

LBM JOURNAL[®]

MAY 2025 | \$15 U.S. | LBMJOURNAL.COM

1000

TOP DEALERS

+ **GILLMAN HOME CENTER
BUILDS COMMUNITY FROM
THE GROUND UP**

**HOW LBM DEALERS BRING
INACTIVE ACCOUNTS
BACK TO LIFE**

**AN IN DEPTH LOOK AT
SELLING TO REMODELERS**

**ON/OFF TARIFFS TRIGGER
LUMBER VOLATILITY**



GET OUTSIDE THE EVERYDAY



Every day should feel like an adventure. MoistureShield® is the only high-performance composite decking engineered to deliver 360-degree protection, 365 days a year. So you can be one with nature, no matter what the day brings.

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



MoistureShield.
DECKING • RAILING

Masonite® Performance Door System



Designed to help against leaks and drafts

The difference is in the details. The Masonite® Performance Door System is made with strong components that are designed to work together.

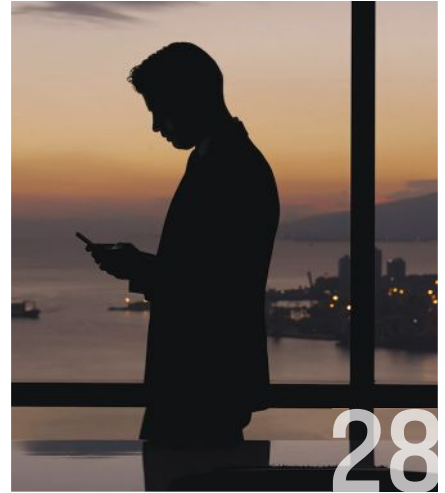
1405950 | © 2025 Masonite International Corporation





LBM JOURNAL[®] 100

2025 TOP DEALERS



FEATURES

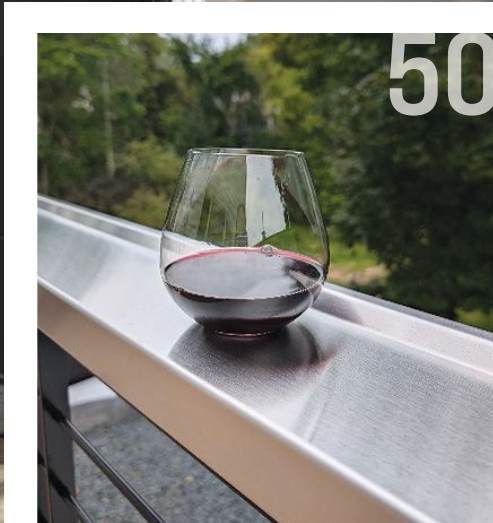
- 28 REAL ISSUES. REAL ANSWERS.**
How LBM dealers bring inactive accounts back to life.
- 34 PROFILE**
Over the past four decades, Gillman Home Center has worked to create a one-stop shop for builders and homeowners alike, starting with the concept of being a resource for everyone.
- 36 LBM 100**
Dealers expect growth in 2025 and beyond despite market uncertainties. Our team kept that in mind this year as we kicked off gathering data for this year's LBM 100, a ranking of top lumber and building materials companies in the U.S.
- 44 IN DEPTH | SELLING TO REMODELERS**
Unique needs require unique approaches.

DEPARTMENTS

- 12 THE BUZZ**
LBM updates, news, and events. Plus, the latest from lumberyards across the country, and responses to our March issue Tough Call survey.
- 50 PRODUCTS**
Our editors' picks that are sure to pique your interest.
- 56 TOUGH CALL**
To be supplier of choice for a new housing development requires guaranteed lumber pricing. If you gamble and win, you're set. If you lose, you're sunk. What would you do?

LBM JOURNAL VOLUME 23, NO. 5 (ISSN#1930-5516) is published monthly with the exception of the combined November/December issue by Custom Built Publishing, LLC. Copyright 2025 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, Valerie Hansen, 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 2025 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.

INDUSTRY LEADERS

18 BUILDING SALES
Meetings, memos, and edicts. Oh my!
RICK DAVIS

20 SALES + OPERATIONS
PART 2 OF 2
Increase market penetration by increasing new accounts.
BILL LEE

22 CREDIT Q+A
Bankruptcy blues.
THEA DUDLEY

24 MERGERS + ACQUISITIONS
Is a "turn" worth a year of your life?
JOHN D. WAGNER

26 LEADERSHIP
PART 1: TAKING ON LEADERSHIP
Doing your homework and defining success.
RUSS KATHREIN

LBM EXTRAS

8 COMMENTARY
Uncertainty around tariffs triggers lumber volatility, slows growth.
VALERIE HANSEN

32 SUCCESSION PLANNING
Asset appraisal and business valuation: Understanding the difference.
SAM BROWNELL



56



Leading Suppliers Council



FROM THE PUBLISHER

WELCOME TO THE fifth annual LBM 100 issue. Before diving in to see who's in, who's out, who moved up, who moved down, etc., here's some context to this year's listing.

Every company listed chose to participate. So, if you notice some sizable companies missing, you're likely correct. I know several who would surely make the list every year, but they prefer not to share their top-line numbers. Just as we'll never guesstimate a company's revenues, we trust the numbers that they report. After all, a good number of the companies on this list have been around for more than a century. While LBM is an enormous industry, it's also a small community where reputations are earned and honored.

As Managing Editor Wendy Sturges highlights in the feature story beginning on page 36, the LBM 100 is much more than just a listing. It's effectively a barometer of the major trends shaping the LBM landscape. Some notable facts include:

24% of LBM 100 companies grew by acquisition in the past year.

54% plan to expand within the next 12/24 months.

Drivers, yard workers, and outside sales are the toughest positions to fill.

Technology investments focus on takeoffs, GPS delivery management, updating ERP systems, and inventory management.

46% have a mentorship program in place.



A handwritten signature in black ink, which appears to be 'R. Schumacher'.

The well-crafted article, along with the data in the listing, provide an effective 30,000-ft. view of the LBM community. If you're interested in an up close and personal experience, turn to page 34 and read all about Gillman Home Centers (No. 61). Owner Charlie Gillman shares the experience that led him to launch the company in 1985, along with the vision and values that have helped the company grow to 18 locations with more than 400 employees. It's a great story of a solid company that's grown on the strength of its values, its culture, its people, and the communities it serves.

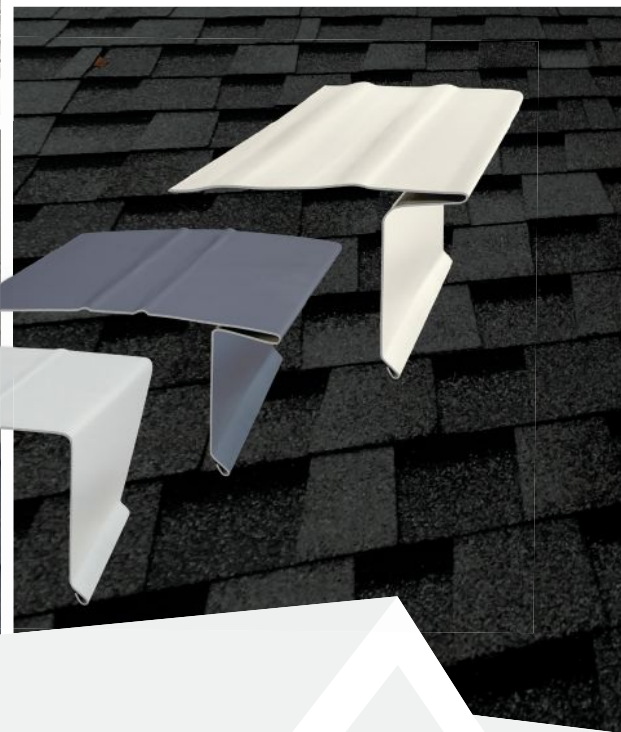
While the LBM 100 listing is based on revenues, that's only one measure. Whether or not your company made the list, or even chose to participate, LBM Journal is proud to serve and support every member of the LBM community.

— Rick Schumacher
Executive Editor & Publisher

HAVE A QUESTION FOR RICK?
RICK@LBMJOURNAL.COM



SOMETIMES WHAT'S ON THE OUTSIDE DOES MATTER



Rollex, a top manufacturer for all things exterior, focuses on making highly durable and easy to install residential building products.



Virtually maintenance free designs available in a wide range of colors for a personalized look.



Committed to providing consistent quality, on-time shipping, and guaranteed satisfaction.

Contact us today to find out more about our options for **ODE** overhanging drip edge products.



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

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.



UNCERTAINTY AROUND TARIFFS TRIGGERS LUMBER VOLATILITY, SLOWS GROWTH

BY VALERIE HANSEN

THREATENED TARIFFS, announced tariffs, rescinded tariffs, pending negotiations, countervailing duties, a falling bond market, rising mortgage rates—the threats, drama, and uncertainty have not been good for the LBM industry. The uncertainty has led to risks of a different kind: slowing growth and rising inflation.

Fortunately, the industry scored a win in March when Canadian lumber and panel products were deemed U.S.-Mexico-Canada-Agreement-compliant and carved-out of the International Emergency Economic Powers Act's 25% across-the-board tariffs.

Up next, the sixth administrative review of the countervailing and anti-dumping duties on Canadian lumber. When the final report is issued this summer, it's expected to increase the combined duty from 14.4% to 30%+. Unlike tariffs, these are deposit-based duties that hit Canadian mills directly.

Yet to come, the Section 232 National Security Investigation. It designates lumber and other forest products as "strategic goods" on par with automobiles, steel, and aluminum. While the U.S. Department of Commerce has up to 270 days to complete its investigation, Fastmarkets' baseline scenario anticipates implementation of 25% tariffs in the near term. Unlike previous duty measures, the National Security tariffs are likely to impact all non-U.S. suppliers, including European and Latin American producers.

As the industry braces for new tariffs, here's what dealers can learn from the other extreme cycles of the 21st century—the 2006 boom cycle, 2009 bust cycle (Great Recession), and the 2021 COVID-19 cycle.

Risk management: To mitigate the risk of over-paying or experiencing a disruption in supply, expand your supply base. It pays to diversify. While North America has some very large producers, the industry remains highly fragmented, with many independent mills and wholesalers. Start making connections. Each grading agency has lists of the mills they certify. Lumber is mission-critical to your business, your customers; you need to expand and reinforce your relationships. Volatile commodities require active management. Here your acquisition strategy needs to protect margin, enhance ROI-lumber and your cash conversion cycle. Be strategic.

Supply vs. demand: The 2021 cycle (COVID-19) was supply driven, while the 2006 boom and 2009 bust cycles were demand driven. Traders across commodity markets/exchanges know it is changes in supply, not demand, that dictate most price movements. Even a small imbalance in supply produces outsized movement in price. Tariffs will ignite a supply-driven cycle. Approximately 28% of the lumber consumed in the U.S. is imported, primarily from Canada.

Reach: During the 2009 bust cycle, buyers shopped an average of 7.5 vendors per purchase order awarded. During the 2021 COVID-19 cycle, buyers (using BuyMetrics) shopped on average 20.6 vendors per awarded PO, tripling (3X) their vendor contact as they reached to cover urgent need for wood. Expanding reach, particularly in volatile markets, improves the odds of: 1. sourcing supply-constrained material, and 2. purchasing from the vendor with lowest cost/best value. The result? Consistently shopping more vendors during Covid's supply-driven cycle produced twice (2X) the CoG savings than the demand-driven cycles, **4.06%** vs. **1.9-2.2%**.

Price discovery: During the 2006 boom and 2009 bust cycles, the average spread between an awarded purchase order and the next-best offer was 1.9%–2.2%. During COVID-19, the gap doubled to 4.06%. With near-pure commodities, like lumber, your purchase tactics and process steps differ from other materials. What sets lumber apart is the requirement to undertake "price discovery" for every purchase. In the softwood supply channel every seller's offer is made "subject to prior sale." Market dynamics favor the *fast and informed*. Hint: automate this step with technology.

It pays to shop: Across all cycles, given a shot, secondary vendors surprise to the upside. During the COVID-19 supply-constrained cycle, they came through with hard-to-find product and **390** basis points in savings—a **5X** increase from prior demand-driven cycles. In 2021, for every \$10 million in lumber purchased, secondary suppliers added **\$390,000** (on average) to the buyer's bottom line. ■

A summary of the report is available on BuyMetrics' website: bit.ly/BuyMetricsMarketVolatility

As founder and chairman of BuyMetrics Inc., Valerie Hansen is a 47-year industry veteran and the former owner and CEO of Big Buck Building Centers Inc., Custom Components Company, and ProMillwork in Racine, WI. From 2000–19, she earned 21 U.S. patents for inventions in finance and data management. Serving leading LBM dealers since 2000, the BuyMetrics procurement platform automates and informs the purchase of lumber and other volatile commodities.





R_x

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

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

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

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

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

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



 **EnergyShield® XR**
Continuous Insulation

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



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

Do it Best Introduces Game-Changing LBM Programs for Independents



Do it Best is unveiling two innovative programs designed to help independent lumber and building materials (LBM) dealers streamline operations, optimize purchasing, and boost profitability. With the introduction of the **Member Operations Excellence Consulting and Replenishment Buyer Service** program, Do it Best is reinforcing its position as a strategic partner dedicated to driving dealer success.

MEMBER OPERATIONS EXCELLENCE CONSULTING: DRIVING YOUR EFFICIENCY, MAXIMIZING YOUR PROFITABILITY

Operational efficiency is the backbone of profitability for LBM dealers, and Do it Best now offers an exclusive consulting service to their members to help enhance their operations and make their business more profitable. This service is designed to help a wide range of business models streamline their operations and reduce the labor-intensive aspects of inventory and logistics management. From lumberyard and warehouse layout optimization to operational logistics and production line efficiency, the goal is to help members operate smarter.

Scott Morrison, one of the industry's most sought-after operations experts, has joined Do it Best as Member Operational Excellence Manager, bringing decades of experience in operational efficiency and workflow optimization.

"Scott is well-known throughout the industry for his expertise in lumberyard management, truss assembly, door manufacturing, and value-added processes," said Do it Best Vice President of Lumber and Building Materials Russ Kathrein. **"We're excited to offer our members exclusive access to his insights, helping them upgrade their operations and drive profitability."**

Early adopters of the program, such as Star Lumber & Supply in Kansas and Oklahoma, Bliffert Lumber in Wisconsin, and Kibler Lumber Do it Center in Ohio and Kentucky are already seeing the benefits of Morrison's expertise.



Scott Morrison, Do it Best Member Operational Excellence Manager, works in lumberyard to provide optimization strategies.

REPLENISHMENT BUYER SERVICE: SMARTER LUMBER PROCUREMENT

Navigating the volatile lumber market is a challenge that independent dealers know all too well. Do it Best's new Replenishment Buyer Service is designed to streamline the transactional side of purchasing, making the process less labor-intensive for members while providing a strategic advantage.

This program leverages dealer enterprise resource planning (ERP) data to drive informed purchasing decisions, reducing the labor-intensive aspects of inventory management. A dedicated buyer from the Do it Best team works closely with each dealer to analyze their sales trends, inventory needs, and market conditions to collaboratively build an overall purchasing strategy. The buyer then executes the strategy to ensure dealers have the right materials on hand. By streamlining the transactional side of procurement, this program helps members focus more on running their businesses efficiently.

Hartville Hardware & Lumber is already taking full advantage of the service at its Ohio lumberyards.

Scott Sommers, President of Hartville Hardware & Lumber and a former lumber buyer himself, understands the complexities of managing a high-volume building materials operation. With lumber and building materials making up more than half of the company's business, Hartville operates three yards across its locations, requiring a strategic approach to purchasing and inventory management.

