, their sales leaders were telling them to quit prospecting. We don't have enough material, so they're out of practice. The number one rule in sales is, 'It's not about you.' What they want to know is, 'Can you help me with my needs, fears, pains, opportunities to grow?'"

The day also included a panel discussion on the advances of AI moderated by Jennifer Castenson, vice president of ambassador and industry partner programs for Buildxact. Speakers included John Marshall, co-founder of AI Growth Partners, Ben Beachy, executive director of information technology for The Keim Company, and Kyle Little, chief operating officer for Sherwood Lumber. ▶



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.

THE MOST RECENT INDUCTEES INTO THIS EXCLUSIVE CLUB INCLUDE:

BADGER LUMBER COMPANY Parkersburg, WV	est. 1922	HAMILTON BUILDING SUPPLY Hamilton, NJ	est. 1924
BERONIO LUMBER San Francisco, CA	est. 1911	KEEP & MARTINSON LUMBER, INC. Tekonsha, MI	est. 1875
DAVIS-HAWN Dallas, TX	est. 1923	A.H. ANGERSTEIN, INC. Wilmington, DE	est. 1924
SMITH LUMBER COMPANY Valley City, ND	est. 1923	CHRISTENSEN LUMBER CO. Fremont, NE	est. 1923
PAGE LUMBER, MILLWORK, & BUILDING SUPPLIES Poughkeepsie, NY	est. 1924	CAROLINA LUMBER & SUPPLY COMPANY Atlanta, GA	est. 1900

NOMINATE A COMPANY FOR THE LBM CENTURY CLUB

lbmjournals.com/nominate

For a complete listing of LBM Century Club members, visit lbmjournals.com/lbm-century-club.

SPONSORED BY



Boise Cascade®

ENGINEERED WOOD PRODUCTS



Also during the conference, Executive Editor & Publisher Rick Schumacher took time to recognize the achievements of several LBM dealers and professionals.

Members of this year's class of the LBM 40 Under 40 were also recognized during the ceremony:

Hannah Baldwin	Walker Lumber & Supply
Clara Collins	S.W. Collins Company
Aaron Cox	Higginbotham Brothers
Garad Derie	Parr Lumber
Josh Fowler	Wilson Lumber
Emily Holtshouser	Simpson Strong-Tie
Javan Lapp	Keylink
David LeBlanc	Arnold Lumber Company
Kellianne Lundgren	LBM Advantage
Dan Magno	Builders FirstSource
Brandon Magor	Big C Lumber
Aaron McGrean	Beisser Lumber Company
Matt Michael	Your Building Centers
Emily Morgan	Ashby Lumber
Kristin Peterson	Nation's Best Holdings, LLC
Joey Polingo	Tri County Lumber
Alyssa Richter	Bliffert Lumber & Hardware
Rob Riley	Hancock Lumber
Matt Spinks	Lumber King, Inc.
Phil Tieszen	The Keim Company
Jon Timmerman	Do it Best

LBM 2024 Dealers of the Year Preston Feather Building Center and Mitchell Lumber were also celebrated during this year's event.



Dozens of companies from the LBM 100 were in attendance, including:

- No. 1 Builders FirstSource | Denver, CO
- No. 2 US LBM | Atlanta, GA
- No. 4 Kodiak Building Partners | Englewood, CO
- No. 8 Parr Lumber | Hillsboro, OR
- No. 9 Ganahl Lumber | Anaheim, CA
- No. 11 Mead Lumber | Columbus, NE
- No. 17 Nation's Best Holdings, LLC | Dallas, TX
- No. 19 Hancock Lumber | Casco, ME
- No. 23 TAL Building Centers | Vancouver, WA
- No. 28 Bliffert Lumber & Hardware | Oak Creek, WI
- No. 30 The Keim Company | Charm, OH
- No. 43 Mans Lumber & Home | Trenton, MI
- No. 44 Big C Lumber | Granger, IN
- No. 49 Your Building Centers | Altoona, PA
- No. 56 Wilson Lumber | Huntsville, AL
- No. 62 Beisser Lumber Company | Grimes, IA
- No. 74 Preston Feather Building Centers | Petoskey, MI
- No. 75 Arnold Lumber Company | West Kingston, RI
- No. 82 Walker Lumber & Supply | Nashville, TN
- No. 89 Morsches Builders Mart | Columbia City, IN
- No. 92 Hamilton Building Supply | Hamilton, NJ
- No. 94 Dakota County Lumber Co. | Farmington, MN

During the conference, LBM Journal and International Wood Products also honored longtime employee, Senior VP Edy Schaller, as she approaches retirement. Schaller serves 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.

LBM Journal also presented Alaina Trowbridge and Peter Klaas with one of its inaugural Innovation Awards for Klaaswood's U.S.-produced Thermally Treated Wood, which uses hydrolysis technology to modify wood at lower temperatures without harmful chemicals.

Several Century Club members—companies that have been in business for 100 years or more—were in attendance, including:

S.W. Collins Company	est. 1844	180 years
Hancock Lumber	est. 1848	176 years
Gilcrest/Jewett Lumber Company	est. 1856	168 years
Morsches Builders Mart	est. 1871	153 years
Higginbotham Brothers	est. 1880	144 years
Ganahl Lumber	est. 1884	140 years
Mans Lumber & Home	est. 1900	124 years
Bliffert Lumber & Hardware	est. 1904	120 years
Mead Lumber	est. 1910	114 years
Arnold Lumber Company	est. 1911	113 years
The Keim Company	est. 1911	113 years
Preston Feather Building Centers	est. 1915	109 years
Henry Poor Lumber Company	est. 1928	106 years
Marcus Lumber	est. 1920	104 years
Big C Lumber	est. 1921	103 years
Hamilton Building Supply	est. 1924	100 years
Total:		2,067 years



Next year's conference will be held
**Oct. 15-17, 2025 at the Embassy Suites
 Downtown in Nashville, TN.**
 Register now at lbmstrategies.com.
 Scan the QR code to register now.



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

Rx

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 your home enhanced comfort and lower energy costs 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, higher 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



ENSURING A SMOOTH TRANSITION:

Key Non-Financial Strategies for Maximizing Business Value

BY SAM BROWNELL



WHEN TRANSITIONING ownership of your business, it is common to focus on a single question: What is my business worth? While we are proponents of every dealer receiving a detailed, objective valuation, it is also important to consider non-financial factors that can impact the sale price and the interest of potential buyers.

In our experience, a business transition can fail, a buyer can back out of the deal, or the offered price can be lower than expected due to concerns about qualitative aspects of the business. These issues can raise red flags for a potential buyer, who may be concerned by the need to invest additional time and money into the business to ensure the transaction is successful.

Based on our years of experience facilitating family-owned business transitions, we have developed a list of best practices for strengthening the non-financial aspects of your business as you prepare for an ownership transition. These tips will help you prepare your operations and strategy to ensure a smooth ownership transition and maximize your business' value.

LEADERSHIP DEVELOPMENT

For a business transition to be successful and sustainable, it is crucial to build a strong leadership team capable of guiding the company for 5-10 years after the transition. To assess your readiness, consider these two questions about your leadership team:

1. What is the average age of your senior managers?
2. Do you have a leadership development program in place?

In many family-owned businesses, senior managers are often around the same age as the owner and might plan to retire during or shortly after the transition. If you do not have a strategy to recruit and train future leaders, even a business with high profit margins may struggle to attract buyers. Addressing this issue is essential to ensure a smooth ownership transition that benefits all stakeholders.

DECISION MAKING

Many business owners we speak with are highly capable and deeply involved in their company's daily operations. They often manage key customer relationships, oversee purchasing decisions, and handle interactions with external vendors. However, for a successful transition, the owner must gradually shift control of decision-making to trusted managers to ensure the business's success does not depend on just one person or a small group of people.

To facilitate a smooth transfer of decision-making, we suggest clearly defining the decision-making process by specifying:

1. Who will lead each decision?
2. Who has the authority to approve each decision?
3. Who can contribute to the decision-making process?
4. Who needs to be informed about each decision?

By establishing this structure, you empower your managers and employees, which helps them engage more effectively and contributes to delivering the best value to your customers.

BUSINESS CONTINUITY

As a business owner, you juggle many roles and responsibilities that affect your stakeholders' lives and livelihoods. However, many owners lack a formal plan for how the business would operate if they or a key employee were to die or become incapacitated. While owners may have thought about these contingencies, the information is likely in their head and will be no use to the company, employees, or customers in the event of the owner's death or incapacitation.

Therefore, we encourage all dealer owners to think about the following questions:

1. What are your daily, weekly, and monthly responsibilities?
2. Who would handle these responsibilities in your absence?
3. What responsibilities, if any, would your family need to handle in your absence?
4. Who are your external vendors and advisors, and who should be able to contact them?
5. Where are passwords stored and who has access to them?
6. When did you last update your personal estate documents, and do they align with your business continuity plans?

Addressing these questions will help you create a comprehensive plan to keep your business running smoothly, even in your absence.

The ultimate goals of a succession plan are to ensure a smooth transition where the owner can enjoy a comfortable retirement and create intergenerational wealth, the business continues to be successful and continues to support the community, and customers continue to receive excellent service. To achieve this, it is imperative to proactively address various qualitative factors before finalizing the sale. Partnering with an objective valuation and succession planning advisor who understands the LBM industry will help protect and grow your family's wealth and leave a lasting legacy in your community. ■

ILLUSTRATION: ©ISTOCK.COM/DUANGHATHAI PHITAKJAROENWONG

Stratus Wealth Advisors owner and founder Sam Brownell helps independent dealers by quarterbacking a comprehensive succession planning process to provide clients with essential data and advice to make the best decisions for their company and their family. sbrownell@stratuswealthadvisors.com.





Capps builds on reputation

BY WENDY STURGES

If you happen to find yourself in central Virginia, don't be too surprised if you spot a few people out sporting hats or shirts with Capps Home Building Center emblazoned on the front. That's just the kind of brand that Capps has built over nearly five decades: one that people are proud to wear.

President Bruce Shelton, who has been with the company since 2007, said Capps' culture has been the mainstay that keeps the business growing.

"When you look back at the growth, not only of the brick and mortar portion of it, but the people that we've been able to add to the Capps family, we've been blessed," Shelton said. "I think it's for us, the biggest challenge was to make sure that we maintain the culture that was established 46 years ago: one of service to others."

Founded as Moneta Building Supply in 1978 by Dave Cappellari, Capps rebranded in 1997, moved its main location to Smith Mountain Lake in 1998, and has spent the years since carefully expanding its base.