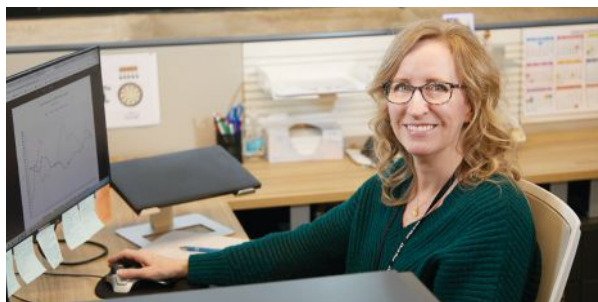
For years, the company handled lumber buying in-house. However, as the demands of the business grew, Sommers and his team began to reassess their approach. "We had a very experienced buyer managing it, but the reality was that it took up a huge portion of his time," Sommers explained. "We started asking ourselves—is this the best use of his skills, or could we be using his expertise elsewhere to add more value to our business? That's when we started exploring other options."

By shifting the day-to-day execution of lumber purchasing to a trusted Do it Best partner, Hartville Hardware & Lumber found a way to focus more on strategy without losing control. "You're still in control of your pricing, your margins, and your strategy," Sommers said. "The difference is—you have a partner handling the day-to-day execution so you can focus on the things that provide even more value to your business."

"This program provides tremendous value to Do it Best and True Value LBM dealers," said Kathrein. "Our Replenishment Buyer Service isn't about replacing a dealer's buyer—they're about enhancing their ability to focus on strategy while we handle the complexities of procurement."



Lumber & Building Materials Manager Cody Miller works closely with Scott Sommers, President of Hartville Hardware & Lumber, to review the overall purchasing strategy.



Do it Best Inventory Replenishment Specialist, Maria Rodenbeck, partners with member-owners to execute purchasing strategies.



CHAMPION OF INDEPENDENT LBM DEALERS

The Replenishment Buyer Service and Member Operations Excellence Consulting programs show how Do it Best is empowering LBM dealers with strategic support that drives smarter operations, stronger margins, and long-term growth.

"We are leading the way with proactive strategies that keep our Do it Best and True Value LBM dealers in control," said Kathrein. "If you're looking for a smarter, more efficient way to grow your business, we're ready to help."

Contact your Do it Best LBM Trader for more information.



RED RIVER LUMBER PARTNERS WITH TEXAS A&M



WESTLAKE ACE HARDWARE OPENS NEW STORES



NATION'S BEST DONATES TO ALD FOUNDATION

BY THE YARD

Texas A&M University-Texarkana and **Red River Lumber** have formed a new academic partnership that will allow Red River Lumber employees to take courses at the university at a discounted rate. Under the new academic partnership, all full-time employees of Red River Lumber will receive a tuition discount on all undergraduate, graduate, certificate, or micro-credential programs delivered in-person, online, or through a hybrid format.

Westlake Ace Hardware announced it has signed an agreement to open a new store in Grain Valley, MO. In addition to the new Grain Valley store, the company will also open a new store in Shawnee, KS in late 2025 or early 2026. Westlake Ace Hardware currently has 31 stores in the greater Kansas City metropolitan area.

R.P. Lumber opened its 89th retail location in Quincy, IL. In addition to offering a full-service hardware store selling paint, power tools, plumbing, electrical, outdoor living, and more, the store will feature an indoor lumber yard stocking a wide range of building materials such as lumber, drywall, roofing shingles, and insulation.

F.A. Requarth Co., operated by five generations of family members and which did business with the Wright brothers, is being sold to another Ohio lumber company, according to reporting from the Dayton Daily News. Alan Pippenger, chairman of the F.A. Requarth Co. board of directors, announced the sale to the Schockman Lumber Group, of St. Henry.

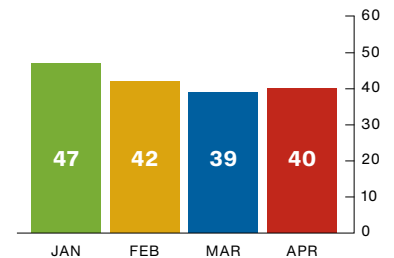
Nation's Best Holdings, LLC hosted its Third Annual Golf Tournament on Monday, March 3 in support of Nation's Best Cares, the charitable arm of Nation's Best Holdings. Nation's Best Cares donated \$250,000 to the Arrivederci ALD foundation to support research for Adrenoleukodystrophy (ALD), a rare genetic condition that can cause severe disability and life-threatening complications. Nation's Best began its partnership with Arrivederci ALD in 2021 by allowing customers to "round up" their purchase to the nearest whole dollar.

84 Lumber announced the company has donated \$15,000 of building materials in support of the Rebuilding Hollers Foundation. The donation will aid in the ongoing efforts to help rebuild communities in Yancey and Mitchell counties. Rebuilding Hollers has already initiated over 385 active projects, working to restore homes, businesses, farms, workshops, and art studios in the region.

DISTRIBUTION NEWS

Pacific Woodtech Corporation (PWT) and **Domtar** have announced the long-term extension of their multi-year strategic distribution agreement. Under the agreement, Domtar will manufacture I-joists at its engineered wood facilities, which PWT will distribute under the PWT brand. This collaboration enables both companies to expand their market presence while providing customers with a comprehensive, high-quality EWP product portfolio.

Tando Composites announced its partnership with **Snavey Forest Products** to cover the Colorado market. The Snavey Denver branch will be the distributor for Beach House Shake and TandoStone to dealers throughout Colorado.



Builder confidence levels indicate slow start for spring housing season

Growing economic uncertainty stemming from tariff concerns and elevated building material costs kept builder sentiment in negative territory in April, despite a modest bump in confidence likely due to a slight retreat in mortgage interest rates in recent weeks. Builder confidence in the market for newly built single-family homes was 40 in April, edging up one point from March, according to the National Association of Home Builders (NAHB)/Wells Fargo Housing Market Index (HMI).

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.

BUILDING **PRIDE** FROM THE INSIDE OUT

**WHAT YOU'RE
MADE OF MATTERS**



Boise Cascade®
ENGINEERED WOOD PRODUCTS

bc.com/ewp | 800.232.0788

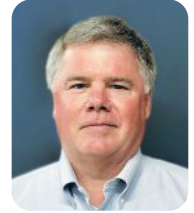
© 2024 Boise Cascade Company. All rights reserved.

PEOPLE IN LBM

Bliffert Lumber announced the promotion of **Lauren Parsons** to director of sales. Lauren joined Bliffert Lumber on May 9, 2022, as a sales manager. Since then, she has played a key role in shaping and executing the company's sales strategy.



LMC appointed **TC Feick** as the new Mid-Atlantic regional manager. Before joining LMC, he held roles such as division sales manager at Lehigh Lumber and sustainable building coordinator in outside sales at Shelley's Lumber Company in Southeastern Pennsylvania.



Sherwood Lumber announced that **Michael Goodman** has been appointed as the new president of the company. Goodman's leadership, industry expertise, and commitment to its values make him the perfect choice to drive Sherwood forward.



True Value has announced the promotion of **Chris Gongora-Davis** to general operations manager at its Springfield, OR warehouse. Gongora-Davis brings 17 years of warehousing experience to his new role.



Kodiak Building Partners has appointed **Sandra Jacoby** as senior vice president of human resources. With nearly 20 years of leadership experience, Jacoby has guided HR, facilities management and internal communications for rapidly growing organizations.



LBM Advantage shareholders voted to re-elect **Kent Berrier** of Tuttle Lumber Co., **Matthew Piggott** of MPC Cashway Lumber, and **Jeff Reeves** of Reeves Building Supply for another three-year term as directors. In leadership transitions, **Chris O'Neill** of Kellogg Supply Co., previously vice chairman, has been named chairman, succeeding **Rich Herrington** of Ed Herrington Inc., who will continue to serve as a director. Additionally, **Dan Remick** of Eldredge Lumber & Hardware has been appointed vice chairman.

US LBM has announced **Jonathan Greene** will be stepping into the role of chief digital and technology officer. In this expanded role, Greene is responsible for all aspects of US LBM's technology platforms and systems, while continuing to bring a clear strategy for an innovative digital future.



UFP Industries announced the hiring of a new Innovations Director **Brian Floyd**, as a part of the company's commitment to delivering new products and services to the building materials and industrial markets. Floyd comes to UFP Industries after a 20-year career in product design and innovation at Procter & Gamble.

Wausau Supply Company announced the appointment of **Brian Miller** as president and CEO. This transition follows the planned departure of Charlie Herwig, who has served as president and CEO for the past five years.



Tando Composites, a division of Derby Building Products, announced the addition of three new team members. **Taylor Campbell**: market development manager-Southeastern Pennsylvania and New Jersey. **Joseph Picarella**: regional sales manager-Canada. **Dakin Ritchie**: market development manager-Texas and Oklahoma.

ABC Supply Co., Inc., has announced the promotions of two new regional vice presidents, **Matt Belcher** and **Scott Toumbleston**. Belcher has been promoted to vice president of ABC Supply's Southwest Region, and Toumbleston has been promoted to vice president of ABC Supply's Southeast Region.

QXO Inc. appointed global tech veteran **Val Liborski** as chief technology officer. Liborski most recently served as chief technology officer for Yahoo, and prior to that as chief technology officer for HelloFresh. Previously, he led engineering and product management at Amazon Web Services and later oversaw the technology powering the expansion of Amazon's consumer business across Europe.

Georgia-Pacific announced that **Julie Howard**, vice president and general manager, GP PRO Towels and Napkins, has been named president of Georgia-Pacific's Gypsum business. In this role, she will oversee the more than 3,000 employees and 12 gypsum mills across the United States.

CO-OP + BUYER'S GROUPS

Do it Best has executed the first-ever trade on the newly launched Southern Yellow Pine (SYP) Futures contract on the Chicago Mercantile Exchange (CME). In addition to placing the first bid and executing the first trade, Do it Best played an early role in collaborating with the CME Group to develop the contract. The CME Group consulted Do it Best in the contract's development to ensure it met the needs of industry buyers and sellers.

LBM STRATEGIES

2025 CONFERENCE

OCT. 15-17 • EMBASSY SUITES DOWNTOWN • NASHVILLE

Ready to outperform the competition? Join other LBM industry leaders from across the U.S. to learn, share and network, then get back to work armed with fresh ideas and actionable insights to grow your sales, your business and your brand. Breakfasts, lunches, networking breaks and cocktail receptions—all included with your registration—offer an ideal opportunity to connect with old friends and make new ones.

REGISTER TODAY!

RESERVE YOUR SPOT BY MAY 31 AND SAVE \$250

REGISTRATION IS OPEN TO LBM DEALERS AND DISTRIBUTORS

A limited number of sponsorship opportunities are available for manufacturers and service providers. To learn more, contact your Media Consultant.

LBMSTRATEGIES.COM



PRESENTED BY

LBM Journal



PLATINUM



GOLD



SPEAKER DINNER



RECEPTIONS



SILVER



VIDEO



BRONZE



SPONSORS



INDUSTRY UPDATES

Simpson Strong-Tie celebrated the grand opening of its newest distribution center, located on Buffalo Drive in Las Vegas. The 59,436-sq.-ft. facility now serves as the primary distribution center for the company's products throughout the Las Vegas region, allowing for faster and more convenient service to contractor and lumber and building material (LBM) supplier customers.

Deckorators, a composite decking brand of UFP Industries, Inc., has announced the plans for a new production facility in Lackawanna, NY, a suburb of Buffalo. Once completed, the site will cover roughly 30 acres—with two buildings providing some 240,000 sq. ft. of manufacturing space—to form a state-of-the-art campus.

Revol Building Solutions, headquartered in Wanatah, IN, debuted this year as a manufacturer of components including roof and floor trusses, wall panels, and custom design solutions for off-site building, geared toward multi- and single-family homes. The company

operates from a 180,000-sq.-ft. facility and can offer custom components for jobs as large as 350,000 sq. ft., down to a 2,500-sq.-ft. starter home, according to Revol.

United Treating & Distribution (UTD) held an official opening of its newest treating plant located in Ringgold, GA. This expansion marks a significant step forward in UTD's commitment to serving its growing customer base across the Southeast. Strategically located, the new Ringgold facility will allow UTD to better serve Tennessee, Georgia, Kentucky and the surrounding markets.

US MgO has announced the purchase of 23 acres of land in Leland, NC and will soon break ground on its second manufacturing plant for magnesium oxide (MgO) cement sheathing panels. The plant will become just the second U.S. plant for MgO panels used in wall and floor applications, following US MgO's first plant currently under construction in nearby Wilmington.

MERGERS + ACQUISITIONS

Builders FirstSource has announced the acquisition of **Truckee Tahoe Lumber Company**, a family-owned business that has served the Northern Sierra-Nevada region since 1931.

Kodiak Building Partners announced the acquisition of **New River Building Supply & Lumber Company**, a provider of high-quality building materials, serving North Carolina since 1973. Kodiak also announced the establishment of **Ponderosa Building Supply** in Hauser, ID, a greenfield expansion company in northern Idaho, along with key hires to oversee growth and performance in the Northwest.

R.P. Lumber Co., Inc. has acquired **Aldrich Home Center** in Powell, WY. Aldrich Home Center is a family-owned hardware store and lumberyard. This will be the Midwestern chain's third location in Wyoming and first in Park County.

Gold Beach Lumber Yard acquired both **Hennick's Home Center** locations in Bandon and Lakeside, OR. Hennick's Home Center was originally established in November 1988 and operated by the family for nearly 40 years. These acquisitions now bring Gold Beach Lumber Yard's footprint to nine locations throughout western Oregon. Gold Beach Lumber has added eight locations since 2008 and continues to invest in rural Oregon markets.

4Ward Design & Labor, LLC has announced the acquisition of **All-IN Design, LLC**, a leader in component design founded and led by Allen Washburn. This strategic move further reinforces 4Ward's commitment to delivering industry-leading design solutions and expanding its innovative offerings.

TOUGH CALL SOLUTIONS

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

A truckload of mistakes from your window/door vendor has seriously delayed several high-end homes and infuriated your affected builder customers. Here's how readers responded.



Slow down. **59%**
Once the crises pass, you'll have a clearer picture of the damage. Then reach out and negotiate a fair outcome for you and your builders.

Add a vendor. **26%**
Test drive another vendor with your next special order of windows and doors. Give them an opportunity to earn your trust—and your business.

Second chance. **11%**
Everybody makes mistakes. You've worked with the same vendor for years, and they've always nailed it. Tell them you trust that they'll never do this again.

Just switch. **4%**
Your vendor created massive problems for your builders—which they blame on you. You simply can't afford to work with this vendor anymore.

LISTEN NOW!

DID YOU KNOW LBM JOURNAL HAS A PODCAST? Subscribe today for weekly episodes about credit management and social media utilization for the LBM industry.

Find us @LBMTalks on Spotify and Apple Podcast, and on our YouTube Channel.

LBM TALKS



QXO, Inc. and Beacon Roofing Supply, Inc. announced that the companies have entered into a definitive merger agreement under which QXO will acquire Beacon. The boards of directors of both companies unanimously approved the transaction, which values Beacon at approximately \$11 billion, including all its outstanding debt.

James Hardie Industries and The AZEK Company Inc. announced entry into a definitive agreement under which James Hardie will acquire AZEK for a combination of cash and James Hardie shares with a total transaction value of \$8.75 billion.

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

INDUSTRY EVENTS

2025

AUG 27-29
ALLIED BUILDING STORES
FALL MARKET
Branson, MO | alliedstores.com

SEPT 5-8
DO IT BEST FALL MARKET
Indianapolis, IN | doitbestonline.com

SEPT 24-26
CONSTRUCTION SUPPLIERS
ASSOCIATION 2025 CONFERENCE
& TRADESHOW
Miramar Beach, FL | gocsa.com

OCT 15-17
LBM STRATEGIES 2025 CONFERENCE
Nashville, TN | lbmstrategies.com

OCT 20-22
LBM ADVANTAGE FALL PLANNING
CONFERENCE
Indianapolis, IN | lbmadvantage.com

OCT 26-29
2025 WMA CONVENTION & TRADESHOW
Cleveland, OH | worldmillworkalliance.com

NOV 3-5
LMC EXPO 2025
Philadelphia, PA | lmc.net

2026

MAR 7-9
DO IT BEST SPRING MARKET
Denver, CO | doitbestonline.com

MAR 10-12
LMC ANNUAL 2026
Chicago, IL | lmc.net

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



HONORING THE PAST. BUILDING A FUTURE.

After 75 years in the same location—providing quality lumber, building materials, and expert advice to Cheyenne contractors and do-it-yourselfers, it was time to grow, and for the old site to go. Learn how CT-Darnell and Sunbelt Rack helped employee-owned Mead Lumber design and build a brand-new yard with more covered space, more SKUs, and maximized efficiency for an onsite experience that proves there's no place like (a new) home.



Read about all of our projects at sunbelt-rack.com/stories/ or scan this code.



BY RICK DAVIS

MEETINGS, MEMOS, AND PROCLAMATIONS can be dangerous things when it comes to leading salespeople. I observe this with regularity among frustrated sales managers who wonder why their salespeople aren't bringing in more business. Their solution? Apply pressure to the entire sales team and challenge their desire to succeed. Unfortunately, the approach fails.

I always equate these corrective edicts with the flight attendant picking up the microphone on a flight and waking sleeping passengers with the warning, "LADIES AND GENTLEMEN, the pilot has turned on the seatbelt sign and everyone needs to be in their seat!" I wake startled, notice the woman in the green dress walking in the aisle, and wonder why the flight attendant is yelling at me. Talk to her!

It goes this way with salespeople and managers. If things aren't going well, the easy solution is to levy criticism toward the whole group and presume that individual salespeople in crisis know what to do while successful performers will have the confidence to ignore the edict. Two thought leaders have proven this approach fails.

MEETINGS, MEMOS, AND EDICTS. OH MY!

Daniel Goleman, the author of "Emotional Intelligence," noted psychological factors that impede performance when negative pressures are applied. He discovered that the use of coercion, while effective in rare crisis situations, is an impediment to leadership success when striving to manage ordinary day-to-day functions of performers.



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.

Goleman determined that establishing *vision* that empowers performers and *coaching* skills that fulfill the vision are the two most effective leadership styles when striving to build consistent optimum performance. In "Leaders Eat Last," Simon Sinek went further to illustrate the physiological effects of threatening environments versus safe ones.

A threatening environment triggers the release of adrenaline and cortisol, two hormones that create anxiety and inhibit learning. A safe environment releases dopamine, serotonin, oxytocin, and endorphins. These hormones produce positive feelings that enhance learning. Serotonin calms; oxytocin escalates the feeling of love and connection; endorphins produce energy; and dopamine is the carrot that drives people to want more of whatever creates it.

I have asserted that the only way to manage salespeople effectively is one individual at a time. It makes sense when you consider the vast differences in skills, experience, and personalities of all the different individuals on a sales team. The profession of selling is as complex and requires more product knowledge than ever; adaptation to a multitude of technology platforms; classroom sales training; and, yes, time.

If a manager is yelling at his team or calling meetings to pressure for better results, it's a sign that the manager feels salespeople need to be pushed towards success. If this is the case, then it's a sure sign the manager has hired the wrong people. In the December 2023 issue of *LBM Journal*, I wrote about grit and the importance of finding it in sales candidates *before* you hire them.

A salesperson with grit, like any person with this essential trait, will eventually become great at what they do. The purpose of coaching and training is to speed up the process. This means identifying the skills necessary to succeed—e.g., prospecting, listening, product knowledge, presentation skills, organizational skills, and more.

The best sales leaders I've seen are calm and consistent. They do not react to or fear sudden changes because they have a process that works. They recognize that consistent performance leads to optimum outcomes. They build performance methodically.

My coaching experience has proven there are no shortcuts to build sales excellence. Constant pressure applied to salespeople rarely corrects any sales problem without performance coaching. The best method for building sales performers is to not presume they know how to perform the job until you've verified performance.

This means training and coaching salespeople one at a time to ensure that each has the skills to perform consistently, and then verify performance in the field. It is a process that takes time, but the outcomes are enduring.

EVERY WINDOW MADE TO SPEC.



ProVia windows are crafted to your exact specifications. You determine the size that perfectly fits the project, and your customer selects the style, finishes, hardware and more. Multiple glass packages are available, including ENERGY STAR® certified units, plus options like decorative and privacy glass. We make every unit to spec, so your customer gets what they want – a custom-made window that offers energy savings and suits their style.



DOORS | WINDOWS
SIDING | STONE | ROOFING

Find the
Perfect
Window



BY BILL LEE

The First Call

In my first article on this topic in last month's issue, I said that the First Call was the most important factor in getting a prospect to buy from you.

Your goal on the First Call is not to get an order, but to earn the prospect's respect. Practice and plan the call then, with a firm handshake, look the buyer in the eye, and say with confidence, "My name is [insert name here]. I represent [company name]. From the research we have done, your company meets our ideal customer profile. I would like to have permission to visit with you when I am in [name of city]. I will also make you a promise—I won't waste your time."

Help store managers solve business problems

To live up to your promise, you don't need a trunk full of literature. You need fresh ideas and proven solutions to business problems. I have mentioned this book in previous articles, but it's worth mentioning again: invest in a copy of "The Real Business 101" by Jim Sobeck.

To be successful at sales, you need two things from a knowledge standpoint: the products and/or services you sell and the know-how to solve business problems. Ideally, you would like for your prospects to say (after giving you an

opening order), "As a salesperson, buying from you is like doing business with a key member of our team."

Most salespeople are interested in one thing: getting an order! Make it clear that whereas you earn your income by selling your company's products, your interest also lies in your ability to help your customers solve their most pressing business problems. If you will familiarize yourself with the information in "The Real Business 101" and use that information to help your prospects and customers make more money, be more successful and solve their most pressing business problems, you will have an edge over 95% of your competitors' salespeople.

Train your prospects' and customers' salespeople

Have you attended several sales training programs presented by top-notch sales trainers? If so, you have another sales tool most of your competitors never even thought of using. Whether the company is a prospect or a customer, offer to conduct a one-hour sales training program for the company salespeople. A surprisingly few of your prospects' and customers' salespeople have been exposed to sales training programs. Think what a valuable service you could provide your customers and prospects if you prepare yourself to stand up in front of their salespeople and share some sales tips that will improve their ability to sell their products.

If you need an outline of a powerful one-hour program, send me a letter at 41 Farringdon Drive, Greenville, SC 29615. I have presented over 300 sales programs in our industry and I will be happy to write one specifically for you.

Credit insurance

I am embarrassed to put in writing that before I read Sobeck's book, I didn't know that credit insurance existed. But when you think about it, inventory, delivery equipment, your property, and other assets can be insured, why not accounts receivable?

Buying credit insurance is not unlike buying other forms of insurance. The insurance company will want to see an aging report. The company's worst paying customers run the biggest risk of being excluded.

When the housing market turns down, most of my clients will have to write off a lot of customers. It's during those times especially when you wish you had purchased A/R insurance.

If one of your prospects mentions that they are concerned about their receivables, this is a good time to ask if they had ever thought about insuring their accounts receivables. Chapter 6 in Sobeck's book will spell out all the details so you can explain them to your prospect.

Your business knowledge is your advantage.

PART 2 OF 2

INCREASE MARKET PENETRATION BY INCREASING NEW ACCOUNTS



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



ORGILL

Tailored Solutions, Unlimited Potential

YOUR GROWTH ON YOUR TERMS

At Orgill, we're here to support your vision, not impose ours. With thousands of customizable planograms, flexible retail programs, and the largest team of field consultants in the industry, Orgill is ready to help you grow—your way.

Discover how Orgill can support your growth by visiting Orgill.com/opportunity.

CUSTOMER SNAPSHOT

When the team at **Monument Lumber** needed a partner to refresh their store and modernize their assortments, Orgill delivered. Today, the store is attracting a wider customer base and competing more effectively.



Mark Shugart
Co-owner of Monument Lumber
Freedom, California



Get an
inside look.

BY THEA DUDLEY

Hey there Thea,
We have a customer that we filed a lawsuit against last year for nonpayment. Today, we got a letter that they've filed for bankruptcy. Of course, I'm going to send this to our attorney that is handling this customer, but I wanted some advice as well. It's a Chapter 7 that was filed. Do you know if we have any recourse here or is that money just lost?

— Holding out hope

BANKRUPTCY BLUES

Dear Holdout,

Hope springs eternal, except for bankruptcy and a decent gluten free pizza crust. Bankruptcy filing is basically game over. Do not pass go, do not collect \$200, and no get out of jail free card. You now have one more reason to celebrate the good fortune of having this company as a customer.

On a side note, when did bankruptcy become fashionable and commonplace? There was a time when bankruptcy held a stigma. Those days are long gone. It's now an everyday event to have someone who just filed BK, and swaggers in with a freshly completed credit application for their NEW company and presents it to you as through it were a tiara. They "really hated to file" but some bad stuff happened and now they are starting over, hence the new company. No hard feelings, they're "gonna make it up to you."

Sure you are, Sparky. How? I can't add a little to each order to make up for what we lost or take a few extra hundred bucks from your new company to apply to the bad debt write-off, otherwise known as your defunct company. That goes against the bankruptcy rules. Thou dost not get another bite at the bankrupt company apple.

Update your account notes, finish writing the bad debt write-off, email the notice to your attorney, mumble under your breath about how "awesome" people are, and get on with your day.

Bankruptcy comes with all the horrifying, predictable, and annoying twists and turns of a B-rated horror/comedy. You know the plot and how it will end (you, noticeably poorer), but you can't look away as you alternate between laughing, crying, and rage.

As you mentioned, you are deep in the lawsuit phase of collections with this company. I think it is safe to assume there is no chance you are in danger of getting a preference claim. That doesn't mean the trustee won't give it a try and send you a letter requesting a certain dollar amount that they deem owed, but that dog won't hunt. It just adds insult to your already injured profitability that you will have to spend time gathering your rebuttal. Think guilty until proven innocent as the bankruptcy mantra. Kick that random note to your attorney to answer or take a stab at it yourself.

Your attorney will more than likely ask if you would like them to file a Notice of Appearance on your companies behalf, allowing them to get all the bankruptcy information notifications as they are available. Depending on the amount of your debt and the likelihood of any assets to distribute, you may decline and deal with it yourself.

Watch for the Proof of Claim request, if any, fill it out and send it back. Proof of Claim is your company stating what you show this little bankrupt gem owes you. Then you wait. And wait. And wait. Watching the progress in a bankruptcy is worse than waiting for the DMV line to move on your lunch break.

Which brings us to the conclusion of your Grimm fairy tale. All may not be lost, my hopeful credit compadre. For some real fun, take this opportunity to do a post mortem on the account. It makes for a superb game of Accounts Against Humanity.



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.

Celebrating craftsmanship that **frames a perfect view**

The **Trus Joist**® family of products work together seamlessly to provide innovative building solutions needed for structural framing. Create with confidence using the consistency and reliability of **TJI**® Joists, **Parallam**® PSL, **Microllam**® LVL, and **TimberStrand**® LSL.

Trus Joist™
▲ Weyerhaeuser

▲, Weyerhaeuser, and Trus Joist are registered trademarks of Weyerhaeuser NR Company.
© 2025 Weyerhaeuser NR Company. All Rights Reserved.



wy.com/WoodProducts

BY JOHN D. WAGNER

WHEN A COMPANY is acquired for a multiple of EBITDA (say it's 6X), it means a company that makes \$5 million in EBITDA would achieve a \$30 million value (6X \$5 million = \$30 million). Upon getting an offer of 6X, some business owners ask themselves: "6X? Well, why don't I just work for six more years and make that money myself?"

In M&A parlance, every "X" is a "turn." If your investment banker can move an offer from 6X EBITDA to 7X, that is "one turn." Moving "half a turn" means going from 6X to 6.5X. Each turn represents a year of the current EBITDA, assuming the company doesn't grow (or shrink) along the way.

Say you're at \$5 million EBITDA. If an acquirer purchases your company for a (hypothetical, impossibly low) 1X EBITDA, or \$5 million in purchase price, it would take the acquirer just one year to make back the acquisition cost. A 2X transaction—a \$10 million purchase price—means acquirers would make their costs back in two years, all things being equal.

IS A "TURN" WORTH A YEAR OF YOUR LIFE?

You will invariably read of a company that got acquired for 25X or 30X EBITDA, invariably high-tech companies. The acquirer would need 25 or 30 years of "steady state" EBITDA to earn back what they paid. These acquirers are banking on exponential growth to justify that multiple, or they see a meaningful accretion to their market value when the new acquisition is added, e.g. Salesforce buys another

big CRM system and absorbs their customers, so the new *combined earnings* trade at a higher multiple than what the acquired company would trade for as a stand-alone.

The LBM sector is meaningfully different. Company growth is steady and predictable, driven by the principle that *demographics are destiny*. Therefore, 25X and 30X multiples are entirely unrealistic. Yes, LBM companies in higher growth areas trade for higher values, but the building industry's inherent volatility is priced into every purchase price, whether it's 3X or 7X. And everyone has clear memories of the 2008 real estate crash, the COVID-19 lumber price spike, inflation trends, 10-year T-bill yields, and interest rate patterns. Still, nearly always, when a prospect of ours is offered a certain multiple from an acquirer (say it's 6X) they will ask us to move the acquirer "up a turn," to 7X. If the acquirer is not open to moving up a full turn, or even a half turn, and the seller/owner has a 7X value in their mind as their bottom line ... the seller will make the very common observation cited above: "Well, what if I run it for six more years and make the money myself?"

Of course you can do that.

However, most of our clients are selling because of their age. Their parents or grandparents started the business, and many owners today are approaching their retirement years. Very often, they don't have children who want the business. So, after someone says, "Why don't I just run it," we will point out that every "turn" you are offered for your business is a year of your work life.

If not taking a 6X is a reasonable trade for working for six more years, you are probably not a seller in today's market. Is not taking a 6X when you will take only a 7X really worth six or seven years of your work life? If so, again, you should probably save the trouble of preparing your company to solicit offers.

I almost hate to do the math for you, but say you're 73, and you turn down a 6X because you're dug in on getting a 7X. You will have to work until you are 79 or 80 to achieve what you would have gotten in a purchase price. Beyond that, a central deal element for most acquirers is to require leadership continuity, and it's a value detriment when a seller clearly has one foot out the door. In fact, that often leads acquirers to "price in" the cost and volatility of grooming new leadership once they take control.