The business offers a wide variety of products, including windows and doors, decking and railing, lumber, flooring, siding, paint, stone, and more. The company also provides estimating and installation services and local contractor recommendations for DIY customers.

Shelton said one of the biggest drivers of their success has been the investments they make in people.

"One thing that makes us unique is we take care of our employees first and our customers second, which may be a little backwards to how most people view it, but we figure if we're doing a good job taking care of our employees, then they're going to do a good job taking care of our customers, so we really try and focus on the employee experience first."

A presence in the community

In 2023, Capps opened its newest location in Troutville, VA, which Chief Operating Officer Ryan Cappellari said has already surpassed expectations.

"Between our new Troutville facility and our installed sales division, those are the two fastest growing segments of our business, and that's allowed us to stay diversified and grow even in these kind of uncertain economic times that we've experienced this year," Cappellari said. "We're trending in the right direction from a growth standpoint. But more importantly, our concern with growth is being able to carry over our corporate culture and Troutville has not only adopted that, they've really taken it to heart and spread that throughout the community, which is really exciting to see."



The company is also very active in the community, according to Marketing Specialist Allison Szuba, and participates in the Roanoke Regional and the New Valley River home builders associations, as well as working with nonprofits like St. Jude and Habitat for Humanity. That involvement has helped build Capps not only as a business, but also as a well-known brand.

“We have a lot of wearables, and we see a lot of people wearing our clothes all over town, sweatshirts, hats, T-shirts, and we want them to be proud to wear that Capps logo wherever they are,” Shelton said. “I think that the biggest surprise for us in moving to the Troutville location was the reception we got from the entire professional community, and how well known the Capps brand already was from how we had serviced those customers for the previous 45 years.”

Investing in human capital

Even with challenges in the labor market, Shelton and Cappellari said continuing to invest in people with innovative benefits has helped them retain employees.

Along with the company’s work with nonprofits, Capps also give each employee a paid day to volunteer in the community for a cause or organization of their choice.

“We figure, there’s power in numbers, and there are a lot of nonprofits and charities that desperately need volunteers to come in and help them achieve their missions, and so we offer an eight-hour community service day to all of our employees each year,” Shelton said.

In addition to volunteer time, the company also offers employees the opportunity to continue education and build skills that can help them with their careers, both now and in the future.

“If they want to get a degree in a field that’s relative to what they do or what they could do next within Capps, then we do have an educational reimbursement program here to help defray some of the cost of them being better for themselves and being better for us as well,” Shelton said. “It could be as simple as getting a CDL, or getting a master electrician’s certification or dues for a public speaking class or anything like that. If they feel like they need strengthening in certain aspects of their lives, and it could be a blend between personal and professional improvement.”

The company is also in the process of establishing a scholarship program in the community to encourage students to pursue trade careers in the industry.

When asked about additional growth in the future, Shelton reiterated that while new locations are on the table, they won’t happen without the right people in place.

“We want to continue to staff ourselves with individuals that really get jazzed up to go help others with their project, whether that’s in the retail or professional side of our business. That’s the biggest challenge companies will face as they grow, is just to preserve the culture that’s been intact.” ■

GET TO KNOW CAPPS HOME BUILDING CENTER

Year founded:	1978
Ownership:	Family
Number of employees:	103
Locations:	3
Co-op/buying group:	Do it Best, LBM Advantage
Customer mix:	85% Pro / 15% DIY
ERP software:	Epicor BisTrack
Top 3 brands by revenue:	Marvin Windows TimberTech Decking YellaWood



President Bruce Shelton said Capps Home Building Center has created a strong presence in the communities it serves.





Flevate Outdoor Living with Westbury® Cable Railing

In today's world, outdoor spaces have evolved into functional and stylish extensions of the home. With homeowners and contractors alike seeking products that deliver both beauty and durability, cable railing systems have surged in popularity. Westbury Cable Railing, from Digger Specialties Inc., is an ideal choice, offering sleek designs and long-lasting performance that transforms any deck or patio.

Innovative Design, Superior Function

At the heart of Westbury Cable Railing's appeal are its two standout products: VertiCable® and the soon-to-launch Bella Cavo™ horizontal cable railing system.

- **VertiCable:** This vertical cable system has quickly become a favorite for its streamlined appearance and minimalist design. Homeowners appreciate its ability to provide an open view, making outdoor spaces feel more expansive.
- **Bella Cavo:** Launching in late 2024, Bella Cavo is Westbury's answer to the growing demand for horizontal cable railing. With a bold, contemporary look, it complements modern architectural styles and provides a clean, uninterrupted visual effect.

Both systems bring an updated, stylish touch to outdoor living spaces, offering customers the opportunity to elevate their decks, patios, and balconies with cutting-edge design.

Built to Last

When it comes to outdoor projects, durability is essential. Westbury Cable Railing is built using premium aluminum and stainless-steel cables, which provide superior resistance to the elements. Whether in coastal environments, humid regions, or areas with extreme temperature variations, these materials ensure that Westbury Cable Railing stands strong and maintains its beauty.

Key features include:

- **Aluminum Frame:** The frame is powder-coated for extra protection and available in a range of colors to complement any aesthetic.
- **Stainless-Steel Cables:** These cables provide strength while maintaining a low-profile appearance that allows for unobstructed views.

Thanks to these materials, Westbury Cable Railing systems are virtually maintenance-free, giving homeowners peace of mind and long-lasting value.

Discover how Westbury Cable Railing can elevate your next outdoor project by visiting diggerspecialties.com. Help your clients create outdoor spaces they will love for years to come.

Ease of Installation

Both VertiCable and Bella Cavo are designed with ease of installation in mind. For contractors, this means quicker jobs with fewer complications. For DIY enthusiasts, Westbury's user-friendly systems and clear instructions make it simple to install a professional-grade railing system without specialized tools or expertise.

Key benefits:

- **Pre-engineered Components:** Each part of the system is designed to fit together seamlessly, ensuring easy alignment and installation.
- **Time-Saving Design:** Quick, straightforward installation reduces time spent on-site, which is a win for both contractors and homeowners.

A Versatile Choice

Westbury Cable Railing's versatility sets it apart. Whether customers are enhancing a rustic cabin, coastal retreat, or sleek urban deck, the system's modern look complements any style.

- **Slim Profile:** The slim cables allow for a nearly invisible barrier, ensuring that the view remains the focal point.
- **Vertical or Horizontal Options:** Choose from VertiCable's vertical lines for a classic look, or Bella Cavo's horizontal layout for a modern, bold design.

Elevate Your Projects

As cable railing systems become more sought-after, now is the time to offer your clients the very best. Westbury Cable Railing not only enhances outdoor spaces but also simplifies installation and ensures durability. With the upcoming launch of Bella Cavo, you can stay ahead of trends and provide cutting-edge solutions to your customers.



Transforming the Outdoor Living Experience®



VertiCable®

**Enhance your outdoor projects
with Westbury® Cable Railing.**



Bella Cavo™



Scan QR Code

to explore Westbury® Cable Railing
solutions, featuring VertiCable® &
Bella Cavo™

Westbury®

Transforming the Outdoor Living Experience®

REAL ISSUES. REAL ANSWERS.

GENERATIONS



BY LBM JOURNAL READERS

At LBM Journal, we often hear that attracting members of younger generations is only part of the challenge. Once they've joined the company, how do you help them fit in with the rest of the team? It's no secret that different generations have different working styles, so what's the best way to mesh those together?

Nearly 100 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 business challenge is bridging the gap between the Baby Boomers and Gen Zs. The Baby Boomers are nearing retirement age with many years of experience and knowledge, but are stuck in their way of doing things. The Gen Zs are more in tune with new technology that can be more efficient, but believe that they already have all the answers. If we could combine the existing knowledge with the potential for growth, we'd really have something. Appreciate any advice from companies who are making this happen.

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:

"Through my experience, both generations—Baby Boomer and Gen Z—think they have all the answers, and I feel your frustration. My recommendation is to find a commonality that they both share and build on that to develop their work relationship."

"1. Separate meetings to discuss the positives of each generation and the potential synergy that exists by working together.
2. Team building exercises pairing up the two generations to demonstrate potential synergy."

"Mentors."

"It is taking a lot of conversations with both groups. Asking the Baby Boomers for patience and trying to get them to understand most of the Gen Zs know very little about the work ethic they have which to them comes naturally from the generation that trained them. Just because it's been done that way for the last 40 years doesn't mean there's not a better way; be open to their suggestions. Have just as many conversations with the Gen Zs that constructive criticism, and direction from the Boomers is not a 'personal attack' on them; be trainable and willing to learn. That on-the-job experience carries more value than YouTube or Snapchat. Mostly just taking time to listen."

"Need to convince people to share their knowledge. Just because you train others doesn't mean that they will take your job."

"It's definitely a challenge. We work well here, but this is definitely how it feels, and I don't really know if there's an answer. I guess the more inspirational that Boomers are, the more the Gen Z looks up to them."

"In my experience, the Gen Zers are now in charge, which Boomers are OK with. The problem is the Gen Zers don't want to listen to, or even include in, any discussions with Boomers or Gen-Xers."

"Encourage collaboration, and a team-oriented culture. Baby Boomers have the industry knowledge, but need help with technology. Gen Z is vice versa. Staff will realize they can lean on one another to help make their jobs easier and can serve the customer better, whether purchasing, selling, dispatch, etc."

"All parties need to work together. If the Baby Boomer is not willing to share his/her expertise, they won't do it. If the Gen Zer isn't willing to listen and learn, they won't do it. Management at the highest level possible needs to have a sit down with all involved and explain how working together benefits everyone. Both eras have a lot to offer each other but if respect is lacking from either side then the company and everyone attached will suffer in the long run."

"Ask questions."

"Look for opportunities to teach/coach. Let them look for opportunities to use their skills." ▶

“First and foremost, communication is most important no matter the generation. With that being said, when it comes to training someone new coming into the company, management must realize the strengths both generations offer and develop a stronger team by talking to both the seasoned employee and the newbie coming in separately about the value they can add and then bring them together. Reiterate those benefits they both have and how much can be learned by each and keeping an open mind will help them individually as well as the company. People like to know they are valued and this is a good way to start a great working relationship.”

“Be deliberate. Create more formal situations for generational mixing with the desired outcomes clearly spelled out.”

“Choose the situations where successes or failures would have little repercussions and allow out-of-the-box Gen Z to solve, to see if you or they learn lessons for solving future issues. If time issues are a concern, or great repercussions are involved, use the tried-and-true Boomer solutions.”