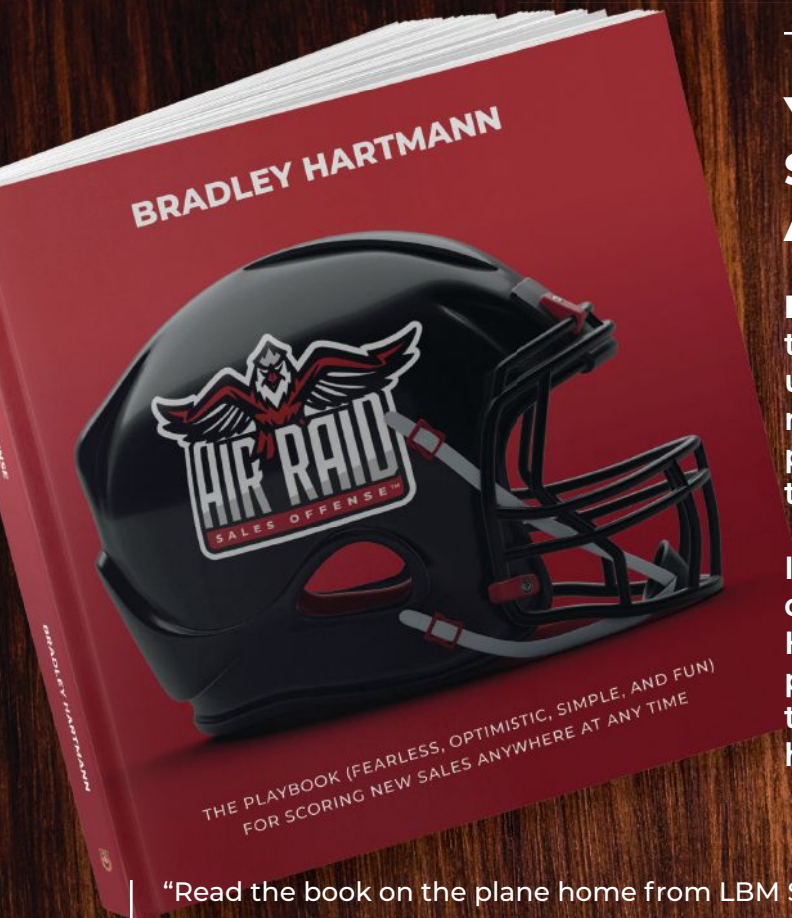
The best approach in our view? Be realistic about your acquisition value—our team can tell you to *the dollar* what your acquisition value is today—and don't go to market so late in your work life that you are viewed as a liability to growth, or a human resource that's so ready to retire that you will need to be immediately replaced.



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

THE AIR RAID SALES OFFENSE

THE NEW BOOK BY LBM SALES COACH, BRADLEY HARTMANN



YOUR SALES PLAYBOOK FOR SCORING FROM ANYWHERE AT ANY TIME

FOR OVER A CENTURY, football stuck to “three yards and a cloud of dust”—until Hal Mumme’s Air Raid Offense revolutionized the game with fearless passing, relentless optimism, and more touchdowns than ever.

In *The Air Raid Sales Offense*, former D1 quarterback and LBM sales coach Bradley Hartmann reveals how to bring the same principles to your sales team. Learn how to simplify, focus, and win new sales, with higher margins and more confidence.

“Read the book on the plane home from LBM Strategies. Loved it. I like how you put the “personal touches” about life events into the teaching points to make it real and more memorable.”



Jeff Tressler
Vice President at YBC

“Easy read with a great story. These insights will help us refine and execute our sales plans in 2025.”



Cassity Jones
BUILDING MATERIALS

Colby Chandler
Sales Manager at Cassity Jones



SCAN HERE TO ORDER YOUR COPY TODAY!

Learn more about Bradley’s keynotes, sales workshops, and consulting engagements at bradleyhartmannandco.com

bh&co.

Bradley Hartmann & Company
DEVELOPING CONSTRUCTION LEADERS SINCE 2011



BY RUSS KATHREIN

THIS IS THE FIRST in a series of articles on what it is like to take on a leadership position of a group you are unfamiliar with and what steps you can take to succeed. Most of what we discuss will work if you are taking over a new department at your location, but for these articles, I want to focus on a scenario where you come in as an unknown leader.

Getting hired to run a location or business that is running perfectly is almost unheard of, so let's assume that you were hired to make things better.

PART 1: TAKING ON LEADERSHIP

DOING YOUR HOMEWORK AND DEFINING SUCCESS

The first step is to know and define exactly why you were chosen for this position and what your primary objective is. If you were hired to turn things around, get a good definition of what would define success in the eyes of your superiors. If you were hired to replace someone who has departed or retired, find out the perceptions of your business unit from those inside your organization. This would include your subordinates, your peers, and definitely your superiors. You want clarity and agreement from your boss or your leadership team. If there is no alignment, you may have identified why your predecessor is no longer there.

I took over a business unit, and my subordinates could not define success other than keeping their customers happy. My peers were sure that we were a loss leader or a cost center for the company at best, and my leadership team wasn't sure, but they felt that there was a great deal of potential for the

business. This quickly defined for me that there was a lack of urgency on the part of our business that was primarily caused by the lack of objective feedback on how the individuals and the business were performing. This became one of my top priorities.

The next step is to do your homework. Do as much due diligence as you can before you start your new position. Talk to industry peers who might interact with the department or business. If you are talking to a customer or vendor

(internal or external), ask them what they would like to see added or changed that would make the product or service more valuable. My vendors surprised me when I asked them the value they saw in my company. I had looked at it through my lens as a customer instead

of their strategic lens. I was happy to find out that my business type played a major role in their go-forward strategy and that my specific company had a positive reputation that far exceeded my perception. This completely changed my strategy and plotted course for my first 100 days.

During this process, it is critical that you document your findings. Putting your boss's expectations in writing and sharing them with him or her will not only ensure that you are aligned, it will also help you later should the company winds shift or you get a new boss. You can pull out this document and show that this was the agreed-upon course of action. It will help you get aligned with your new boss, or protect you from being the fall guy for what you may feel is success, but your leadership may view differently due to changes in circumstances. It provides clarity for all parties.

The other important reason to write things down is so that you have something to refer back to later. We may be convinced that we will remember everything, but we get busy. It will also help you avoid the "boiling of the frog" syndrome. The story is that a frog dropped into boiling water reacts to the danger and immediately hops out. But a frog put into warm water that is slowly increasing in temperature does not realize the danger until it is too late, and it does not have the energy to jump out. The same is true in a new leadership position. At first, you see all the problems that need to be fixed and the opportunities you can take advantage of, but you get busy and engrossed in the day-to-day. You then forget about the issues you first saw or rationalize away the importance of fixing them.



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

Next in the series: **The First 100 Days.**



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:

HAMILTON BUILDING SUPPLY Hamilton, NJ	est. 1924	LEARNED LUMBER Hermosa Beach, CA	est. 1924
KEEP & MARTINSON LUMBER, INC. Tekonsha, MI	est. 1875	CLARKS LUMBER Herington, KS	est. 1925
A.H. ANGERSTEIN, INC. Wilmington, DE	est. 1924	ORGAIN BUILDING SUPPLY Clarksville, TN	est. 1921
CHRISTENSEN LUMBER CO. Fremont, NE	est. 1923	ISSAQUAH LUMBER Issaquah, WA	est. 1889
CAROLINA LUMBER & SUPPLY COMPANY Atlanta, GA	est. 1900	SCHOLL LUMBER Houston, TX	est. 1845

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

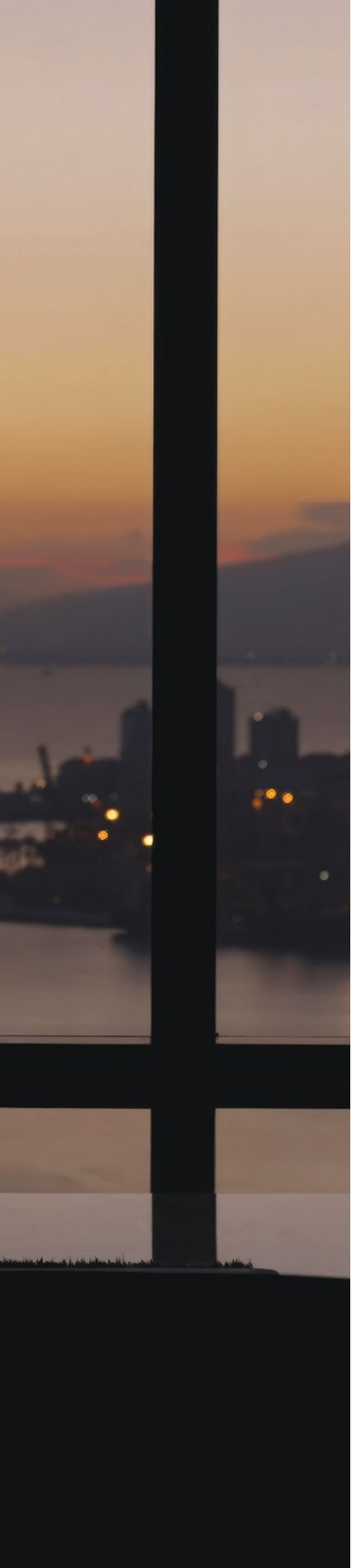
Inactive accounts

A silhouette of a man in a suit is shown in profile, looking down at a smartphone. He is standing in front of a large window that looks out onto a sunset over a body of water. The sky is a mix of orange, yellow, and blue. In the distance, there are some lights and what appears to be a boat on the water. The overall mood is contemplative and professional.

This month's Real Issues. Real Answers. question deals with the nagging issue of inactive accounts: customers who are still on the books but haven't made a purchase for months or even years.

What, if anything, can be done to bring these accounts back to life? How can dealers best incentivize outside sales representatives to work as a team to get results?

BY LBM JOURNAL READERS



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



What insights would you share with the LBM dealer who posed this scenario: "We are a pro yard and have multiple OSRs in each territory. Our goal is to incentivize OSRs from just holding onto names that have never panned out, or who've stopped buying from them, and offer those accounts to colleagues who may have more success. We're thinking a team bonus for each individual territory would encourage voluntary sharing. What strategy would you use in this case?"

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:

"Put a time frame on the account. In other words, if a particular account hasn't made any purchases in 'X' time frame, it will be moved to another representative."

"Whoever has the better relationship and brings in the most business gets the account."

"I would have a cut off and make accounts 'inactive' after a period of time for not ordering and allow inactive accounts to be fair game for all representatives in the territory."

"Team bonus sounds like a good idea."

"Since in our world OSRs are paid a percentage of the gross margin dollars, a reward is pretty straightforward. This is to say that the team bonus doesn't need to be large. It should be indexed to dollars gained per shuffled account over prior 12 months."

"I understand holding on to names but if they have not bought anything from that OSR I would have someone else give it a try that might have better luck or have a better relationship with that customer."

"No bonus necessary. If an OSR isn't getting any traction with an account, management needs to move them to another OSR. All OSR's should be paid on gross profit with incentives on hitting GP revenue goals."

"Sales leadership needs to take ownership of all names via a database in order to ensure proper sales staff is calling on and following up."

"The nice thing about having multiple sales representatives is the fact that if a contractor doesn't mesh well with one representative, maybe they will with a different sales representative. We are a firm believer in the team approach is always a good way to attack business. Let them all contribute to the pot and pay them all accordingly. A good sales manager will know the representatives that are slacking and either they step it up or you move on from them."

"Match the personality of the representative to the salesperson who is most likely to score sales."

"We are customer-based. If a customer is inactive with us for more than six months, the sales manager will give the assigned OSR an action plan to revive the account. If this is not successful, account will be reassigned to another OSR."

"Looking forward to seeing the answers."

"Effectiveness is in the revenue. Don't leave this to the OSRs. Start the first of the next month and advise all OSRs that they have three months to generate revenue otherwise accounts will be reassigned by management. There are many reasons why customers use our competitors. Customers do business with people they like and sometimes the representative assigned to a customer might not get along with them. We are not going to be liked by everyone we come in contact with. Just a fact of life. Let the next representative give it a shot." ►

“Team incentive sounds good. Maybe something tied to percentage of active accounts and their performance.”

“If a salesperson has pursued a customer for over a year and has never gotten anywhere, then he should step aside to let another salesperson try.”

“Give the interns the list to see what they come up with.”

“Any prospect/client with no purchases for more than an 18 months is moved to another OSR. Same playing field for all OSRs.”

“A team bonus seems like it may work. I would also just start by asking the representative or all representatives to come up with their own solution.”

“Sharing is not good.”

“The team bonus is an interesting concept as it allows people to receive an incentive for capturing those accounts who have gone silent where everyone wins.”

“A team bonus is a good start. We also request OSRs do some basic reporting so we know who they are working with in addition to a quarterly review of their accounts.”

Responses from wholesale distributors, manufacturers and service providers:

“A voluntary non-performing/under-performing lead swap.”

“No purchases for 2-3 months depending on where in the chain you are. Either you get the account buying or it becomes a free account to call on and must be claimed as such in CRM.”

“Most salespeople know where they are successful, and just holding onto accounts that don't buy does not equal success. As long as each representative gets an opportunity for a fresh account, it should all work out.”

“Cross train and share.”

“Growth over prior year or exceeding budgets.”

“We often will change an OSR to another if it is in a geographic area that they can cover without a lot of windshield time. Sometimes a personality change can make a difference with no disrespect on the prior OSR, sales are driven by personality and sometimes even years after calling on the same accounts can become mundane and they are just going through the motion with no effect! Don't be afraid to change things up, people buy from people they trust and relate too.”

“My first step would be to find out why these dead accounts are on the books—do they pay? Is it an issue of rapport? Is the buying done from somewhere else? THEN find a spiff program to reward the team, based on that answer.”

“To have dual OSRs share the account.”

“This is where you need a strong sales manager that understands the customer base and the prospects. There isn't a sales representative alive that wants to give up the potential for business, but unfortunately we only reward closed business in this world which doesn't necessarily drive behavior that is good for the overall company. The only real solution is a group sales meeting for underperforming accounts where you work through them and divvy up based on group discussion. This however requires a strong manager that won't kowtow to strong representatives or brown-nosers. Have I ever seen it work? No. Have I ever had a strong sales manager? Double no.”

SCHWEISS

DOORS

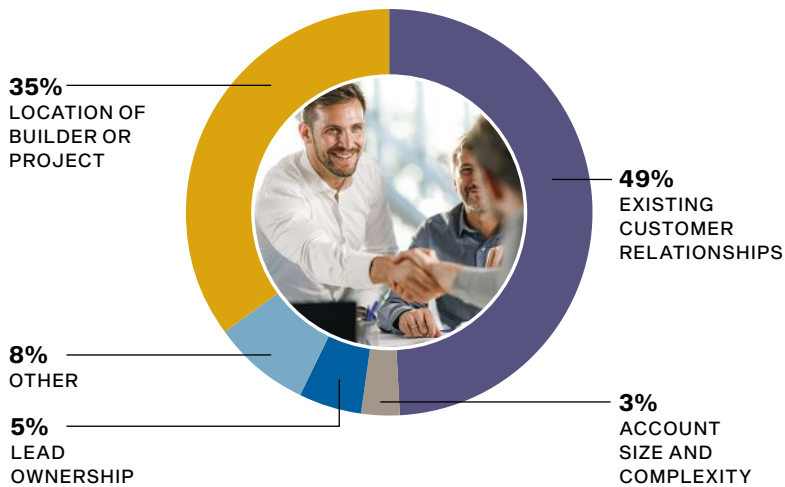
HYDRAULIC — OR — BIFOLD

ONE-PIECE DOORS **STRAP LIFT DOORS**

507-426-8273

SCHWEISSDOORS.COM

Q If your company has OSRs, which ONE of the following choices determines which representative handles which account?



Comment from a dealer:

“Combination of factors including size, complexity, geography and existing relationship.”

Comment from a vendor:

“Whoever brought in the lead gets it and works it. If it’s brought in by marketing or an inbound inquiry then it would be who is up next, or geography based.” ■

©ISTOCK.COM/BRIGHTSTARS (PG. 28); SKYNESHER (PG. 31)

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.

LBM JOURNAL DAILY

SUBSCRIBE FOR FREE!

Stay updated with LBM Journal’s Daily newsletter. Browse, bookmark, share, and interact with the most relevant and credible content and people in the market.

Scan the QR code to subscribe.

SELICK LIFT, LOAD AND DELIVER WITH SELICK!

Whether you need to deliver a skid of blocks to a jobsite or move a 16,000 lb. load of steel, Sellick has the forklift that is right for you.

We have been engineering and manufacturing rough terrain forklifts for over 50 years and our nationwide dealer network offers superior support for all your parts and service requirements.

Call toll-free or e-mail us today for all your material handling needs.

1-877-SELICK (735-5425)
sales@sellickequipment.com

ASSET APPRAISAL AND BUSINESS VALUATION: Understanding The Difference

BY SAM BROWNELL

UNLIKE LARGE CORPORATIONS with vast resources, independent LBM dealers must be proactive in protecting and maximizing their business value. Understanding the differences between an asset appraisal and a business valuation helps you make strategic decisions about sustainable growth and succession planning.

A COMMON MISCONCEPTION

A business owner recently engaged Stratus to provide a business valuation. During our initial due diligence, the owner asked, “Why are we focusing on cash flow? If I was buying this company, I would just estimate the value of the inventory and fixed assets and offer that amount.” This is a common misconception about how a business is valued and one that we worked to correct by spending time with the owner discussing the difference between the value of a business liquidating its assets and a “going concern” business that will continue operating under new ownership. We asked the owner if the goal of their succession plan was to liquidate the assets or to sell a successful, sustainable business. Once we determined the goal was to sell a successful, sustainable business, we then explained that a buyer is looking to purchase future cash flow. While you need assets to produce cash flow, future cash flow is also dependent on intangible factors such as leadership, operations, and sales processes. These factors are considered in a business valuation but not in an asset appraisal, which is why a business valuation is typically higher than an asset appraisal.

WHAT IS AN ASSET APPRAISAL?

An asset appraisal is a valuation method that determines the fair market value of a company’s tangible and intangible assets.

Types of Assets Appraised

Tangible Assets: Real estate, equipment, inventory, and machinery.

Intangible Assets: Patents, trademarks, brand recognition, and intellectual property.

Common Situations Requiring an Asset Appraisal

Insurance Purposes: Determining the replacement cost of machinery, inventory, or facilities, to determine coverage amounts.

Loan Collateral: Banks require asset appraisals to determine fair market value when assets are used as loan collateral.

Depreciation Calculations: Establishing an accurate depreciation schedule for accounting and tax purposes.

Liquidation Assessments: Determining asset values when a business is closing (a scenario Stratus Business Advisors helps LBM dealers avoid by considering a variety of transition options).

WHAT IS A BUSINESS VALUATION?

A business valuation is a comprehensive analysis that determines the overall value of a company. Unlike an asset appraisal, it considers far more than just specific tangible and intangible assets. It accounts for operational strength, goodwill, customer relationships, industry position, and future earning potential. A business valuation typically assumes that the company is a going concern, meaning it is expected to continue operations indefinitely.

Methods Used in a Business Valuation

Income Approach: Uses discounted cash flow (DCF) analysis to estimate future earnings and calculate their present value.

Market Approach: Compares the business to similar companies recently sold in the same industry.

Asset-Based Approach: Adjusts net assets to reflect their current fair market value rather than book value.

Common Situations Requiring a Business Valuation

Succession and Estate Planning: Establishing accurate valuations for ownership transitions, minimizing tax implications, protecting family net worth and ensuring business continuity.

Buying or Selling a Business: Determining fair market value for smooth transactions and negotiations.

Buy-Sell or Shareholder Agreements: Setting values for buyout agreements, trigger events, and insurance coverage.

Tax Planning: Managing tax liabilities related to gifting, estate reduction, or compliance with tax regulations.

WHY THIS MATTERS FOR INDEPENDENT LBM DEALERS

By getting a business valuation, independent dealers can gain a holistic understanding of their company’s financial position, future earnings potential, and market competitiveness. This is particularly important when planning for succession, as it allows for a structured transition to

family members, employees, or outside buyers. Without a proper business valuation, owners may struggle to secure fair deals or may encounter financial, operational, or strategic challenges during an ownership transition.

Key Differences Between an Asset Appraisal and a Business Valuation

Focus of Valuation: An asset appraisal examines individual assets, whereas a business valuation considers the overall enterprise, including goodwill and market positioning.

Scope of Analysis: Business valuation accounts for cash flow, projected earnings, and market trends, while asset appraisal focuses on isolated physical or intangible items.

Purpose of Method: Asset appraisals are used for liquidation, insurance, or collateral assessments, while business valuations guide ownership transitions, strategic planning, and financial forecasting.

Level of Detail: A business valuation provides an analysis of financial health, whereas an asset appraisal is limited to specific assets.

Going Concern vs. Liquidation: A business valuation assumes ongoing operations and considers earning potential, whereas an asset appraisal often evaluates liquidation scenarios.

THE ROLE OF STRATUS BUSINESS ADVISORS

At Stratus Business Advisors, we specialize in providing independent business valuations for LBM dealers. Whether you are planning for the future, securing financing, or assessing your company's value, our team offers expert, independent advice and support to meet your business's needs. ■

Led by Founder & CEO Sam Brownell, Stratus Business Advisors 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@StratusBusinessAdvisors.com



ULINE

SHIPPING SUPPLY SPECIALISTS

HARDWORKING PRODUCTS

HUGE SELECTION ALWAYS IN STOCK
IN 14 LOCATIONS

ORDER BY 6 PM FOR
SAME DAY SHIPPING

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





Owner Charlie Gillman founded Gillman Home Center in 1985 and has since expanded the company to 18 locations.

Gillman Home Center builds community from the ground up

BY WENDY STURGES

Over the past four decades, Gillman Home Center has worked to create a one-stop shop for builders and homeowners alike, starting with the concept of being a resource for everyone.

“When I started back in '85, a lot of people asked me, ‘Do you want to be a hardware store or a lumberyard?’ I wanted to be both,” said Owner Charlie Gillman. “Our biggest store is in Batesville—our flagship store—and they do a phenomenal job with pro business, but they also have a lot of walk-ins.”

Today, the company offers a wide selection of building materials including lumber and plywood, roofing and flooring materials, decking, moulding, and millwork, as well as services like design and drafting, delivery, tool rentals, glass cutting and more.

The business now has 18 locations across southeast Indiana and Ohio, many of which were designed and built by Gillman himself. Building on his family’s background—his father and uncle were home builders who also owned a lumberyard—Gillman said that experience helped him not only to turn local builders and contractors into future customers, but to know all that goes into building a home so

he can better understand exactly what his customers need when building their future homes.

“I don’t know if we’d be here where we are today, if I hadn’t had that construction background,” Gillman said. “I’ve had people that come in my office and they say, ‘Charlie, how much is a house per square foot?’ I will not give you a price on that house until you meet with me three or four times. When I’m done, there’s no change orders, I know what you want. I put myself into that project, and you’re going to be happy with that house.”

Creating a culture

That attention to detail and customer experience also extends to Gillman Home Center’s more than 400 employees. Gillman said the company works not only to train employees—utilizing programs from co-op partner Do it Best—and helping them grown in their roles, but by playing to the skills they already have.

“When you have new people, you should work around their strengths; take the job description, throw that thing away, and fit it around them,” he said.

That philosophy of taking care of employees first—which also includes benefits like free tool rentals, a company discount, and Gillman’s famous annual summer party—pays dividends when it comes to creating long-lasting relationships with customers.

“We have a general manager at each of our locations, and I tell them their biggest job is not to take care of the customer. No, they should just take care of their team. Their team will then take great care of the customer because we take care of them.”

The company also creates internal newsletters each month, with success stories about projects that employees are working on, company news, and book recommendations from Gillman. It’s putting thought into the employee experience that keeps turnover low and employees around for decades, he said. “People are successful at what they like doing,” Gillman said.

Connecting in communities

After 40 years in the industry, Gillman Home Centers is also looking toward the future and identifying areas where it can continue to innovate. Director of Marketing Rob Bond said the company is investing in new technology to not only create an online platform for shopping, but as a resource for both customers and employees.

“Obviously ecommerce is an essential part of the growth of every business right now, because a lot of those sales are trending towards the online outlet, which should be the focus. And that’s important, but one of the other needs that we try to satisfy for both our customers and our employees is using our site as a resource, as opposed to just straight ecommerce—easy access to tool rental, accurate inventories and pricing, links to open job positions across the company, quote requesting, building MSDS requests, donation requests, account payment capabilities, hot sale items, I can go on and on. We want it to be a resource for our team members so when they’re questioned by customers, they reference a lot of things they can find immediately on that website. Just like any of our stores, our platform should be a one-stop shop.”

With 18 stores, Bond said another key priority is working to make sure each community Gillman Home Centers is located in feels represented, an effort the company is currently working toward via social media.

“Back in 2021 we kind of reevaluated our social presence and decided we were going to make a focus on less posting and keeping it more social,” Bond said. “We have 18 locations, and each location has its own social media page that allows us to maintain each individual community identity. That allows us to more directly help other businesses in the communities promote themselves through our social media. It allows for a lot of cobranding that can’t take place on a single page for a company our size.”

Looking to the future, Gillman said the company is always looking to grow, but not necessarily to expand. While additional locations aren’t out of the question, he said the



company is focused on its current locations and growing the careers of those who work there.

“Our goal is always continuing to get better,” he said. “It’s not to have more stores. With my last seven or eight stores, the towns have approached us and said, ‘We’ve seen what you’ve done in southern Indiana, and we want you in our town.’ But if another store comes, it’s got to be up our alley. I don’t believe in going to another town and putting in the store and trying to run somebody out of business. It’s got to be a very good win for us.” ■

GET TO KNOW GILLMAN HOME CENTER

YEAR FOUNDED:	1985
OWNERSHIP:	FAMILY
NUMBER OF EMPLOYEES:	400
LOCATIONS:	18
CO-OP/BUYING GROUP:	DO IT BEST
CUSTOMER MIX:	65% PRO / 35% DIY
ERP SOFTWARE:	ECI SPRUCE



LBM JOURNAL[®] 100

Dealers expect growth in 2025 and beyond despite market uncertainties

Trying to forecast economic changes in the lumber and building materials space over the past few years has felt a lot like that old saying from Mark Twain about local weather, “Just wait five minutes, it’ll change.”

That’s just one of the many reasons why our annual LBM 100 remains so important; rather than trying to decipher the ever-changing forecasts and hot takes from talking heads, we go straight to the source for how the industry is faring: the LBM dealers themselves.

Now in its fifth year, the LBM 100 includes insights from dealers across the U.S., sharing both challenges and successes, as well as self-reported key data points on hiring, new technologies, and more.

SPONSORED BY

EPICOR

While the long-term effects of recently-announced tariffs, inflation, and other economic factors remain to be seen, the current data shows there are still reasons for dealers and those in the LBM industry to be optimistic about the future. The last 12 months have seen expansions, easing of hiring challenges, and a decline in the number of companies showing losses in gross sales. In fact, 46% of companies surveyed reported revenue gains in 2024, compared with only 23% in 2023.

“While we feel that we have real competitive advantages against our competition, it has been a fierce battle for customers over the last few years,” said Mark Ely, director of marketing for Carter-Jones Lumber Co., located in Kent, OH (No. 5). “We don’t expect that to change.”

For many companies, that foot-on-the-gas-pedal attitude and optimism comes as a result of staying true to their roots and commitment to the communities they serve.

“As a privately-owned company, we take pride in our strong commitment to the communities we serve,” said Owner and CEO Maggie Hardy of 84 Lumber in Eighty Four, PA (No. 3). “We believe in not only achieving business success but also making a positive impact by supporting local initiatives and giving back in meaningful ways. Our dedication goes beyond just providing products and services—we actively invest in the growth and well-being of the communities that have helped us thrive. Whether through charitable donations, volunteer efforts, or partnerships with local organizations, we are passionate about contributing to the betterment of those around us.”

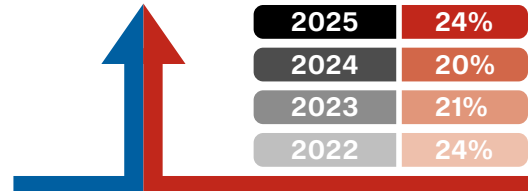


Cautious expansions

Although economic changes are expected throughout the year, more than half—54%—of companies surveyed this year still have plans to expand their businesses in the near future, signaling confidence in the industry. Of those companies planning to expand, dealers are fairly split between how they will grow, with roughly half planning to open new locations, and the other half looking to acquire existing companies.

While the number of companies looking to expand in the future is slightly down from 2024 responses, the number of companies that

Did your company grow by acquisition in the previous year?

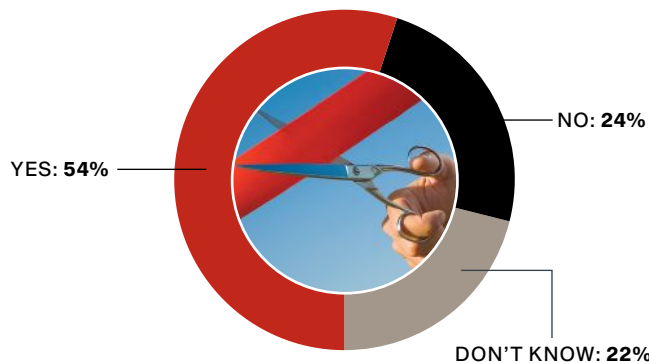


reported growing by acquisitions is up 4%, showing a steady outlook for mergers and acquisitions into the future.

“2024 marked a year of significant growth and expansion for Zuern Building Products,” said Alex Sprtel, director of marketing for Zuern Building Products & Design Center in Slinger, WI (No. 44). “The company strategically acquired three key businesses: Window & Door Central of Appleton in April, establishing a foothold in the Fox Valley market; Saeman Lumber of Cross Plains in June, extending its reach into the Madison area; and Wood Specialties of Menomonee Falls in November, bringing custom cabinetry/millwork manufacturing capabilities in-house. These acquisitions broadened Zuern’s market presence and diversified its expertise, adding new product lines and services while solidifying its position as a leading building materials provider.”

In addition to physical expansions, LBM dealers are also making investments in the online world, from adding new software to increasing shopping options. In this year’s survey, more than a third of respondents have adopted or plan to adopt GPS delivery systems, and nearly 45% are planning to do the same with automation for takeoffs. ▶

Is your company planning to expand in the next 12-24 months?



What technologies have you recently updated/adopted or what technologies are you considering updating/adopting in the next 12 months?

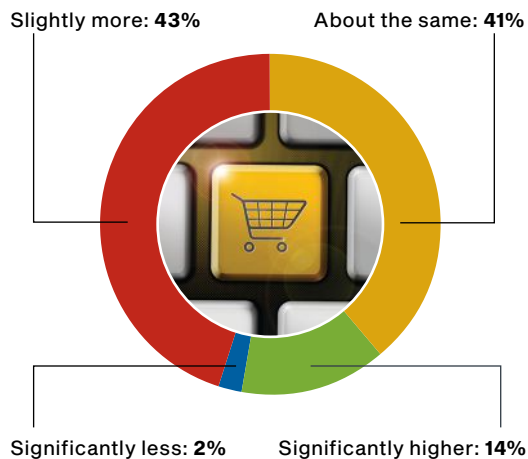
TAKEOFFS	45%
GPS DELIVERY MANAGEMENT	36%
ERP (Primary business management platform)	35%
INVENTORY MANAGEMENT	33%
CRM (Customer Relationship Management)	25%
POS SYSTEM	25%
CAD/Design	16%
BIM (Building Information Modeling)	7%
*OTHER	8%

Note: Respondents could choose more than one answer.

*Other responses included: Phocas data analytics tool; accounts receivable online customer portal and ecommerce transacting; AR management; upgrading Mitek program; Do it Best's Tracula; and Ponderosa software.