“Communicate with patience, calmness, and give and take.”

“It’s hard to get the two on the same page. It takes a lot of coaching and a willing mind in order for it to work.”

“Mentorship programs can help build trust and confidence. If you identify someone who is willing to educate, hold on tight to that employee while they impart knowledge to the next generation.”

“When you say the words, ‘more in tune with technology,’ I would restate that to mean they know how to use the latest tools to access information quickly—it’s accurate. However, they are still behind the Baby Boomers in adding the ‘insight’ to the information that is required to make good decisions. Good information is important and relatively easy to acquire using the current tools available, but ‘insight’ requires thinking and analyzing and this skill is largely missing in Gen Z.”

“Need to adapt to customer’s needs, old and new.”

“Positive accountability. Break down the benefits and offer hands-on guidance to trying the new way to see how it layers in benefits. Have a ‘same as we always did, just electronic now’ feel to the guidance.”

“Showing employees how we can cut/paste and export what would otherwise give you writer’s cramp often has helped me personally.”

“We all use tools and are in an industry that promotes them and their use. New techniques are just a fresh tool to be embraced.”

“Having a way to meet both groups in the middle with both tech-related options, and hands-on/physical options (e.g. inventories being available on paper, or on computer) seems to be helping bridge that gap at our business. This has come from several years of refining the way we are able to input/disperse information and data to our employees, and seems to be turning the tide somewhat.”

“All you can do is show them and hope they understand and keep an open mind.”

“We have customers who do all their communication over the computer, text and occasional call. We have some who still bring a handwritten list and occasionally a small list written on a 2x4.”

“If allowing Gen Z to do its thing, Boomers can and often do walk away because the change is more than they want to deal with.”

Responses from wholesale distributors, manufacturers, and service providers:

“The disconnect will continue until all Baby Boomers are gone and the Gen Zs have full control, then what difference will it make? Good luck with all your technology, Gen Z, you still need to have personal communication skills to succeed!”

“Have the older generation share their experience while adopting technology in a collaborative way.”

“Don’t forget about the generations between Boomers and Gen Z. Gen X and Millennials lived through the digital revolution. The folks in this sandwich generation can act as a mediator between folks on the tail end of their careers and younger people entering the work force for the first time.”

“Bring in the customers and sit them down with both age groups and have a business discussion. They’re the ones who need to be satisfied by both groups. Listen to the choir!”

“It’s adapt to the new generation or get out of the way.”

“I would recommend the mentoring, development, and training days along with events for the company to interact with each other over the period of time. Do something weekly that allows everyone to be vulnerable and transparent. Games or fun, like a Family Feud team game, etc.”

“Baby Boomers need to be open to technology, and many of them are.”

“Get them talking and sharing. Communication is key for all age groups.”

“Hire Gen X, they are the bridge between Boomers and Gen Z (or Millennials). They grew up with the changes that are happening, and understand both analog and digital. Most Xers are willing to share knowledge up the river or down the river.”

“If you figure it out, let the rest of us know.”

"It seems the older people resent the fact that they can't slow down, and the younger people don't like the idea of working longer hours to get ahead. There is clearly a disconnect of expectations."

"The Gen Z need to know that while technology is great, experience is a great teacher and can provide some of the missing information needed for a collaborative and workable solution."

"We have the same problems, but sadly no solution."

"The experienced employees need to take the time to mentor the inexperienced younger people."

"We all have to be open to the changes around us from retirement to the new generation that will be replacing us. We can't control change and if we can learn to work easier, then we can last longer if we want to."

"I feel it is important the Baby Boomers need to teach and listen to Gen Z in order for establishments to exist."

Q How well do people of different generations work together at your company?

50%
GREAT! LOTS OF MENTORING, SHARING AND LEARNING.



44%
OKAY. WORK IN PROGRESS, BUT WE'RE GETTING THERE.

6%
POOR. BIG DISCONNECT BETWEEN OLD AND YOUNG.

Comments from dealers:

"It's always the battle of kids don't know anything."

"We are mostly older and are trying to usher in a new generation."

"Many younger employees at times seem to get frustrated teaching older employees tech-related methods, and many older employees seem at times as though they don't want to take the time to learn how to use certain technologies. This, in our opinion, leads to a lot of generational disconnect with how businesses seem to be moving forward."

"Every generation thinks the ones behind them are lazy."

"Work ethic or lack thereof."

"It is hard to keep the younger generation actively engaged in their work. The competition is their phone."

"It is challenging to accept the younger generation's work ethic."

"Patience, patience, patience. Do not lose your cool. Communication is key."

"Some days it's the 'great' choice, some days the 'poor' choice, so overall I'd say 'okay.'"

"Use their skills. They will feel productive and will free your time."

"You just have to learn patience and take the time to learn their thought process. It will help make things go smoother."

Comments from vendors:

"It takes two to make a thing go right. Both the younger generation and the potential mentors need to be willing participants."

"We have performed a SWOT analysis—Strengths, Weaknesses, Opportunities, and Threats—and survey of our employees to facilitate the upgrade of systems and integration of the team."

"Train in a positive manner vs. demeaning. Bring them up, don't tear them down. It makes a lot of difference in training."

"Everyone needs to be open to what the different groups bring to the table. Boomers need to be patient and be willing to teach the younger generation about the business, and we can learn the tech stuff from Gen Z to make our job easier. Also, delegate jobs to the younger generation that keeps them interested and learning."

"Each provides the other with missing information to help make informative decisions." ■

©ISTOCK.COM/LIGHTFIELDSTUDIOS (PG. 40); HISPANOLISTIC (PG. 43)

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.

INSPIRED QUALITY, TRUSTED LEADERSHIP

Build beautifully WITH GENTEK



SUPERIOR PRODUCTS, IMPECCABLE SERVICE —
all backed by over 50 years of manufacturing expertise.

From economy to ultra-premium, we proudly serve remodelers, builders and architects with an extensive selection of exterior cladding, window products and sliding patio doors for residential, multifamily and light commercial applications. Our customer service and tech teams stand ready to help streamline your operations and improve your bottom line.

Take your projects to the next level with better efficiency and beautiful results.

FIND OUT WHAT GENTEK CAN DO FOR YOU!



Learn more at gentekinc.com



PROVEN QUALITY, TRUSTED LEADERSHIP

With more than 55 years of manufacturing expertise, Gentek® Building Products has earned a reputation for superior products and impeccable customer service. We are one of the few brands that offer complete lines of vinyl, aluminum and steel siding, composite cladding, soffit, fascia and trim accessories, as well as residential and light commercial windows and patio doors.

Gentek is part of Associated Materials®, LLC, which comprises several North American distribution operations and product brands of exterior building solutions. The vast resources of this extensive family further strengthen the Gentek brand and our ability to meet our customers' needs with quality-crafted products for every project and price point.

A ROBUST BUILDING PRODUCTS PARTNER

Our commitment to innovation and continuous quality improvement is at the heart of our companywide operations. From raw materials and production to the finished installation, we focus on providing you with world-class products. Our unique and strong vertical integration of manufacturing and distribution further creates distinct advantages with streamlined processes, volume purchase opportunities and ancillary cost efficiencies. Whether your project is remodeling or new construction, we are with you every step of the way and stand behind our products and service long after the installation is complete with some of the strongest warranties in the industry – further assurance of exceptional quality and value.

FUTURE-FORWARD BUILDING SOLUTIONS

We understand the challenges and demands facing today's contractor pro, and we're here to help. By listening to your concerns and understanding your pain points – labor shortage, installation and safety concerns, aesthetics, durability and profitability – we develop successful and exciting product solutions to help improve your bottom line.

We also proudly promote best practices and environmental stewardship by offering more sustainable solutions that can help customers elevate their LEED certification.

From reducing carbon footprints to providing comprehensive Environmental Product Declarations (EPDs), we're your partner for low-impact operations.

TECHNICAL SUPPORT AND CENTRALIZED DOC HUB

As the product manufacturer, we are uniquely positioned with the expertise to provide insight on material selections, best solutions and design enhancements that help streamline your projects. Our seasoned technical representatives are at your service to ensure you have the support you need throughout your project journey. We also offer specifying services customized to your project requirements, ensuring accuracy and compliance.

To further simplify the process, Gentek's V Specs verified documents, including 3-part product master specifications, are housed in one centralized location. Instantly access documents and drawings in your preferred formation, be it Revit, CAD, Word or PDF.

MARKETING AND SALES COLLATERAL

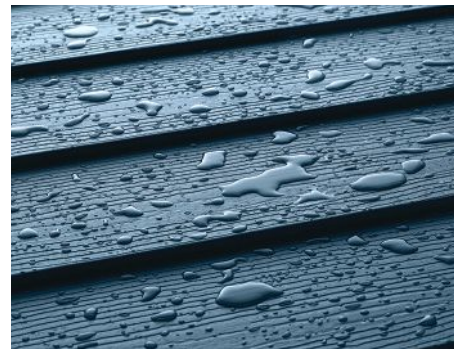
With proven business insight, we offer fully integrated marketing support with digital assets, social media, traditional sales collateral and samples that beautifully showcase the superior quality, durability and value of our products.

Design inspiration is also at your fingertips with the Gentek Visualizer. This easy-to-use app lets you instantly create exterior designs with options for siding, trim, roofing, front door paint, exterior window colors and more. Your customers can see the finished look before the work begins, making their decision process easier and your project smoother.

DEDICATED TO MAKING YOUR JOB EASIER AND BETTER

The key to our longstanding success is our customer-focus culture and meeting the needs of every customer, every day. Our knowledgeable and friendly team stands ready to help with your renovation or construction projects with the full scope of our resources – all backed by our world-class customer service.

We are a true business partner that can help you turn jobs faster and take your business to the next level. Learn more about the unmatched advantages Gentek offers and find out what Gentek can do for you!





Simonson Lumber President Eric Borchardt said the company's success comes down to its team and the relationships they've built over the years.

Minnesota lumberyard keeps relationships at forefront

BY WENDY STURGES

In its 111-year history, Simonson Lumber has seen a lot of changes, but one constant that has remained has been how the company treats people, whether it's those who work for or with the company, or live in the community.

"We are a people-first organization, and we actually follow through on it," Simonson Lumber President Eric Borchardt said. "Our mission statement is, 'Be gracious to each other, embrace our customers, sell lumber, components, and designs.' We take care of our employees, they take care of the customers, and everything else kind of works itself out."