As the demand for ecommerce options continues to grow, a majority of retailers reported that online sales increased either slightly or significantly in the past year. While online purchases still only account for a small portion of total goods sold, 57% of companies surveyed reported at least a slight increase in online sales in 2024, compared with 45% in 2023.

How did your online sales in 2024 compare to your online sales in 2023?



This number is expected to continue to increase, especially as dealers begin to take advantage of existing and emerging ecommerce platforms and tools from co-op partners.

“We partnered with TOOLBX to reinvigorate our online presence and we’re getting more traction with DIY sales,” said John Perna, president and CEO of Hamilton Building Supply in Hamilton, NJ (No. 92). “Builders, on the other hand, need to be pulled into online account management.”

In addition to ecommerce, LBM dealers also reported existing or upcoming investments in other technologies, including business management software, delivery improvements, and inventory management.

Aside from technology implementations, dealers also report that expansion and diversification is key to solidifying success in the industry, allowing them to provide more services to a wider range of customers, which also allows them to compete locally.

“We have diversified our portfolio by creating manufacturing facilities within our organization, adding an additional truss plant, a door line, and a treated facility in May 2025,” said Jason Settles, president of Griffin Lumber & Hardware in Perry, GA (No. 63). “Controlling the production and operational expenses within our production plants, allows us (GLH) to be more competitive than our competition.”

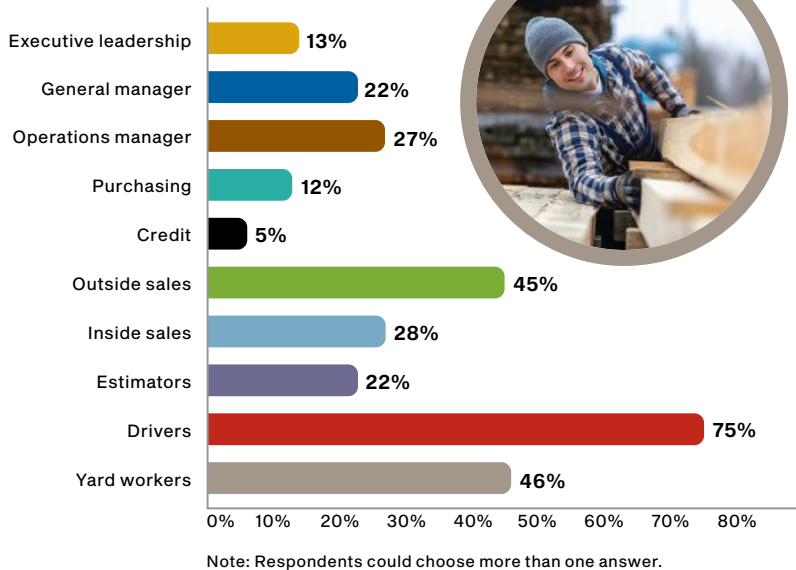
Labor challenges persist

While many companies are seeing growth in the LBM sector, keeping enough staff on hand to meet demand remains a hurdle for dealers. More than half—54%—of surveyed respondents reported that hiring remains a major challenge.

However, many dealers also reported that hiring has become easier in recent months, even as U.S. unemployment rates have largely remained steady, last measured at 4.2% in March. When compared with data from the previous year, the number of companies reporting hiring issues is down nearly 20%.

“We have been fortunate that we have not experienced a lot of turnover,” said Chris Moon, CEO at Harbin Lumber in Lavonia, GA (No. 42). “We also have a management/sales training plan in which we hire recent grads or new to the workforce candidates for a one year training position. At the end of this, we decide whether they will follow a sales path or a management path. This has been very successful.”

Which positions are hardest to fill?



“We love hiring young folks and mentoring them. Watching them grow within the company is amazing. Three good examples: 1. Hired a young baseball player straight out of college and he’s now an excellent GM of our largest branch; 2. We hired a young mom in an entry level AR position, she is now CFO of our company; and 3. We hired another young man straight out of college as a coordinator. He’s our top salesman, companywide for the year. We are building a legacy.”

Looking ahead to 2025 and beyond, companies are looking to improve processes to help them stand out from the competition of big-box stores.

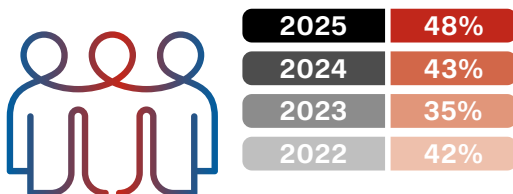
“In 2025, we are going all-in with our top 50 customers looking at innovative ways we can help them grow and also for us to grow in product categories we may not be providing to them,” said Paul Dufrene, president of Dufrene Building Materials in Luling, LA (No. 59).

Additionally, some companies are making investments to ensure hiring remains a priority, especially with concerns about labor shortages and aging workers. For the fifth year in a row, survey respondents reported that drivers, yard workers, and outside sales representatives remained the hardest positions to fill.

Some companies have also reported success in utilizing social media and online sites for hiring, and in making hiring decisions with in-house recruiters.

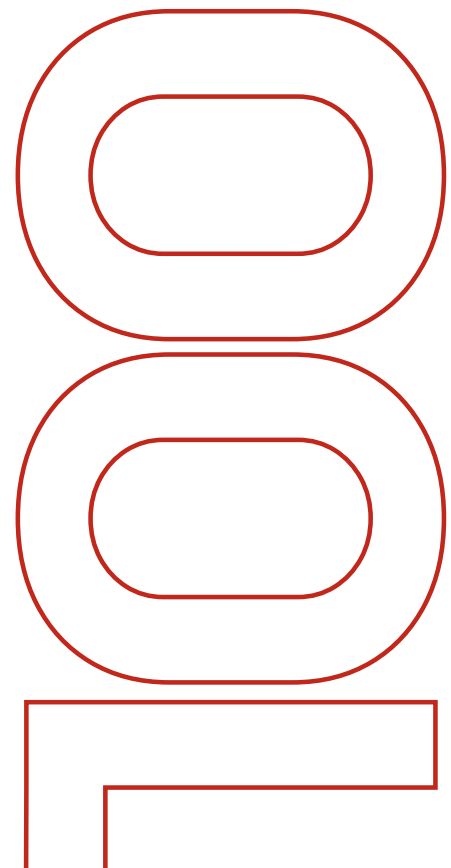
“It is always hard to recruit and attract high quality employees in any industry. We hired a new executive role, VP of Strategy and HR, in 2024,” said Mike Monroe with Matheus Lumber in Woodinville, WA (No. 11). “That role has been foundational in helping to recruit new talent and retain the right talent we want. The VP works directly as a recruiter, works with third party recruiters and internal hiring managers to attract talent.”

Does your company have a mentoring program?



Several companies—48% of those surveyed —also reported implementing or broadening mentorship programs for employees to help retain and develop talent within their organizations. Kristy Kincaid, CFO with Goldsboro Building Supply Co. Inc. in Goldsboro, NC (No. 80), reported the company recently implemented an internship program and is focusing on developing its next generation of employees.

DEALER RANKINGS REVEALED PAGE 40



	PRIOR RANK	2024	2023	% CHANGE	LOCATIONS		EMPLOYEES	
		GROSS SALES (in millions)	GROSS SALES (in millions)		2024	2023	2024	2023
1 Builders FirstSource Irving, TX	1	\$16,400.00	\$17,100.00	-4.1%	590	560	29,000	30,000
2 US LBM Atlanta, GA	2	\$7,800.00	\$8,210.00	-4.9%	488	443	14,000	14,000
3 84 Lumber Eighty Four, PA	3	\$6,263.00	\$6,306.94	-0.7%	320	304	7,321	6,597
4 Kodiak Building Partners Englewood, CO	4	\$2,880.58	\$2,752.60	4.6%	143	130	6,337	6,225
5 Carter-Jones Lumber Co. Kent, OH	5	\$2,661.00	\$2,582.00	3.1%	182	172	4,719	4,388
6 McCoy's Building Supply San Marcos, TX	6	\$1,245.29	\$1,283.57	-3.0%	85	89	3,270	3,292
7 Ganahl Lumber Co. Anaheim, CA	9	\$792.00	\$756.00	4.8%	12	12	970	960
8 Parr Lumber Company Hillsboro, OR	8	\$764.00	\$774.00	-1.2%	46	43	1,429	1,517
9 Riverhead Building Supply Corp. Calverton, NY	10	\$624.00	\$637.00	-2.0%	21	21	826	801
10 Mead Lumber Company Omaha, NE	11	\$622.42	\$581.70	7.0%	53	52	1,339	1,276
11 Matheus Lumber Woodinville, WA	7	\$550.00	\$975.00	-43.6%	9	8	205	195
12 Central Network Retail Group Collierville, TN	12	\$503.70	\$546.17	-7.8%	143	145	2,944	3,254
13 Hammond Lumber Company Belgrade, ME	13	\$435.00	\$416.00	4.6%	22	22	951	930
14 R.P. Lumber Co., Inc. Edwardsville, IL	14	\$423.00	\$416.00	1.7%	88	84	875	840
15 Mill Creek Lumber & Supply Company Tulsa, OK	16	\$413.59	\$392.24	5.4%	36	36	909	876
16 Nation's Best Holdings, LLC Dallas, TX	17	\$384.03	\$384.15	0.0%	65	53	1,345	1,060
17 Sunpro Spanish Fork, UT	18	\$364.73	\$346.28	5.3%	18	17	569	509
18 Idaho Pacific Lumber, Inc. Meridian, ID	15	\$346.43	\$392.46	-11.7%	1	1	74	82
19 Hancock Lumber Casco, ME	19	\$328.15	\$339.92	-3.5%	13	12	360	359
20 Erie Materials, Inc. Syracuse, NY	21	\$315.45	\$301.84	4.5%	10	10	371	371
21 Curtis Lumber Co. Ballston Spa, NY	20	\$294.20	\$302.47	-2.7%	23	23	706	721
22 Franklin Building Supply Boise, ID	25	\$285.43	\$242.83	17.5%	17	17	641	680
23 LaValley/Middleton Building Supply Newport, NH	N/A	\$283.30	\$271.70	4.3%	14	14	595	611
24 Bliffert Lumber & Hardware Oak Creek, WI	28	\$271.24	\$230.08	17.9%	14	13	382	350
25 Koopman Lumber Co., Inc. Whitinsville, MA	22	\$266.75	\$255.91	4.2%	13	12	517	455
26 HPM Building Supply Hilo, HI	24	\$256.00	\$246.00	4.1%	19	17	592	571
27 Lezzer Lumber Curwensville, PA	29	\$240.00	\$228.00	5.3%	13	12	530	500
28 The Keim Company Charm, OH	30	\$231.04	\$223.01	3.6%	2	2	644	624
29 Stine Sulphur, LA	26	\$226.80	\$234.51	-3.3%	13	12	801	814
30 TAL Building Centers Vancouver, WA	23	\$225.31	\$255.00	-11.6%	31	31	505	588
31 Tibbetts Lumber Clearwater, FL	27	\$223.00	\$231.00	-3.5%	11	10	475	540
32 The Building Center, Inc. Pineville, NC	34	\$222.00	\$199.69	11.2%	13	13	550	482
33 Western Pacific Building Materials Vancouver, WA	31	\$204.57	\$218.00	-6.2%	6	6	375	381
34 Spahn & Rose Lumber Co. Dubuque, IA	35	\$203.00	\$198.80	2.1%	26	26	362	291
35 Western Building Center Kalispell, MT	33	\$193.93	\$203.96	-4.9%	15	15	369	389
36 Bloedorns Torrington, WY	N/A	\$192.25	\$197.41	-2.6%	27	27	400	425

	PRIOR RANK	2024	2023	% CHANGE	LOCATIONS		EMPLOYEES	
		GROSS SALES (in millions)	GROSS SALES (in millions)		2024	2023	2024	2023
37 Gleckler LLC Jacksonville, FL	38	\$188.00	\$191.00	-1.6%	3	3	452	395
38 Star Lumber & Supply Wichita, KS	32	\$185.76	\$208.10	-10.7%	10	8	426	401
39 Homer T. Hayward Lumber Company Monterey, CA	39	\$185.00	\$166.00	11.4%	9	8	264	241
40 Friedman's Home Improvement Petaluma, CA	37	\$180.00	\$191.00	-5.8%	4	4	461	402
41 Belletetes Inc. Jaffrey, NH	41	\$163.00	\$159.62	2.1%	10	10	365	335
42 Harbin Lumber Company, Inc. Lavonia, GA	47	\$161.96	\$150.90	7.3%	6	6	330	313
43 Big C Lumber Company Granger, IN	44	\$161.25	\$160.15	0.7%	19	19	324	318
44 Zuern Building Products Slinger, WI	42	\$160.00	\$161.00	-0.6%	10	7	236	214
45 Mans Lumber & Home Trenton, MI	43	\$156.43	\$160.15	-2.3%	7	5	302	260
46 Timberland Lumber Company Brazil, IN	N/A	\$154.29	\$151.98	1.5%	4	4	160	155
47 Howard Lumber & Hardware Statesboro, GA	46	\$149.88	\$154.00	-2.7%	4	4	185	180
48 Yoder's Building Supply Inc. Fairplay, SC	N/A	\$147.05	\$146.00	0.7%	1	1	200	190
49 McCray Lumber & Millwork Overland Park, KS	40	\$145.00	\$165.00	-12.1%	7	7	232	227
50 Talbert Building Supply Roxboro, NC	53	\$140.35	\$137.12	2.4%	6	6	230	232
51 The T.H. Rogers Lumber Company Edmond, OK	54	\$139.72	\$136.48	2.4%	40	40	250	240
52 Builders Warehouse, Inc. Aurora, CO	45	\$139.00	\$154.00	-9.7%	6	6	450	450
53 Builders Discount Center Rocky Mount, NC	55	\$136.00	\$134.00	1.5%	11	11	140	140
54 Russell Do it Centers Alexander City, AL	51	\$135.75	\$139.04	-2.4%	10	9	225	220
55 Your Building Centers Inc. Altoona, PA	49	\$135.49	\$145.45	-6.8%	20	20	445	436
56 Doug Ashy Building Materials, Inc. Lafayette, LA	N/A	\$132.00	\$134.60	-1.9%	11	11	311	310
57 Jackson Lumber and Millwork Co. Inc. Lawrence, MA	52	\$131.77	\$137.32	-4.0%	5	5	202	198
58 Central Valley Napa, CA	65	\$131.00	\$110.00	19.1%	9	8	240	213
59 Dufrene Building Materials Luling, LA	48	\$126.00	\$148.00	-14.9%	10	8	365	348
60 Wilson Lumber Huntsville, AL	56	\$121.00	\$128.00	-5.5%	4	4	350	350
61 Gillman Home Centers Batesville, IN	61	\$116.00	\$119.00	-2.5%	18	16	405	380
62 Graves Lumber Co. Copley, OH	50	\$115.17	\$141.93	-18.8%	1	1	113	108
63 Griffin Lumber & Hardware Perry, GA	68	\$112.60	\$101.68	10.7%	11	8	197	187
64 Big D Lumber Company LLC Richardson, TX	64	\$112.20	\$105.67	6.2%	3	3	60	56
65 Beisser Lumber Company Grimes, IA	62	\$109.93	\$113.17	-2.9%	3	3	165	162
66 The Lester Group Martinsville, VA	60	\$105.58	\$104.90	0.7%	6	5	155	137
67 Ashby Lumber Concord, CA	N/A	\$105.53	\$109.44	-3.6%	2	2	164	161
68 Garris Evans Lumber Company Greenville, NC	66	\$104.60	\$109.55	-4.5%	4	4	168	165
69 Cassity Jones, Inc. Longview, TX	63	\$102.54	\$112.97	-9.2%	10	10	156	153
70 Arlington Coal & Lumber Co. Arlington, MA	67	\$99.28	\$105.28	-5.7%	7	7	156	157
71 Advantage Lumber LLC Sarasota, FL	69	\$97.35	\$99.92	-2.6%	4	4	141	155
72 Randall Brothers Atlanta, GA	73	\$96.90	\$88.58	9.4%	3	3	164	147