Founded in 1913 by Nels Simonson, the lumberyard grew quickly and remained a family-owned operation for three

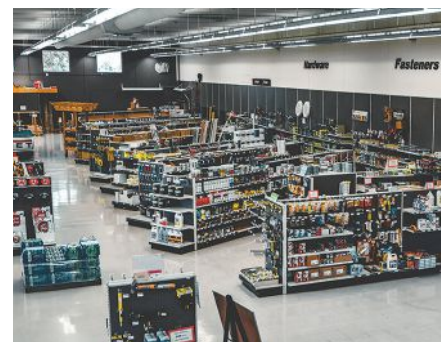
generations. Now headquartered in St. Cloud, MN, Simonson Lumber has five lumberyards as well as a truss plant, and works primarily in custom home and multifamily building, offering design services, estimating and delivery of a number of materials including decking, roofing, windows, and trusses. In 2019, Simonson purchased Mathew Hall Components, which had been in operation for more than 100 years.

"A lot of lumberyards have to buy from other truss plants, whereas we have one internally, so it definitely helps that we're vertically integrated. We have more control over that process, and in Minnesota, that's pretty unique."

Relationships above all

Simonson's employee-first mindset has helped the company attract and retain employees, Borchardt said, even through the tight labor market the LBM industry has seen over the past few years. He said the company goes beyond just compensation to a more holistic way of scheduling workers who may have families or other constraints.

"Just because you can't get here at 6 a.m. doesn't mean you're not a good employee. We try to be incredibly flexible



with work schedules, with time off, as much as we can, because that's what people want," he said. "When I started working, you worked whenever your boss said and that was it. But there's more to life than work, and we try and promote that family-first mentality. It does make it hard to manage sometimes, but people appreciate it, and they stick with you."

That attitude also extends to the builders and contractors Simonson works with, Borchardt said. Because the company works with a pool of smaller building companies in the area, maintaining those relationships is key to ensuring those builders keep coming back. Luckily, he said Simonson Lumber has decades of past leadership that have built a strong reputation in the community.

"That's one of our competitive advantages, as we've been around so long. We have dozens of customers that start with us. They give us first crack every time, and it's because we've got incredibly experienced people," he said. "Many of them have a relationship with our CEO Richard [Hobbs], and know that he has their best interests at heart. It's not about making the most money, it's about building the relationships. In the custom home world, that is incredibly important."

Outside of the business, Simonson Lumber works with a number of nonprofits that give back to the community, from the United Way and the Red Cross to Summit Academy OIC, an organization that works with low-income adults to help them develop new skills for careers in IT, construction, financial services, and healthcare.

"Community involvement—that's huge for us," Borchardt said. "Simonson wants to make the places we work better places to live. As a bonus, we have gotten some unbelievably talented employees from partnering with them!"

Joining the Kodiak team

Following its acquisition by Kodiak Building Partners earlier this year, Borchardt said the company has seen a few changes, but that Simonson remains a locally-operated company at its core.

"The biggest advantage we have is that we are still led very locally. Kodiak is a national player, but they don't dictate. We know the Minnesota market is different than the Oregon market, for example, so we're able to customize our sales process to the Minnesota builders. Builders prefer working with people that are able to make decisions on



the ground with them, as opposed to calling the corporate office somewhere. Both Kodiak and Simonson care about the builder and how their business does, and we try and accommodate that as best we can."

Borchardt said the company hasn't lost a single employee as a result of the transition, but it has allowed Simonson to tap into Kodiak's buying power and IT infrastructure. Looking forward, the company expects to work alongside Kodiak as it grows. "Upgrading and updating some of our current facilities is definitely part of [that growth]. Hopefully upgrading our fleet, modernizing it a little bit. Kodiak wants us to grow. That may mean acquisition under the Simonson umbrella, too."

In the meantime, the company continues to move forward with its own initiatives, including internal leadership training for employees to encourage them to grow with the company. "Within Simonson, we don't want people to just have jobs, we want them to have careers," Borchardt said. "We're trying to invest in internal growth paths for them. Anything we can do to help them, we'll definitely try." ■



GET TO KNOW SIMONSON LUMBER

Year founded:	1913
Ownership:	Corporate
Number of employees:	249
Locations:	5, plus a truss plant
Co-op/buying group:	LMC
ERP software:	BisTrack
Top 3 brands by revenue:	Marvin Windows, Bayer Built, Vector Windows

TECH TOOLS

BY MIKE BERGER

Technology makes it easier to decipher data and manage business

FOR AS LONG AS MANKIND has been involved with trading products or services for currency, we have striven to find effective ways to deal with numbers and understand data. Take for example the slide rule, a commonly used device up until not that long ago.

While the beginnings of the slide rule can be traced back as far as 16th century, John Napier de Merchiston, inventor of mathematical logarithms, is responsible for the beginnings of the device. In an attempt to simplify calculations, he invented in 1617 what was commonly known as Napier's Bones, a set of sticks based on the gelosia, or lattice multiplication method.

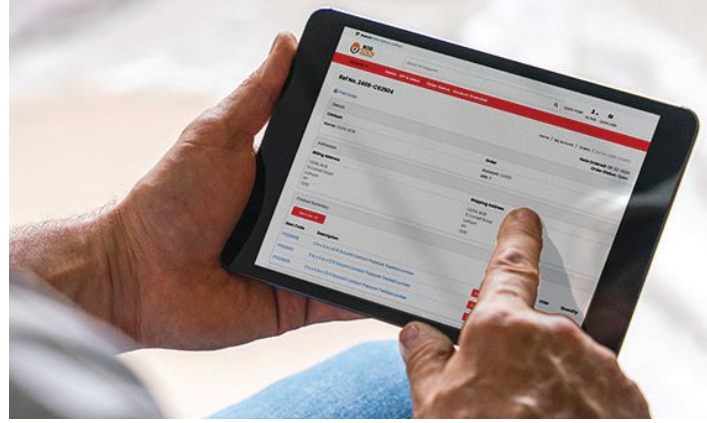
Around 1622, William Oughtred, an Anglican minister, placed two such scales side by side and by sliding them together he was able to use them to read the distance relationships, thus multiplying and dividing directly. Today he is recognized as the inventor of the slide rule in its current form.

While a slide rule still has its place (especially in navigation), there are now far better tools at our disposal to help us calculate numbers and understand their relationships with each other. Still, there are always attempts to “make a better mousetrap” and create a tool that makes it easier and more efficient—no small task for a segment such as the LBM industry. Enter software makers. Their most recent offerings put power at the fingertips of LBM dealers that could only have been dreamt of just a few decades ago.

From Epicor, its Epicor Grow AI-powered business intelligence platform provides actionable insights into sales, inventory, and customer data, enabling data-driven decision-making.



Spruce eCommerce allows users to build a sleek, professional storefront website and customer portal without needing any experience in coding, web development or managing a technology project—which means users can design their site with simple, intuitive drag-and-drop functionality. Not only does it improve the customer experience by allowing consumers and building pros to buy online, but Spruce eCommerce’s integration with the Spruce ERP enables 24/7 customer engagement with no limit to the number of customers or transactions processed day or night.



Cloudy, with a chance of AI

When it comes to technology trends, the biggest, say technology developers, won’t be physically at LBM dealers but rather will be the unseen heroes that help with efficiency amidst the continuing challenge of a diminished workforce—cloud and artificial intelligence (AI) development.

“One emerging technology trend we are seeing is cloud computing, which offers a robust foundation for digital transformation,” says John Carrico, vice president of product management for Epicor Software Corp. “By migrating enterprise resource planning (ERP) systems to the cloud, LBM dealers can benefit from increased scalability to handle fluctuating workloads, enhanced security through cloud providers’ robust infrastructure, and reduced IT costs due to the elimination of on-premises hardware and maintenance. Additionally, cloud-based systems often provide employees accessibility to data and applications from anywhere with an internet connection, improving flexibility and remote work capabilities.”

“AI is also rapidly evolving and holds immense potential for LBM dealers,” he adds. “By incorporating AI into operations, dealers can streamline processes, gain valuable insights from data, and improve decision-making. AI-powered tools can automate routine tasks, optimize inventory management, predict demand, and personalize customer experiences.”

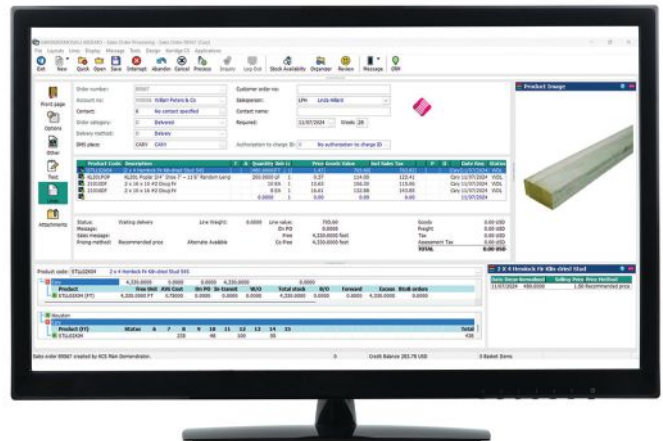
John Maiuri, president of the LBM division of ECI Software Solutions, also sees cloud and AI solutions as becoming top of mind for LBM dealers and bringing value to cloud solutions by way of analytics. “At ECI Software Solutions, advanced analytics are already incorporated into our Spruce software, and we continue to enhance the solution with AI-led tools, including a feature that uses ChatGPT to develop blog posts and product catalog content for customer marketing needs,” he explains, going on to say, “Cloud, AI, and ecommerce technologies continue to prove their value when integrated. Not only do they remove the burden of having to manage software infrastructure, security, integrations, and upgrades onsite, but they also allow busi-

ness owners to remain focused on core revenue, operations functions and their customer engagement rather than being distracted by multiple technologies.”

Tony Pey, global business development manager for Kerridge Commercial Systems, agrees with others in regards to the importance of the cloud to today’s LBM dealers, and the company’s software reflects that. Its cloud-based K8 ERP system is reported to be a fully integrated and comprehensive ERP and business management system that enables LBM dealers to manage all aspects of business. “With over 40 years of experience supplying solutions to the LBM industry, Kerridge Commercial Systems (KCS) understands the unique challenges businesses within this sector face,” he says. “In addition to supporting your traditional sales activities, such as processing orders in-store and via EDI, K8 enables you to sell online using a suite of fully integrated web solutions. And thanks to the innovations in the latest version of K8, it is packed with features that deliver the perfect digital platform to modernize your business.”

In short, it’s about being able to conduct business from any location at any time, says Brian Sherman, product manager at DMSi. “Mobile access to ERP systems is a game changer for LBM dealers, as it lets them handle their business activities from anywhere, as long as they have a device with a web browser. It’s all about flexibility and staying connected, no matter where you are,” he explains. “The role of expanded analytics tools is also becoming increasingly important for LBM dealers. These tools help bring the most crucial data to the forefront, making it easier to make smart, efficient decisions.”

According to Kerridge, K8 provides a full range of forecasting tools that can help predict inventory levels based on several factors so LBM dealers can plan inventory needs accordingly. This ensures orders placed with vendors are for the right product at the right time. Utilizing the sophisticated warehouse management facilities within K8, dealers can tag and locate all products within its warehouse and yard.



LBM solutions

These technology trends all point towards solutions that enable flexibility in the face of doing more with fewer physical resources. For Epicor, those solutions—cloud, AI, and others—take the form of BisTrack, a comprehensive suite of cloud-based solutions that Epicor says is designed to address the unique challenges faced by LBM dealers such as managing diverse product lines, tracking inventory across multiple locations, and optimizing delivery routes. “Several of BisTrack’s business applications incorporate AI capabilities to enhance business functions such as inventory management, forecasting, and document management,” explains Epicor’s Carrico. “By harnessing data within BisTrack, LBM dealers can gain valuable insights into their business performance, identify areas for improvement, and make data-driven decisions.”

For ECI, those LBM-specific solutions can be found in Spruce, especially when combined with the company’s integrated ecommerce solution, Spruce eCommerce, and are designed for the unique needs of LBM businesses. “The builders, contractors, tradespeople, and DIY enthusiasts of today have more shopping and purchasing process oppor-

tunities than ever before—especially in today’s evolving digital buying space, and there’s a gap between what these customers expect from dealer’s websites and what’s available,” says ECI’s Maiuri. “Spruce eCommerce provides today’s commercial customers with the option to view and pay statements online and supports the idea of an ‘endless aisle of products and information,’ helping SMBs extend their customers’ buying experience beyond the in-store and immediate-pay option.”

Kerridge’s Pey points out how the right software solution eases the burden of understanding data and putting it to use, referencing the company’s ERP system. “K8 is a vast and multi-layered system,” he explains. “Because it’s easy to use, it can help drive efficiencies in every business area, especially since you gain access to a fully integrated system that offers a holistic view across your business. This improvement in efficiencies is possible because we have a range of mobile applications integrated with K8 to help bring the technology to the job rather than the other way around. By allowing staff to record data where they work, countless efficiencies and automation can be brought in across your operation.”

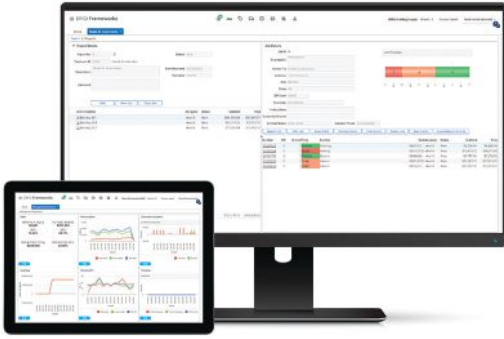


eci | Spruce®

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](https://ecisolutions.com/spruce)



DMSi Frameworks is the company's latest ERP solution tailored for LBM dealers. It's got everything covered—from retail POS and contractor sales to purchasing, inventory control, accounting, and reporting. It's completely web-based, so you can manage your business from anywhere. Just log in through a web browser like Chrome or Microsoft Edge—no extra software needed.

At DMSi, its Frameworks ERP is web-based and is reported to cover everything an LBM dealer needs from start to finish. "It's all integrated into one seamless system, from the sales counter, to dispatch, to financial reports," says DMSi's Sherman. "Frameworks works just as smoothly on your smartphone or tablet as it does on your desktop. This means you can keep tabs on all your projects, anytime and anywhere."

Boosting productivity

At their cores, effective software for the LBM industry do their best when they improve productivity for the overall operation while not requiring additional manpower or workload on existing staff. In fact, say software makers, these solutions make it easier for an LBM dealer's staff to be more productive.

"The ability to make informed decisions can increase efficiency, leading to better resource allocation, and reduced redundancies," says Epicor's Carrico. "Epicor BisTrack can significantly improve productivity for LBM dealers facing labor shortages by leveraging AI to automate routine tasks, such as data entry and report generation, reducing overall processing time and freeing up employees' time to focus on higher-value activities. By optimizing inventory levels, improving demand forecasting, and streamlining logistics, BisTrack can help LBM dealers operate more cost-effectively."

ECI's Maiuri agrees about productivity, pointing out how cloud, AI, and e-commerce remove the burden of having to manage business processes on-site. "An integrated ERP and e-commerce software solution brings the best of both worlds. ECI's Spruce eCommerce unlocks the ability to shop online for delivery or in-store pickup, browse products, create accounts, build self-service quotes, pay invoices and more. For LBM and hardlines businesses, these technologies move dealers closer to endless aisle capability and can stay ahead of their competitors."

The best technology, say software creators, allow LBM dealers to stay agile, and be able to respond to their customers' need as quickly as possible. "As business ramps up, it's more important than ever to keep transactions speedy and fulfill orders promptly," DMSi's Sherman describes, referring to the company's Frameworks ERP. "DMSi Frameworks is designed to be modern and user-friendly, making it easy to train new employees. With features like color-coded fields and pictures of inventory items, it's much easier for newcomers to get things right. Our strong in-house support team understands our customers' businesses and are able to quickly find the right solution."

WE'VE COME A LONG WAY since Napier's Bones and the slide rule, and being able to make sense of data no longer needs to feel like some arcane science. Still, LBM dealers face a daunting task when it comes to managing numbers and the multitude of tasks required of any LBM business. The successful dealer, however, won't be daunted by these challenges and instead will rely on technology, be it cloud, AI, or other manifestation to shed light on the overwhelming world of data. ■

TECH TOOLS FOR SUCCESS

Along with the technology providers we interviewed for their insights, there is an array of tech options that bring unique solutions to the table for building materials distributors. While we covered some of these in our June 2024 In Depth technology feature, these should stay top of mind for LBM dealers looking to stay ahead of the game.



Buildxact | Technology is making it easier to manage accounts, which is critical at a time when good, reliable labor is hard to find. Buildxact has launched a solution for dealers to deliver services to pros who are not managed by an existing sales team. Those unmanaged accounts represent a large opportunity and include custom builders and remodelers who have to create a new project scope and associated bill of materials with quantities for each project. And according to Buildxact, its takeoff and estimating tools enable dealers to give pros a simple way to save time and have a better online experience while growing ecommerce sales. Buildxact's solution requires no change management from the dealer's end, which typically presents risks in getting systems integrated and collaborating.

"By creating dashboards, dealers can be more efficient and can create a better experience for the pros they serve, and therefore have better relationships with them," says Steve Yates, CEO of Buildxact. "Part of creating that ideal customer experience is providing ecommerce tools. The pros that dealers serve are looking for labor savings and efficiencies, so dealers have to find ways to deliver seamless, fast, easy experiences for pros, including online ordering and jobsite delivery." buildxact.com

TECH TOOLS FOR SUCCESS

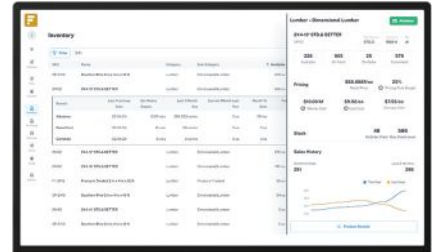
BuyMetrics | According to BuyMetrics, its new Advanced Analytics module gives users the learning resources to stay in front of change by automatically scrutinizing your purchase and market data, developing reliable, fact-based insights; instantly responding to complex, multi-dimensional user-defined queries; generating time-sensitive business intelligence (BI) and your most important measures (KPIs) in an easy-to-comprehend, visual format.

“BuyMetrics came from the rugged, entrepreneurial, independent end of the size spectrum,” notes Valerie Hansen, BuyMetrics’ founder and chairperson. “While we serve yards large and small, the reluctance of many independents to embrace the remarkable efficiency technology is both a source of concern and personal

gloom. (The future waits for no one.) Independents are fiercely customer driven, and so is BuyMetrics. In many ways technology could be a great-leveler of knowledge/efficiency for the industry. BuyMetrics is not just for the big guys.” buymetrics.com

Do it Best | Do it Best has announced expanded capabilities for selling lumber online, offering customers a more streamlined and efficient shopping experience. “Our data showed that lumber was among the top searches on our site, indicating a clear market demand,” said Divisional Manager of Ecommerce Marketing and Merchandising Brianna Wells. “Many of our members sell lumber, and we saw an opportunity to boost their sales by catering to consumers who prefer to pre-buy online before visiting the store.”

Do it Best will monitor key performance indicators such as direct online sales and overall site traffic to measure the success of the online lumber sales. Additionally, the company will track the influence of online visibility on in-store purchases. doitbest.com



Flitch | Flitch is a powerful, cloud-native operating system for independent dealers. The platform was built in partnership with a select group of leading LBM dealers to leverage modern technology to solve major pains dealers have faced for decades involving ease of use, custom reporting, special order management, enhancing the customer experience, and integrating with third party systems. According to the company, features include cloud-native development, ease of use, user-driven custom reporting, special order management, and open API integration.

Its Smart Search functionality is reported to guide users with intelligent search recommendations, similar to Google, providing instant and accurate search results. Finding data in seconds instead of minutes allows staff to process more orders and provide more responsive customer service, keeping operations running smoothly and reducing the need for managerial intervention. getflitch.com

Handle | Specifically designed for material suppliers like LBM dealers, Handle manages online payments and lien management for construction. According to the company, its electronic parcel map ensures accurate owner verification, even when a precise address for certain projects is not available. In addition, Handle provides individual state specific documents, offers mail tracking and delivery

Roseburg
A Forest Products Company

CAPITAL
Building and maintaining quality relationships
on a foundation of trust since 1948.
www.capital-lumber.com

verification, and can integrate with an LBM dealer's current accounting system.