	PRIOR RANK	2024 GROSS SALES (in millions)	2023 GROSS SALES (in millions)	% CHANGE	LOCATIONS		EMPLOYEES	
					2024	2023	2024	2023
73 Tindell's Building Materials Knoxville, TN	71	\$94.52	\$96.90	-2.5%	6	6	260	263
74 Webb Concrete & Building Materials, Inc. Heflin, AL	70	\$89.99	\$99.01	-9.1%	8	8	172	169
75 Arnold Lumber Company West Kingston, RI	75	\$87.70	\$85.27	2.9%	4	4	162	151
76 Preston Feather Building Centers Petoskey, MI	74	\$83.04	\$86.65	-4.2%	4	4	125	123
77 Guthrie Lumber Livonia, MI	77	\$78.20	\$79.60	-1.8%	1	1	85	90
78 Scholl Lumber Houston, TX	59	\$74.19	\$128.06	-42.1%	1	1	35	35
79 Kellogg Supply Company Manteo, NC	79	\$72.00	\$76.00	-5.3%	6	5	150	150
80 Goldsboro Builders Supply Co. Inc. Goldsboro, NC	78	\$70.00	\$76.00	-7.9%	6	7	130	125
81 Louis J Grasmick Lumber Co, Inc. Baltimore, MD	72	\$68.46	\$87.22	-21.5%	1	1	59	59
82 Lummus Supply Co Atlanta, GA	85	\$67.63	\$65.91	2.6%	5	5	87	84
83 Maximus Building Supply Collierville, TN	81	\$65.30	\$66.40	-1.7%	5	5	133	131
84 Lyon and Billard Lumber Meriden, CT	83	\$61.00	\$62.00	-1.6%	5	5	85	85
85 HT Building Products Houston, TX	91	\$60.07	\$39.68	51.4%	2	1	56	27
86 Nichols Lumber Baldwin Park, CA	86	\$55.00	\$60.00	-8.3%	1	1	66	66
87 Lenco Supplies Buffalo, NY	90	\$49.76	\$49.21	1.1%	3	3	75	75
88 Associated Truss and Lumber Sunnyvale, TX	76	\$46.35	\$60.69	-23.6%	1	1	140	172
89 Morsches Lumber Inc. Columbia City, IN	89	\$45.81	\$49.34	-7.1%	5	5	89	88
90 Moore Lumber & Hardware Pine, CO	N/A	\$41.93	\$43.42	-3.4%	7	7	127	109
91 Northwoods Lumber Company Blackduck, MN	97	\$40.58	\$39.55	2.6%	2	2	37	35
92 Hamilton Building Supply Hamilton, NJ	92	\$40.29	\$38.99	3.3%	1	1	79	76
93 Messco Building Supply Walden, NY	N/A	\$38.51	\$36.82	4.6%	4	2	75	65
94 Building Center Gloucester, MA	N/A	\$36.07	\$33.93	6.3%	2	2	60	57
95 Brown Lumber and Building Supply Columbiana, AL	95	\$30.00	\$30.00	0.0%	1	1	45	45
96 Dakota County Lumber Co. Farmington, MN	94	\$29.60	\$31.05	-4.7%	1	1	36	38
97 Norcross Supply Co. Peachtree Corners, GA	96	\$26.82	\$27.10	-1.1%	1	1	26	27
98 The Deck Supply Kansas City, MO	99	\$25.30	\$21.48	17.8%	8	7	53	47
99 Nabors Home Center Houston, MS	98	\$23.03	\$22.47	2.5%	5	4	68	66
100 Protec Panel and Truss Bremen, IN	100	\$21.20	\$20.85	1.7%	1	1	74	85

Thank you to all the companies that participated in the fifth annual LBM 100. We take pride in knowing that all numbers and answers came directly from each company, with zero estimating from our team, creating a significant and accurate snapshot of the industry.

SPONSORED BY



ABOUT THE SURVEY

The 2025 LBM 100 survey was conducted from January 2025 through April 2025. The resulting list ranked companies based on self-reported 2024 total gross sales. An intentional decision was made to not include estimated figures if a company chose not to participate, and as a result, some companies do not appear on the list despite qualifying with sales.

The survey data, quotes and charts are based on respondents who completed the survey. Not every question was mandatory, therefore not all results are based on 100 responses.

If you have questions about the survey or would like to participate in next year's survey, please contact Wendy Sturges at wendy@lbmjournals.com, or sign up to receive our emails at lbmjournals.com.

Arnold Lumber Company Transforms Operations with Epicor BisTrack

Building Smarter, More Efficient, and
Profitable Operations with Epicor BisTrack



READ THEIR STORY

EPICOR



BY MIKE BERGER

SELLING TO REMODELERS

Unique needs require unique approaches

Longtime PBS fans may remember watching the larger-than-life Julia Child, an American government employee turned French-trained chef, TV host, and writer. But they may not know her remodeled kitchen inspired scores of home cooks across the U.S.

In the 1960's, the Childs remodeled their Cambridge, MA kitchen to suit Julia's needs, which included raised countertops to match her above-average height, pegboard walls to keep every tool and pan in sight, and multiple pantries. Now on display at the Smithsonian's National Museum of American History, the 20' by 14' kitchen is available for visitors to view and draw inspiration from, perhaps prompting similar home remodels.

PHOTO COURTESY OF THERMA-TRU

The modern American home has gone through a number of changes throughout its history—from the rise of the ensuite bathroom in the primary bedroom and accessory dwellings to the integration of new technology—many of today’s homes would likely be unrecognizable 150 years ago.

For example, in its 2024 edition of “What Home Buyers Really Want,” the National Association of Home Builders (NAHB) found that there has been a marked increase in a need for home offices, likely attributable to the rise in those working from home. Additionally, more and more homeowners are forgoing lesser-used spaces like formal dining rooms and placing high priority on outdoor living.

While those wish lists are ever-changing, so is the housing market. Given the current inventory of new homes, combined with fluctuating (but still higher than the lows we saw during the COVID-19 pandemic) interest rates, it’s no wonder that many homeowners are choosing to stay in place and make improvements to their existing home to make it work better for their families.

While many LBM dealers may consider DIYers and remodeling companies to be a small sector of their customer base, that number is expected to creep up even more in the coming years. And the data backs this idea up as well: in its Leading Indicator of Remodeling Activity study released earlier this year, the Harvard Joint Center for Housing Studies (HJCHS) found that spending for home remodeling is expected to increase markedly in 2025.

“In the wake of the pandemic, strong gains in homeownership, record high home values and equity, and a healthy economy combined to lift improvement and repair spending to unprecedented heights in 2022 and 2023, growing 25.3% over these two years. The growth in actual spending was 7.5 percentage points higher than the gains originally estimated by the LIRA models over this period,” says Abbe Will, associate director of the Remodeling Futures Program. “While expenditures are expected to grow only modestly this year, we’ve increased our projection for the remodeling market size in 2025 by \$30 billion, or 6.4%, to \$509 billion.”

And the needs of remodelers, while in some ways similar to those of builders, have unique characteristics that LBM dealers need to be aware of, says Tony Matter, senior vice president of marketing and product for MITER Brands. “In a remodeling project, homeowners



PHOTO COURTESY OF DECKORATORS

make a conscious choice to upgrade their homes with the expectation of creating something new and better while also wanting the remodeled spaces to match the rest of the house,” he explains. “These conflicting needs often bring high expectations and additional scrutiny. Remodelers must collaborate closely with their customers to ensure they have a complete understanding of their wants and needs so they can seamlessly integrate the updated portions into the existing spaces and deliver a finished product that looks and feels like one home.”

Cheryl Zukowski, marketing director for Masonite, agrees that remodelers have needs that are distinct from those of general builders. “Remodelers work within the unique constraints of existing structures, which means they need more flexibility, quicker turnaround times, and more personalized service,” she says. “Their projects can be more fluid, sometimes needing products that are readily available, easy to install, and adaptable to non-standard spaces. Remodelers may also place more emphasis on aesthetics and customization, as they’re more often working directly with homeowners who are heavily involved in design decisions. This often means remodelers value visual resources, style guides, and samples that can help them communicate options with their clients.” ▶



“More and more, homeowners are blending their indoor and outdoor environments, turning their patios, decks, and backyards into true extensions of their homes,” says Michelle Hendricks, director of marketing for Deckorators. “They’re seeking materials that reflect the same elegance and comfort they’ve curated inside, while standing up to the demands of outdoor life.”

“Homeowners are no longer just looking for a deck to relax on,” she adds. “They’re seeking a space that fits their lifestyle, personality, and long-term vision. Deckorators is evolving with this trend, helping homeowners create outdoor spaces that are as beautiful as they are functional, built to endure the elements, and designed for lasting enjoyment. As outdoor living continues to grow, we’re here to ensure these spaces meet the highest standards of both form and function.”

Additionally, in its surveys NAHB also points to windows and doors as high-priority items for homeowners, as they often have a high-impact on curb appeal and can directly affect energy efficiency.

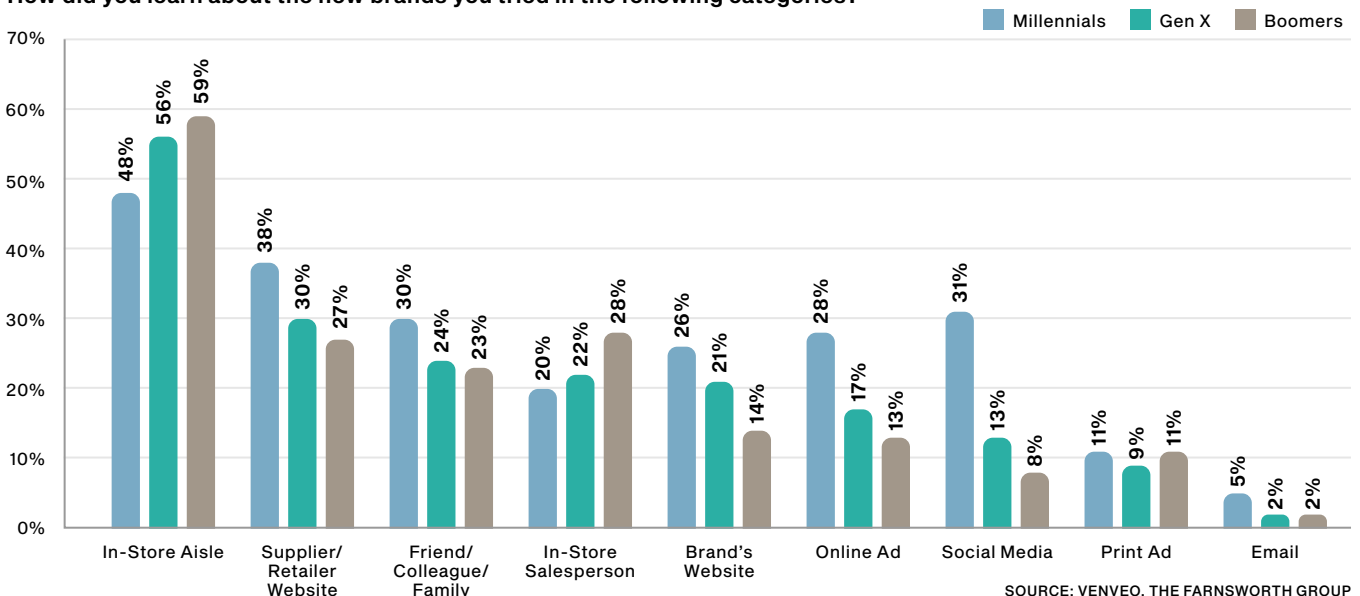
This year’s IBS showcased a number of options for standout doors, going beyond just hardware and paint color. For example, Therma-Tru, a U.S.-based manufacturer of interior and exterior doors, featured a number of add-ons at this year’s show, including the company’s vented sidelites, which are customizable with swinging doors, screens, and decorative glass options.

What’s trending

Over the past 20 years, spending on home remodeling has more than doubled, rising to \$331 billion in 2021. Comparing pre- and post-pandemic trends, Americans are allocating more money to discretionary spending on areas like room additions, kitchens, bathrooms, and outdoor living.

Our team at *LBM Journal* talked to dozens of professionals and companies at the annual National Association of Home Builders’ International Builders Show, held Feb. 25-27 in Las Vegas, NV, and found that one thing stood out above all else: both contractors and homeowners are demanding products that are quicker and easier to install, and require less maintenance.

How did you learn about the new brands you tried in the following categories?



“Vented sidelites are a game-changer for homeowners seeking both functionality and style. Their unique swinging door mechanism allows for easy ventilation, making them a practical addition to any home,” says Eric Dotson, director of category management for Therma-Tru. “As an added bonus, vented sidelites offer an ideal space for your pets to observe the outdoors, all while remaining securely inside.”

Dotson added the sidelites can help homeowners control overall temperature and air quality in the homes, a key factor as spending on energy-efficient home projects increases. According to HJCHS, more than a third of owner improvement expenditures are now for projects that affect energy use, as of 2023.

“Allowing fresh air into your home can improve indoor air quality and create a more comfortable living environment. Vented sidelites make it easy to let in a breeze, enhancing the overall atmosphere of your home.”

While curb appeal and resale value can certainly affect what type of remodeling project homeowners undertake, one factor many are also taking into consideration is resiliency.

According to a report released March 20 from HJCHS, “Improving America’s Housing 2025,” many homeowners are looking to make improvements for added protection against severe storms, wildfires, and other climate concerns. Spending on home repairs for disaster repairs has jumped more than 200% over the last 20 years and now accounts for 6% of home remodel projects, according to the center, prompting homeowners, builders, and manufacturers to become more proactive in seeking out resilient building materials.

One such example our team saw at IBS was Fiberon’s Wildwood cladding, inspired by the company’s decking material; the cladding serves as an alternative to classic wood cladding. Featuring an open-joint profile and a breathable rain-screen facade, the cladding can also be a more sustainable option for homeowners, according to the company.

“Fiberon offers one of the largest assortments of fire-rated decking,” said Jim Stange, director, category management-decking for Fiberon. “Our fire resistance decking has been tested to either an ASTM E84 Class-A or a Class-B rating and there are also options available and approved for use in all Wildland Urban Interface (WUI) zones and even the most stringent International Wildlife Urban Interface Code (IWUIC).”



Where are remodelers spending?

- 20% Exterior replacements
- 18% Systems & equipment replacement
- 15% Outside property
- 10% Kitchen remodels
- 10% Interior replacements
- 8% Bath remodels
- 6% Room additions
- 6% Disaster repair
- 6% Outside attachments

SOURCE: HARVARD JOINT CENTER FOR HOUSING STUDIES

Another example can be found with magnesium oxide (MgO) panels such as those from Huber Engineered Woods, Magnum Board Products LLC, MagPanel from Ambient Building Products, Inc., and Cem-Rock by NexEra Greenspan USA. MgO panels are a Class A1 fire rated product, and manufacturers report that the panels actually release water vapor during a fire event, helping to cool and contain the fire.

As well, the roofing segment is a growing remodeling category that LBM dealers need to pay attention to, experts point out. Materials that carry a Class-A fire rating such as concrete, clay, and stone-coated steel from Westlake Royal Building products are in rising demand, especially in the face of recent wildfires.