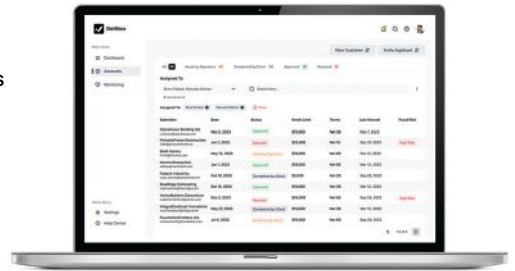
"LBM dealers face many challenges within every aspect of their businesses," says Chris Woodard, chief marketing officer at Handle.com. "Companies like Handle are working closely with these dealers to leverage technology and develop the most efficient process improvements possible (and in Handle's case, specifically within the finance and credit departments)." **handle.com**

NCS Credit | NCS Credit specializes in collections, mechanic's lien, bond claim, and UCC filings across the U.S. and Canada. Its proactive solutions are designed to secure receivables, minimize credit risk, and boost profitability. The company's LienTracker Online is its cloud-based

solution for serving preliminary notices and managing the mechanic's lien process. It simplifies tracking over 1,800 statutory deadlines, plus user-defined dates, ensuring users never miss a critical deadline.

In addition, its LienFinder is an extensive online database that aggregates construction project data from mechanic's lien filings nationwide, the company says. It helps LBM dealers access essential project information, avoid payment risks, and stay informed with alerts and accredited insights. **nccredit.com**

NetNow | NetNow enables LBM dealers to better manage and on-board new and existing customers on credit. Within the LBM industry, credit applications and credit accounts are fundamental to how business is done.



Dealers need to offer credit terms to customers and this often requires a long, paper-intensive process that involves the customer filling out a credit application form which the LBM dealer then has to analyze for fraud, contact trade and bank references, run a credit report and then notify the account customer.

According to NetNow, it streamlines and automates every aspect of this process, allowing credit teams to focus more on building customer relationships, managing collections, and conducting analysis. **netnow.io**



"We've tailor-made our store to have what our customers want, so we order from a lot of different suppliers. Paladin's system works really well for us. It shows us what's selling and what isn't and helps us place our orders."

Renee Zaman, owner of Mazo Hardware in Mazomanie, Wisconsin

Paladin Point of Sale Transforms Mazo Hardware's Inventory Management

When Renee Zaman's old inventory system at Mazo Hardware failed, she sought a solution that could handle her diverse supplier base and simplify operations. She found her answer in Paladin Point of Sale, which offered ease of use and comprehensive support.

- **Market Driven Inventory Management:** This feature allows Mazo Hardware to order from multiple suppliers and maintain an optimal stock balance.
- **Managed Services:** Paladin monitors Renee's business network, ensuring it runs smoothly and securely.
- **Exceptional Support:** Renee praises Paladin's support for being responsive and understanding her needs.

With 44 years of experience supporting independent hardware stores, Paladin is an employee-owned company dedicated to making stores run better.

Call **800.725.2346** or visit **paladinpointofsale.com**



TECH TOOLS FOR SUCCESS

Paradigm Technology | Paradigm offers an estimating service, based on technology, designed specifically for LBM Dealers called Paradigm Estimate. The service streamlines the estimating workflow, providing a consistent take-off with a quick turnaround time, regardless of volume. This has allowed its customers to handle more take-offs in a timely consistent manner, allowing them to bid on and win more jobs.

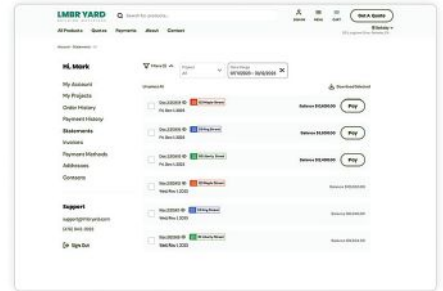
According to the company, Paradigm Estimate can seamlessly integrate into the point of sale (POS) system, dramatically improving the efficiency of the estimating process. Many customers can now produce a takeoff with just 15 minutes of effort or less, it says. The workflow is simple and efficient: submit the plan to Paradigm, receive the completed takeoff shortly thereafter, import the plan into a POS

system, review the takeoff, and send it to the customer. This streamlined process significantly reduces the time required for each takeoff.

myparadigm.com

TOOLBX | TOOLBX is a commerce platform designed specifically for the lumber and building supply industry. According to the company, it integrates seamlessly with major ERP systems, making it easy for independent building suppliers to sell online, manage quotes, accept payments, and communicate with their contractors—all in one platform.

According to TOOLBX, the platform is ERP-agnostic and integrates with all popular ERP systems, allowing dealers to connect their existing ERP to their storefront enabling automated synchronization of pricing,



inventory, quotes, and orders between your online store and ERP system. It recently introduced Quote-to-Order, allowing dealers to enable customers to accept, convert, and complete payment for quotes online, speeding up the purchasing process and reducing tedious back-and-forth communications. **toolbx.com**

SELJAX

ESTIMATING & 3D DESIGN SOFTWARE

30

YEAR

ANNIVERSARY

ONE TIME OFFER

\$3,000

OFF EACH

SELJAX SOFTWARE

Seljax.com Request Your Demo 1.800.651.7955

Offer Valid Until Dec. 31, 2024

TECH TOOLS FROM MANUFACTURERS

Software makers aren't the only ones providing technology solutions to the LBM industry. Building materials manufacturers are just as invested in creating tools to help both the dealer and the product end user. Some leading manufacturer technology tools include:



Boise Cascade

Boise Cascade offers LBM customers a suite of integrated estimating, design, workflow management, and automated material processing tools designed to help improve productivity. BC FloorValue, part of BC Framer 3D design software, helps identify and fix potential floor performance problems before they get built. Web-based BC Connect workflow management software combines project, file management, inventory, and material cut optimization to give dealers a single platform that starts with the initial project request and ends with pre-cut and labeled job packs ready to ship to the jobsite via the company's SawTek automated processing saws. Optimized, pre-cut job packs from SawTek systems give LBM dealers a premium offering to their customers that help set them apart. Job packs not only help reduce waste, but with optional pre-cut holes for mechanical, electrical, and plumbing chases, they also help reduce the builder's cycle time.

According to Chris Brandt, director of EWP value added solutions for Boise Cascade, the company recently invested in a new role, the Customer Advocate, whose primary focus is to listen, observe, and collect feedback on all current and potential features across its software suite. Seeing the software and workflows through the eyes of the customer helps guide the company's efforts to create or enhance features that make a difference. bc.com

Simpson Strong-Tie

Pipeline LBM is a web-based construction estimating solution from Simpson Strong-Tie for lumberyards that it says transforms takeoff quantities into data to drive business. This solution enables LBM dealers to standardize estimating logic, automate customer and location preferences and streamline the estimating process to produce an accurate, detailed and consistent bill of materials (BOM) for every job. One of the main benefits of Pipeline LBM is the ability to centralize your estimating logic to produce consistent and accurate BOMs. Customers realize this with our built-in logic that allows them to customize their rules, calculations and preferences that automate their workflows. This allows for even shorter turn-around times and creates greater efficiencies in the work production.



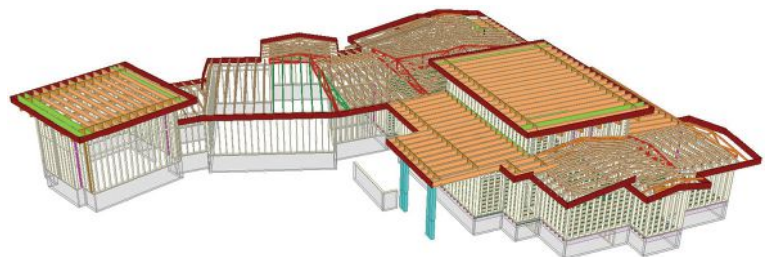
Also available from Simpson Strong-Tie, its Outdoor Living Solutions platform suite includes three free software applications—Fence Planner Software, Deck Planner Software, and Pergola Planner Software—that gives retail customers the ability to quickly design outdoor living structures. strongtie.com



Weyerhaeuser

Weyerhaeuser offers a suite of software that helps dealers and their customers implement high-quality structural framing solutions and optimize material use while reducing construction cycle time, cost, and waste. For example, the company's Javelin software models an entire structural frame, allowing dealers to optimize combinations of residential engineered wood products and dimensional lumber in layouts for floor, wall, and roof systems—all in a single file. To further add value for the builder, dealers can use Weyerhaeuser's NextPhase Site Solutions to integrate the design data from Javelin with saw technology to create pre-cut and pre-labeled JobPack framing bundles.

"Having access to data helps inform decision-making," says Matthew Smith, Weyerhaeuser's software development manager, about the importance of technology tools. "For example, Weyerhaeuser's Stellar software gives dealers information to make decisions about when and what to order as well as make the best material and labor optimization decisions. From creating an optimized shipping list with jobsite cutting instructions to automated cutting equipment producing precision-cut framing packages as part of the NextPhase Site Solutions program, Stellar software easily scales to the needs of each business." weyerhaeuser.com



PHOTOS COURTESY OF MANUFACTURERS



SIMPSON STRONG-TIE HTTH6.5 HEAVY TENSION TIE

Simpson Strong-Tie has added the HTTH6.5 to its lineup of HTT heavy-tension ties. Suitable for residential construction and light-frame wood commercial buildings, the HTTH6.5 single-piece tension tie features a four-fold seat that the manufacturer says reduces deflection, a tapered base to optimize strength, and an optimal nailing pattern that reduces splitting at the end of the post and maximizes individual fastener capacity. According to Simpson Strong-Tie, the patent-pending, code-tested HTTH6.5 is the industry's first nailed-down holdown to achieve a 6,500-lb. allowable load, providing an economical choice when heavier loads are required. strongtie.com



VERSAWRAP COLUMN WRAPS

The VERSAWRAP PVC column-wrap system from VERSATEX is now available in a range of woodgrain finishes as well as the original solid white. According to the manufacturer, these finishes have been field-tested and proven on the popular VERSATEX Canvas Series of wood-toned mouldings, WP4 T&G profiles, and Stealth brand beadboard. 6" x 6" x 10' Canvas Series VERSAWRAP in three colors: Kitami, Turner Oak and Natural Amber, with matching accent wraps and base mouldings. versatex.com

LEVEL.UP ADJUSTABLE DECK JOIST SUPPORT SYSTEM

Bison Innovative Products, in collaboration with DAP Global Inc., has launched its Level.Up Adjustable Deck Pedestal Joist Support System as a method to eliminate the need to dig, pour and level concrete footers and posts for ground-level decks. The Level.Up Pedestal System consists of four components that nest together to support a deck's joist substructure.

According to the manufacturer, the telescoping adjustable pedestal can be raised or lowered by hand to adjust for height. Each deck pedestal can adjust from 2 1/2" to 5 1/2" in height. The pedestals can also be adjusted to compensate for up to a maximum of 8% ground slope on compact or solid surfaces by using the Slope Leveler component. One Slope Leveler compensates for up to 2% slope (1/4-inch per foot) and up to four Slope Levelers can be stacked under each Pedestal. The system attaches to wood joists and can reportedly be installed over existing stable concrete slabs or pavers, without the need to demolish and remove them, as well as over compact soil or gravel. level-updecking.com



TREX POST KITS

New from Trex is its All-In-One Post Kits for its Trex Select and Trex Enhance railing lines. According to Trex, these kits are designed to simplify the railing purchase and installation process, as they come complete with a composite post sleeve, post cap, and post skirt packaged together. The Enhance Kit comes in a standard 48" railing height while the Select Kit is available in 40", 48" or 54" heights, allowing customers to use components as-is or trim as needed for a cost-effective installation. In both cases, railing kits and brackets are sold separately. No painting or staining is required, and both kits are backed by a 25-year limited residential warranty. trex.com



BLUETAPE AR ADVANCE TOOLS

BlueTape recently launched its AR Advance solution that is reported to be designed for suppliers, distributors, manufacturers, and dealers who prefer to keep their trade credit program in-house, offering the flexibility and control they need while avoiding the complexities of in-house credit management. According to BlueTape, this solution empowers businesses to maintain their customer relationships, improve cash flow, and enhance their competitive edge in the market. Key features include fast credit checks, underwriting, a user-friendly payment portal, and efficient collection tools. bluetape.com



**MITER BRANDS'
WESTERN WINDOW
SYSTEMS SERIES 7665
PASS-THROUGH
AWNING WINDOW**

Western Window Systems recently released its Series 7665 Pass-Through Awning Window that the manufacturer says is designed to offer a seamless indoor-outdoor living experience. The window features a continuous hinge and pressurized gas struts that are hidden while closed to provide easy operation, paired with a sleek, contemporary design. In addition, the Pass-Through Awning Window is reported to deliver outstanding thermal efficiency thanks to features that include large vent sizes, single-point locks and performance-rated glass with 366 low-E coating. Available in widths from 24 to 96 inches and heights from 36 to 60 inches, the Series 7665 also offers custom sizing to fit nearly any project. westernwindowssystems.com



SENCO SMARTLOAD FASTENING TOOLS

Senco is introducing a new line of off-the-shelf framing nailers, coil nailers, triggers and fasteners specifically designed for automation systems. The SmartLoad FramePro 751XP clipped head framing nailer, SmartLoad FramePro 752XP full round head framing nailer, and SmartLoad SCN65XP coil nailer mount easily to most popular bridge systems, providing dependable fastening performance for machine driven, high-volume assembly of walls, floors, roofs and other wood construction. According to Senco, the new SmartLoad tools feature extended fastener capacity to drive twice as many nails before reloading. The tools drive up to eight nails per second, are fabricated from high-strength metals for reduced weight and are customized for easy set-up on third party equipment/tables. senco.com

The advertisement features a collection of shipping supplies on a wooden surface. In the foreground, there is a roll of red industrial tape and a roll of white tape. Behind them are several boxes: one labeled 'ULINE INDUSTRIAL TAPE' with an illustration of a box, and another labeled 'ULINE FOAM' with 'FOAM PACKAGING MATERIAL' and an illustration of a foam dispenser. A large dispenser is shown dispensing a sheet of clear foam. The background is a solid blue color.

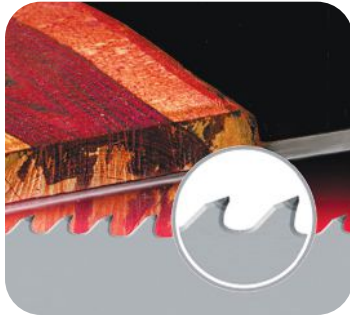
ULINE
SHIPPING SUPPLY SPECIALISTS

- Huge Product Selection
ALWAYS IN STOCK
- Order by 6 PM for
SAME DAY SHIPPING
- 13 North American Locations
Mean SHIPPING SAVINGS
and FAST DELIVERY

COMPLETE CATALOG 1-800-295-5510 uline.com

STARRETT WOODPECKER CARBIDE TIPPED BLADES

The L.S. Starrett Co. has introduced a new line of Woodpecker CT Carbide Tipped Band Saw Blades that the manufacturer says is designed to deliver superb productivity, cutting performance and blade life. Starrett Woodpecker CT blades are reported to feature aggressively angled carbide-tipped teeth that are precision-ground and triple-sharpened for superior cutting performance and high fatigue-resistance for extended blade life, reduced cutting time and improved productivity. The blades also have a special steel backer material for added longevity. Blades are available in welded bands, in 1/2", 3/4", 1", 1-1/4" and 2" widths, in .032", .035" and .042" thicknesses, and in 1.3 and 3 teeth per inch. Woodpecker CT teeth feature a positive rake and trapezoid set. starrett.com



TYPAR CLEAR FLASHING

TYPAR has introduced Clear Acrylic Flashing in response to evolving builders' needs and emerging building code changes requiring better visibility of the nail and screw fin patterns on windows during window installations and inspections. Unlike opaque alternatives, TYPAR Clear Acrylic Flashing is reported to be the only flashing on the market that allows the pattern on the window nailing fins to be completely visible upon installation. According to the manufacturer, the transparency of TYPAR Clear Acrylic Flashing is achieved with TYPAR's advanced acrylic adhesive that is waterproof, self-healing and able to be applied at temperatures down to 20°F (-6.7°C). The flashing is available in 4" x 75', 6" x 75', 9" x 75' and 12" x 75' rolls and is covered by TYPAR's lifetime limited system and labor warranty. typar.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

YOUR SALES PLAYBOOK...



SELL FEARLESSLY!

VISIT buildingleaders.com/store

to order your book for \$25 or save on the three-book series for only \$60!

Prices do not include shipping.

A PROFESSION OF FEAR

Sales is the profession that insists you constantly get results and the pressure mounts. Rick Davis has proven to tens of thousands that there is a better way. Replace fear with the process that virtually guarantees results.

SCIENCE INSIDE THE BOX

Selling is not about clichés and style. All you need is a commonsense approach along with a sincere desire to help your clients succeed. All the skills you need are presented with proven inside-the-box skills that work!



“WOW! Just wow.”

— Rick Schumacher, Publisher and Editor of the LBM Journal

“YOU NAILED IT! I don’t think there has ever been books written like these and I’ve read all of them.”

— Bill Lee, Founder of Lee Resources

“NOBODY has written books on sales like these, and I’ve read all of them.”

— Tom Latourette, Managing Partner and Certified Trainer M3 Learning

“YEP! Bill and Tom wrote those words independently without any prompt from me. These are great books for mastering the science of LBM Sales .”

— Rick Davis, The Guy who Wrote the Books

DEWALT GRABO LIFTER

According to DEWALT, the 20V MAX GRABO Lifter, has a lift-load capacity of up to 265 lbs. maximum in horizontal lifting and up to 132 lbs. maximum in vertical lifting through use of an electric vacuum pump. The Lifter can be used with a wide range of heavy construction materials including glass, tile, metal, as well as semi-porous materials like wood, drywall, concrete and natural stones. The 20V MAX GRABO Lifter is equipped with a built-in pressure sensor that automatically controls the pump, helping to maintain the vacuum grip. It also features a digital pressure gauge that communicates pressure developed as well as an audio alarm alerting users when battery level is low. dewalt.com



MASON 6-IN-1 MULTIFUNCTION LAYOUT TOOL

The MASON 6-in-1 multifunction layout tool combines six useful functions into one product. According to the manufacturer, with the MASON, you can measure, level, and mark with one convenient compact tool. It is reported to mark on metal, plastic, glass, paper, concrete, tile, wood, stone, vinyl, and more. Durable anodized aluminum construction features an anti-roll hexagon shape, while a built-in sharpener keeps the graphite (for marking on wood), soapstone (for marking on metal), and crayon points (for marking on concrete and wood) sharp. An architect scale in 1/4" and 1/8" allows for reading blueprints, and it also includes a metric ruler. Three-pack graphite, soapstone, and red crayon refill packs are available. farotools.com



★ SCHWEISS

DOORS

HYDRAULIC — OR — BIFOLD

ONE-PIECE DOORS STRAP LIFT DOORS

507-426-8273

★ SCHWEISSDOORS.COM



DSI WESTBURY SORRENTO MESH STAINLESS STEEL INFILLS

Digger Specialties Inc. (DSI) has released a new 3-5/8" mesh infill option for its Westbury Sorrento Mesh Railing. Sorrento Railing comes in a choice of 4', 5' and 6' preassembled sections in either 36" or 42" heights that combine aluminum posts and rails with 3-5/8" stainless steel mesh infill. Additionally, Westbury Sorrento railing is available in 12 colors with the option of textured or non-textured surfaces. For those who wish to display a stainless steel look, clear powder coated mesh infill is an option, and rails and mesh can be special ordered with contrasting colors. The finish is backed by a lifetime limited warranty, fade warranty, and salt and abrasive environments warranty. diggerspecialties.com



**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	61	866.489.6604	1stwestma.com
AdvanTech X-Factor Subflooring	5	800.933.9220	advantechxfactor.com
Atlas EnergyShield XR	32-33	800.388.6134	xr.atlasrwi.com
* Biewer Lumber	16	810.329.4789	biewerlumber.com
Boise Cascade Engineered Wood Products	15	208.384.6161	bc.com
Building Leaders, Inc.	59	773.769.4409	buildingleaders.com/store
* Capital Lumber Company	52	602.381.0709	capital-lumber.com
* Culpeper Wood Preservers	13	800.817.6215	culpeperwood.com
Digger Specialties, Inc.	38-39	800.446.7659	diggerspecialties.com
DMSi	IFC	402.330.6620	dmsi.com
Do it Best	11	260.748.7175	doitbestonline.com
ECI	50	877.521.1100	ecisolutions.com
Epicor	6-7	800.999.1809	epicor.com
Gentek US	44-45	800.489.1144	gentekinc.com
* Intact iQ	16	860.264.4111	intactsoftware.com
Krauter Auto-Stak	58	800.992.2824	ks-ka.com
LBM Century Club	29		lbmjournal.com/lbm-century-club/
* Manufacturers Reserve Supply	9, BB	973.373.1881	mrslumber.com
Orgill	21	800.347.2860	orgill.com
* Paladin Data Corporation	53	541.617.9955	paladinpointofsale.com
ProVia	23	800.669.4711	provia.com
* Rollex Corp.	9	800.251.3300	rollex.com
Schweiss Doors	60	507.426.8273	schweissdoors.com
Seljax	54	800.651.7955	seljax.com
Simpson Strong-Tie	1	800.999.5099	strongtie.com
STACK Construction Technologies	19	866.702.6078	stackct.com
* Starwood Rafters	52	888.525.5878	starwoodrafters.com
Sunbelt Rack	12	800.353.0892	sunbelt-rack.com
TOOLBX	25		toolbx.com or scott.hamilton@toolbx.com
Uline	57	800.295.5510	uline.com
Westlake Royal Building Products	OBC	800.521.8486	westlakeroyalbuildingproducts.com
Weyerhaeuser	IBC	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.