“At Westlake Royal Building Products, we understand the growing challenges builders, developers and homeowners face in wildfire-prone areas,” said Eric Miller, vice president of sales, Westlake Royal Building Products’ stone and roofing solutions brands. “Our Class-A fire-rated roofing solutions and fire-resistant stone products offer superior protection without compromising style or performance.” ▶

Providing educational resources

So what does this all mean for the average lumberyard or building materials dealer? Well for one, trends could point to a rise in more DIYer foot traffic in stores, which means needing more educational resources available to help with projects for those who aren't professional contractors.

In its most recent report on building products customers, digital marketing agency Venveo, in collaboration with The Farnsworth Group, found that many DIYers are looking for companies that provide online resources to learn more about products as well as the installation process.

"When DIYers have questions about specific products while in-store, they're often left with only inexperienced sales staff to turn to," Venveo's study states. "Adding QR codes that connect to chat with your expert customer support team can make a big impact on their experience and your sales."

However, even with the rise of online ordering, LBM dealers still have a prime opportunity to help customers choose their project products. In a survey of DIYers conducted in 2023, Venveo found that customers across multiple generations—Boomers, Millennials, and Gen Xers—were more likely to find new brands or products in-store versus on a retailer website or social media. Both of these findings mean that taking the time to educate sales staff will likely pay off in the long run.

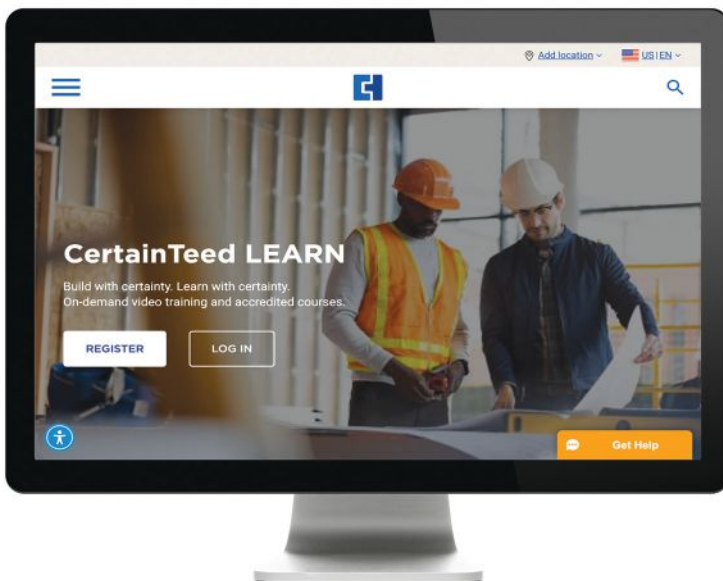


PHOTO COURTESY OF CERTAINTEED



PHOTO COURTESY OF MASONITE

Additionally, CertainTeed, which manufactures a range of building products, has placed priority on creating a more robust library of resources to educate builders and homeowners via CertainTeed LEARN, which includes product training, how-to guides, and more to help customers navigate installation processes.

"At CertainTeed, we are committed to empowering our customers with the knowledge and resources they need to drive efficiency and resilience in every project," said Jennifer Bower, director of customer experience & insights for CertainTeed. "By continuously evolving our instructional platforms and materials, we equip contractors and installers with the expertise to maximize the impact of our system-based solutions. Our CertainTeed LEARN tool serves as a comprehensive educational hub, providing industry-leading insights and training to support professionals in mastering innovative building solutions."

IN THE END, just as Julia Child had specific needs for her kitchen, remodelers have unique needs that LBM dealers need to be ready to address. From having access to educational resources as well as the products that meet current remodeling and aesthetic trends, remodelers will turn to LBM dealers who are passionate about meeting these needs while also providing solutions that enable remodelers to work more quickly and efficiently. It's as Julia herself opined: "Find something you're passionate about and keep tremendously interested in it." Your remodeling customers will notice. ■



Learn more about a
Therma-Tru complete
door system.

We've designed the only door you'll ever need.[™]

Proven to perform, protect and preserve.

A Therma-Tru complete door system is the culmination of more than 60 years of expertise in material science, engineering and manufacturing. We design on-trend entryways and test them against extreme environmental conditions — far beyond industry standards — to ensure maximum durability and safety. And we back our systems with comprehensive, industry-leading warranties.



CEDAR RENDITIONS SIDING

New from Westlake Royal Building Products, its Cedar Renditions aluminum siding line has expanded its color options with sleek solid and premium woodgrain colors. These five solid colors in the U.S.—Aluzinc, Ironstone, Charcoal, Frost and Black Silk—along with a new premium woodgrain color—Natural Whitewash—are now available in the U.S. and Canada. According to the manufacturer, these additions offer homeowners and professionals more options to achieve modern, durable and low-maintenance exteriors. royalbuildingproducts.com



PURESTEEL SOLUTIONS DRINK RAIL

The Noble-X family of companies has announced the launch of PureSteel Solutions, a new brand offering premium stainless steel railing products to the market. Crafted from high-quality stainless steel, these drink rails are reported to be built to withstand the elements while showcasing a design-forward look. A subtly-raised back edge adds functionality, helping to keep glasses and items securely in place. Designed to fit over standard 2x6 deck rails, the system is also available in custom sizes to meet unique project specifications. puresteelsolutions.com

NEW COLORS FROM MOISTURESHIELD

MoistureShield, a signature brand from Oldcastle APG, announced new colors for its Meridian composite decking and Traverse composite deck railing lines. MoistureShield Meridian is now available in Shoal (shown), a new neutral color, while Traverse railing has added a black option. Meridian is a capped composite decking option, and Shoal is the latest of three Meridian deck board options that feature MoistureShield’s CoolDeck Technology, which the manufacturer says is a first of its kind decking product that reduces heat absorption by up to 35% to create a more comfortable outdoor living space. Traverse is a composite deck railing with a contemporary T-Rail profile vinyl cap for ease of maintenance and strong material composition. moistureshield.com



ATLAS ENERGYSHIELD XR CONTINUOUS INSULATION

Atlas has recently introduced EnergyShield XR Continuous Insulation for both residential and commercial projects, reported to be the only polyiso continuous insulation board designed for both above- and below-grade applications. This one single product allows for a more simplified and continuous insulation strategy while providing more versatility than XPS, with a strong sustainability profile, and a higher R-value per inch, allowing builders to provide better thermal protection and streamline your wall profile. According to Atlas, EnergyShield XR delivers more with less, with a higher R-value per inch, which equates to a thinner profile that helps optimize wall designs and meet the latest energy codes. It also offers efficiencies such as fewer truckloads, less storage space used, and less material required per project. xr.atlasrwi.com



ULTRATOUCH R-13 RECYCLED DENIM INSULATION

Henry UltraTouch Recycled Denim Insulation, also known as natural cotton fiber insulation, is a high-performance insulation that’s made from recycled denim clothing, making it an eco-friendly choice. UltraTouch is easy to handle and is reported to be suitable for residential use in wall studs, ceiling joists, and between open roof rafters. No special tools or protective gear are required, thanks to its natural, non-irritating fibers—meaning no fiberglass or chemical irritants are used to produce it. According to Henry, UltraTouch includes 80% post-consumer authentic cotton denim, and perforated batts allow for quick and easy off-size cavity installation. henry.com



WALLCONTROL MONOLITH VP ADHERED AWB

Siplast has introduced WALLcontrol Monolith VP Adhered AWB, an addition to its existing WALLcontrol Air & Water-Resistive Barrier (AWB) Systems portfolio. According to Siplast, WALLcontrol Monolith VP AWB delivers three performance solutions—durable water resistance, high-performance vapor permeability, and best-in-class primerless adhesion—utilizing exclusive technology to form a monolithic solid sheet. This flexible, UV-resistant membrane features a high-temperature stable, low-temperature application permeable acrylic adhesive with a split siliconized release liner, designed to ensure robust protection and durability. The monolithic product design helps provide chemical stability, while its sleek black finish adds a visually appealing touch. siplast.com



SUPERIOR ALUMINUM RESIDENTIAL RAILING KITS

Superior Aluminum Products has released new Series 9P residential railing kits that it says save time and money, combining the quick availability of ready-made with the durable craftsmanship of a custom manufacturer. According to the manufacturer, the railing kits are an ideal solution for contractors and homeowners who can't wait for the shop drawing/engineering process or those that lack the budget for custom construction. The square picket rails are available in black or white finish, with other colors available on request. Described as ideal for enhancing safety on porches, patios, decks, and outdoor stair rails while keeping a beautiful aesthetic, the Series 9P residential railing kits are well suited for new residential construction as well as remodeling projects. superioraluminum.com



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



Bulk Canopy



Cantilever Rack T-Shed



Auto-Stak System



Cantilever Rack Drive-Thru

Portable A-Frame & Stacking Millwork Racks - In Stock!



Contact Us Today!

Toll Free: 800-992-2824

Visit us online at:
www.ks-ka.com
info@ks-ka.com



JOHNSON HARDWARE 1562 SERIES BYPASS POCKET DOOR FRAME KIT

Johnson Hardware's 1562 Series Bypass Pocket Door Frame Kit offers a smart solution for semi-open and closed floor plans—providing maximum door coverage with minimal wall space. Unlike traditional

pocket doors that require two separate wall pockets, the 1562 Series uses a single, shallow pocket to stack both doors neatly inside. This makes it suitable for homes where space is limited on one or both sides of a doorway. Plus, Soft-Close compatibility delivers quiet operation with no slamming. The doors kits are designed to carry two 1-3/8" heavy solid-core bypassing doors within a standard 2x6 timber or 6" steel-framed stud wall when leveraging the 1576PLBG 6-inch Steel Stud Adapter Kit. By using the 1562 Bypass Pocket Door Frame Kits, architects and designers are able to specify large room openings, featuring minimal wall obstruction. Two sequential doors stack parallel to one another within the same narrow wall pocket when closed. johnsonhardware.com

TimberTech
EVERYTHING WOOD SHOULD BE[®]

Now proudly distributed by
CAPITAL
www.capital-lumber.com



SENCO SMARTLOAD TOOLS FOR MOUNTED FRAMING

SENCO is introducing a new line of off-the-shelf framing nailers, coil nailers, triggers and fasteners specifically designed for automation systems. The SmartLoad FramePro751XP 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. senco.com



ACRE SIDING

Modern Mill, a manufacturer of eco-friendly wood alternatives produced from upcycled rice hulls, now offers a new ACRE Nickel Gap siding profile. According to Modern Mill, the siding is designed with a rabbeted joint for a seamless fit, ensuring precise, consistent spacing of about 1/8", roughly the thickness of a nickel, and delivers clean, consistent spacing for a unique texture and appearance. In addition, Modern Mill has also launched a V-Groove Siding profile, with overlapping joints that create perfect V-grooves between boards, providing a secure fit and protection against water, weather, and pests. modern-mill.com

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

ADVERTISER INDEX

COMPANY	PAGE	PHONE	WEBSITE
1st West Mergers & Acquisitions LLC	IBC	866.489.6604	1stwestma.com
Atlas EnergyShield XR	9	800.388.6134	xr.atlasrwi.com
Boise Cascade Engineered Wood Products	13	208.384.6161	bc.com
Bradley Hartmann & Company	25	630.234.7321	bradleyhartmannandco.com
Building Leaders, Inc.	53	773.769.4409	buildingleaders.com/store
* Capital Lumber Company	52	602.381.0709	capital-lumber.com
Do it Best	10-11	260.748.7175	doitbestonline.com
Epicor	6-7, 43	800.999.1809	epicor.com
Krauter Auto-Stak	51	800.992.2824	ks-ka.com
LBM Century Club	27		lbmjournal.com/lbm-century-club
LBM Strategies Conference 2025	15		lbmstrategies.com
Masonite Corporation	1	800.663.3667	masonite.com
* Manufacturers Reserve Supply	5	973.373.1881	mrslumber.com
MoistureShield	IFC	866.729.2378	moistureshield.com
Orgill	21	800.347.2860	orgill.com
ProVia	19	800.669.4711	provia.com
* Rollex Corp.	5	800.251.3300	rollex.com
Schweiss Doors	30	507.426.8273	schweissdoors.com
Sellick Equipment Ltd.	31	519.738.2255	sellickequipment.com
* Starwood Rafters	52	888.525.5878	starwoodrafters.com
Sunbelt Rack	17	800.353.0892	sunbelt-rack.com
Therma-Tru Doors	49	800.843.7628	thermatru.com
Uline	33	800.295.5510	uline.com
Westlake Royal Building Products	OBC	800.521.8486	westlakeroyalbuildingproducts.com
Weyerhaeuser	23	800.525.5440	weyerhaeuser.com

* Denotes regional distribution.

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

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

LBM JOURNAL DAILY

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

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



LBMJOURNAL.COM

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



THANK YOU TO OUR PREMIUM PARTNERS

Westlake
Royal Building Products™

Humboldt Sawmill
REDWOOD AND DOUGLAS-FIR

Trex


Weyerhaeuser

ORGILL feeney



BIEWER LUMBER


MASONITE.



ATLANTIS
RAIL SYSTEMS

PWT
FOCUSED ON SWP

LBM STRATEGIES
2025 CONFERENCE



TARIFF ROULETTE

To be supplier of choice for a new housing development requires guaranteed lumber pricing. If you gamble and win, you're set. If you lose, you're sunk. What would you do?

WHEN YOU DECIDED to go into business for yourself as an LBM dealer in a small but growing suburb eight years ago, you knew there were risks. But with more than a decade of experience at the leading dealer in a distant market—in everything from working the yard to picking orders, inside sales, outside sales, then management and operations—you believed your knowledge of the fundamentals had you positioned for success.

Guided by the adage, “Control what you can control,” you understood that there would be things beyond your power like mortgage interest rates, supply chain volatility, and general economic conditions. As it happened, mortgage interest rates were at historic lows when you opened your doors, which gave your fledgling business a welcome nudge.

You've also experienced the Covid-era supply chain issues that wreaked havoc on builder customers whose jobs were stretched well past the scheduled completion date by serious material shortages.

While your business has lived through highs and lows, you just concluded a meeting with a builder planning a major residential development less than three miles from your store. The builder is a long-time customer, who started his business about the same time as you, and who has teamed up with a developer to establish an entire new neighborhood. “This is by far the biggest opportunity either of us have ever had,” he gushed. “The developer prefers working with the national chains, but I convinced them that you and your team are the best choice for this project. They agreed—provided you can meet their terms.”

Competing with the big guys has never been a problem, so you were confident that your pricing and service would win the day. Then you read the details on the guarantees they require on material prices. For most materials, that's

not an issue. Commodities like lumber, however, are subject to huge price fluctuations. Add in the unpredictability of tariffs, and guaranteeing lumber pricing would be like playing roulette.

Given its size and scope, this opportunity could be a game-changer for your company, providing the capital to expand and grow long into the future. However, if tariffs exacerbate an already volatile lumber market, and if you buy when prices spike and get stuck with overpriced inventory when they crash—that could possibly cripple or bankrupt your company. What would you do?

CAST YOUR VOTE ONLINE AT: LBMJOURNAL.COM

Take a pass. You've worked too hard to build your company. If serving as supplier of choice means guaranteeing lumber pricing and availability, it's not worth the risk.

Go all in. Trust that the shifting tariff proposals are merely negotiating tactics, and when the dust settles, lumber supply will be strong, and prices will stabilize.

Skip lumber. Ask about supplying the non-commodity materials only. That would sharply limit your risk, while also providing higher margins.

Research. First, find experts on lumber, futures and options contracts, minimizing risk, and just buying smarter. Weigh the risks, then decide whether to roll the dice.

PHOTO: ©ISTOCK.COM/TIERO

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.



**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.**

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



BE BOUNDLESS™

We've got the industry's greatest collection of building products to bring any space to life, inside and out. Together, we're just getting started in expressing, adapting and advancing. That's what it means to **Be Boundless™**.