Statement of Ownership, Management, and Circulation (Requester Publications Only) 1. Company Name/Publication Title: Custom Built Publishing LLC/LBM Journal. 2. Publication Number: 19305516. 3. Filing Date: 9/28/2024. 4. Issue Frequency: Monthly except combined November/December. 5. Number of Issues Published Annually: 11. 6. Annual Subscription Price: \$48. 7. Complete Mailing Address of Known Office of Publication (not printer): 10880 175th Court West, Suite 240, Lakeville, MN, 55044-7701. Contact Person: Michelle Fischer; Telephone 612.888.5261. 8. Complete Mailing Address of Headquarter or General Business Office of Publisher: 10880 175th Court West, Suite 240, Lakeville, MN, 55044-7701. 9. Full Names and complete mailing addresses of publisher, editor and managing editor. Publisher: Rick Schumacher, 10880 175th Court West, Suite 240, Lakeville, MN, 55044-7701. Editor: None. Managing Editor: Wendy Sturges, 10880 175th Court West, Suite 240, Lakeville, MN, 55044-7701. 10. Owner: Custom Built Publishing, LLC, 10880 175th Court West, Suite 240, Lakeville, MN, 55044-7701. 11. Known Bondholders, Mortgagees, Other Security Holders: None. 12. Tax Status: The purpose, function, and nonprofit status of this organization and the exempt status for federal income tax purposes: N/A. 13. Company Name/Publication Title: Custom Built Publishing LLC/LBM Journal. 14. Issue Date for Circulation Data Below: 9/1/2024. 15. Extend and Nature of Circulation: Average No. Copies Each Issue During Preceding 12 Months and no. copies of Single Issue Published Nearest to Filing Date. 15a. Total number of copies (net press run). Average No. Copies Each Issues During Preceding 12 Months: 33,841. No. Copies of Single Issue Published Nearest to Filing Date: 32,119. 15b. Legitimate paid and/or requested distribution (by mail and outside the mail): (1) Outside County paid/requested mail subscriptions stated on PS Form 3541. (Include direct written request from recipient, telemarketing and internet requests from recipient, paid subscriptions including nominal rate subscriptions, advertiser's proof copies and exchange copies.) Average: 28,642; Single issue: 26,412. (2) In-County paid/requested mail subscriptions stated on PS Form 3541: (include direct written request from recipient, telemarketing and internet requests from recipient, paid subscriptions including nominal rate subscriptions, advertiser's proof copies and exchange copies). Average: 0; Single issue: 0. (3) Sales through dealers and carriers, street vendors, counter sales and other paid or requested distribution outside the USPS. Average: 0; Single issue: 0. (4) Requested copies distributed by other mail classes through the USPS (e.g. First-Class Mail). Average: 0; Single issue: 0. 15c. Total paid and/or requested circulation (sum of 15b (1), (2), (3), (4)): Average: 28,642 Single issue: 26,412. 15d. Nonrequested distribution (by mail and outside the mail): (1) Outside County Nonrequested copies stated on PS Form 3541 (include sample copies, requests over 3 years old, requests induced by a premium, bulk sales and requests including association requests, names obtained from business directories, lists and other sources). Average: 3,543; Single issue: 4,172. (2) In-County Nonrequested stated on PS Form 3541 (include sample copies, requests over 3 years old, requests induced by a premium, bulk sales and requests including association requests, names obtained from business directories, lists and other sources). Average: 0; Single issue: 0. (3) Nonrequested copies distributed through the USPS by other classes of mail (e.g. First-Class Mail, Nonrequestor copies mailed in excess of 10% Limit mailed at Standard Mail or Package Service Rates). Average: 0; Single issue: 0. (4) Non-requested copies distributed outside the mail (include Pickup Stands, Trade Shows, Showrooms and Other Sources). Average: 0; Single issue: 0. 15e. Total Nonrequested distribution (Sum of 15d (1), (2), (3), (4)). Average: 3,543; Single issue: 4,172. 15f. Total distribution (Sum of 15c and 15e). Average: 32,185; Single issue: 30,584. 15g. Copies not distributed. Average: 1,628; Single issue: 1,535. 15h. Total (sum of 15f and 15g). Average: 33,813; Single issue: 32,119. 15i. Percent paid and/or requested circulation (15c divided by 15f times 100). Average: 88.99%; Single issue: 86.35%. 16. Electronic Copy Circulation. 16a. Requested and Paid Electronic copies. (Sum of 15c and 15e) Average: 0; Single issue: 0. 16b. Total Requested and Paid Print Copies (line 15c) + Requested/Paid Electronic Copies (Line 16a). Average: 0. Single Issue: 0. 16c. Total Requested Copy Distribution (Line 15f) + Requested/Paid Electronic Copies (16a). Average: 0. Single Issue: 0. 16d. Percent Paid and/or Requested Circulation (Both Print & Electronic Copies) (16b divided by 16c x 100). Average: 0.00%. Single Issue: 0.00%. I certify that 50% of all my distributed copies (electronic and print) are legitimate requests or paid copies. 17. Publication of statement of ownership for a requester publication is required and will be printed in the 11/01/2024 issue of this publication. 18. Signature and Title of Editor, Publisher, Business Manager or Owner: Rick Schumacher, Executive Editor & Publisher, 9/28/2024. I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).

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

Westlake
Royal Building Products™

eci

CULPEPER
TREATED LUMBER

ORGILL



Weyerhaeuser



Boise Cascade
ENGINEERED WOOD PRODUCTS



NewTechWood



Westbury
ALUMINUM RAILING
by Digger Specialties Inc.



GENTEK

Humboldt Sawmill
REDWOOD AND DOUGLAS-FIR

iUPG

THERMA TRU
DOORS

(UN)FRIENDLY FIRE

A colleague at your lumberyard seems determined to cause problems for you and customers, and to add another challenge, he's also the owner's son. What would you do?

THE LBM COMPANY you've built a career with operates several yards in the same market. As the youngest GM in your company, you're learning how to get things done with the team at the main office. Nearly everyone is good to work with and do what they can to help make sure you're successful. Then there's Don.

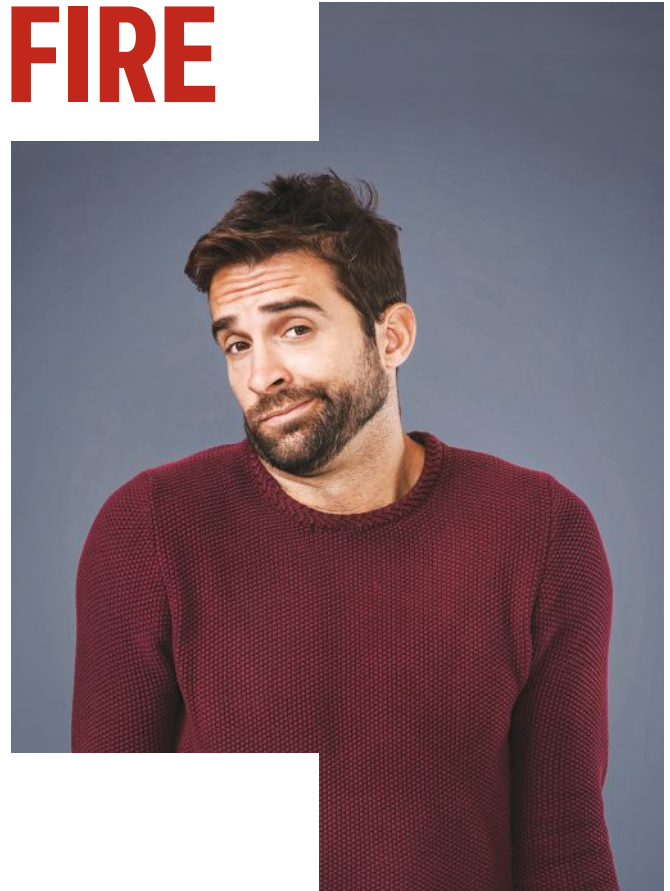
Don is the owner's son, and he seems determined to lead you in the wrong direction. Last week, you checked with Don about delivery timing on a sizable special order going to your largest builder. You and your sales manager have been working closely with this builder to deliver products exactly when promised—so that he can cut his cycle times and effectively build more homes. Don assured you, by phone, that the order was complete and would be delivered to the jobsite no later than the time specified on the order.

Later that day, your phone rang. It was the builder. And he was livid. "You need to help me understand why I have 10 of my top people sitting around on the jobsite waiting for the windows you promised would be here two hours ago!"

Promising to fix it asap, you called Don, explained that you're dealing with an extremely angry builder, and asked him why the windows weren't delivered. Don put it back on you: "I told you the windows are in the warehouse ready for delivery. If they weren't set up for delivery, that's on you."

This isn't the first time something like this has happened, and Don is the common link every time it does. Which puts you in a very tough spot. The worst part is that Don works it so that he never gets caught. The misdirection is never documented—it always happens via phone or in-person conversation. Which means it comes down to who to believe.

For whatever reason, Don is determined to set you up as the fall guy. Since he is the heir apparent to take over the company, you're in a no-win situation. What would you do?



CAST YOUR VOTE ONLINE AT: LBMJOURNAL.COM

Move on. With your skills and your resume, you'll have no trouble finding work with another LBM company. No sense fighting a battle that you just can't win.

Ask why? Sit down with Don and ask him, point blank, why he's sabotaging your work—and your company's relationships with its customers.

Document. Instead of talking, do all communications with Don via text or email. That way you have a record of his misdirection. He may realize that he's not going to win.

Get Dad involved. It's time to call in the owner and let him know the issues his son is causing. If he doesn't believe you, at least you tried to warn him when things go south again.

PHOTO: ©ISTOCK.COM/PEOPLE IMAGES

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.



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.

