

COMPANY DEEP-DIVE

Vice President at Zenith Roofing Services Sees Maintenance as Key to Long-Term Success in Southeast Roofing Market

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Summary

The client inquires about the roofing services market in the Southeast region of the United States. The Vice President of Sales and Building Forensics at Zenith Roofing Services explains that they primarily focus on commercial roofing and offer services such as maintenance, reroofing, new construction, and waterproofing. They emphasize the importance of maintenance for the long-term health of the company and mention that the average lifespan of a roof is between 15 to 20 years. The expert also discusses maintenance intervals, bidding processes, contract structures, and pricing dynamics. They mention that smaller providers generally have lower prices and that new construction projects are typically cheaper than reroofing projects. The expert also talks about labor challenges and the company's growth strategy, as well as the competitive landscape in the industry.

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EXPERT BIO

INTERVIEW TRANSCRIPT

Client ▶ 00:00:00

Thanks for taking about the roofing services market. We are just trying to really understand how it works, what the average project looks like and what the landscape of roofers looks like in the Southeast. We're particularly interested in like the Southeast region of the United States, if you could speak to that. So I think it would be really helpful just to start off to get a little bit of background on yourself and your role and your experience.

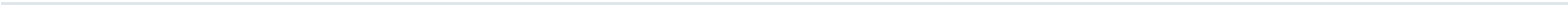
Expert ▶ 00:00:22

I have been with Zenith for six years now. I've fulfilled a number of different roles. I mean I started out like we do with a lot of our people. We start people in the field to get hands-on experience with different materials, different products, along with the process of doing maintenance and repair along with even production jobs. So I have experience actually installing and helping out on install as part of the crew as well as with maintenance and repair jobs.

And then I moved to take over the service department. I managed the service department for probably about six months before I moved again and have been doing estimating in sales for the majority of that time with some project management.

Additional skills and certifications that I have held was I was an outreach trainer for OSHA. So I was able to help manage and stand up our safety program, where I actually gave the classes and certify our people, our employees with their OSHA 10 and OSHA 30 cards.

I was a certified lightning protection installer, certified rooftop and current installer, a level one thermographer, so I could do infrared scans and whatnot. And I had my FAA drone license for a couple of years as well. So I've done a lot of different things in the time that I've been here. And like I said now, primarily, is I run the sales team and help out with the estimators, but I estimate as well.



Client ▶ 00:01:31

Got it. So I think we're just trying to understand there's a bunch of roofing providers in the space that will either focus on commercial or residential. Just wanted to see what that means for you and how your organization serves either of those end markets.

Expert ▶ 00:01:45

So we're primarily commercial. With that said, we have a strong history and background in residential. It's just not really our go-to. We're better set up to serve the commercial market, the negotiated market, the spec market, things like that. We do a little bit of residential, but it's mostly for clients and friends and family, just people that we have relationships with to be able to give them just a trusted partner along the way.

Client ▶ 00:02:07

Got it. And you mentioned you focus mostly on commercial, I guess, why did your organization choose to prioritize commercial so heavily?

Expert ▶ 00:02:15

I mean, frankly, I just like it more. It's bigger jobs. It's a little bit higher barrier to entry. I think the churn and burn of residential is tough. In addition to that, because we live in a sort of a storm market, you have roofers like rats that are out there, and they show up to feed on anything. And that's not really where I want to live. So I don't want to go and with a bunch of door knockers and people that are looking to skirt the insurance industry.

Client ▶ 00:02:38

Got you. What percent of your business do you say is commercial versus residential? Is it like 90% commercial? Or I'm trying to get a gauge for that instead of just on and off.

Expert ▶ 00:02:49

99% commercial.

Client ▶ 00:02:51

99%, that's a lot. And you mentioned that commercial has a higher barrier to entry than residential, I guess, why is that?

Expert ▶ 00:02:59

I think because even though I'm in a major metroplex, the commercial real estate industry at the same time is quite small. Everybody knows the players, people know who you are. So I think I listed on my pre-call questionnaire.

I know all the major players that I compete against. There are a lot of other roofing companies, especially in Texas, where there's no licensing requirement. However, I think that when you're

dealing with owners and owners who obviously they have their red tape that they got across before they select their roofing contractors through major capital expenditure projects.

So those contractors are vetted by either management companies or the owners. It's not typically like, let me go for the cheapest person. I mean we have our overhead. We're an established entity within DFW.

You can't just go and grab a truck and a ladder and pick up a crew off the side of the road and say, I can put this roof on. So you just have to have the right stuff. You have to be insured; you have to have that presence.

Client ▶ 00:03:51

That was super helpful. So tell me about the services that your organization offers, we heard of maintenance services, reroofing and newbuild is being some of those core services that roofing providers offer. I'm just wondering if your organization offers those three services, if there's any other services you guys offer.

Expert ▶ 00:04:08

We do. In addition to that, I do waterproofing as well, waterproofing, restoration, exterior envelope restoration and things like that. So that goes into our model in terms of some of the other services that we offer.

Client ▶ 00:04:21

That makes sense. And is there a specific service that your organization is primarily focused on? Like we've heard some organizations are mostly focused on reroofing or new construction. Is that something that's inherent at your organization?

Expert ▶ 00:04:35

Yes. I mean it's all pretty much negotiated remedial work. When we do new construction, it's very select projects. It's a very small percentage again of our business. It's more or less for sort of marketability if we have an interesting newbuild that we can participate in or that we have, again, going back to the relationship, if we have a relationship with a general contractor or something like that.

Client ▶ 00:04:56

If you could break down in terms of a level of importance to your firm between the three categories of newbuilds, reroofing and then other maintenance to roof, kind of what would that look like? From what it sounds like, it sounds like newbuilds will be at the lowest tier. Is that correct?

Expert ▶ 00:05:11

That's correct. And I would put the importance of maintenance and repair is just as important as reroofing. While monetarily it is not equal for the long-term health and growth of the company, it is just as much of a priority.

Client ▶ 00:05:22

And then thinking about it, I really appreciate you delving into important for the company, but then I guess you mentioned monetarily. So if you were to break down those three categories, like what is the monetary value of each of those three categories, I would say, in total? Like, is one twice as large as the other? Can you weigh them against each other?

Expert ▶ 00:05:41

The maintenance is probably going to be between 5% and 10%. New stuff is going to be like 1%. And then reroofing, it's a little bit tougher to break out just because some of our production projects involve the waterproofing. But I mean the majority of the rest, that is going to be made up by reroof.

Client ▶ 00:05:57

And on the subject of reroofing, you tend to focus more on commercial. How often are roofs typically replaced?

Expert ▶ 00:06:04

I think your average roof lasts between 15 to 20 years. And I give you that bracket because it really all depends, right? It depends on the material that was installed. It depends on the use and it depends on the exposure of that building. And when I say exposure, not just to the elements, but depending on who's up there and working on units and mechanical and plumbing.

I mean a lot of different owners own and operate their buildings in different ways, and they have different legal agreements, which can limit or allow access to that building with a huge array of just how often it's being accessed.

And that's going to play into the wear and tear. Like I said, also the material that was installed, the quality of the installation, do they view regular maintenance on it? Or is everything reactive? Is it deferred maintenance? Things like that. All those things kind of play into that timeline.

Client ▶ 00:06:50

That makes total sense. And on the subject of the type of material that the roof is made out of impacting the reroofing or the roofing replacement period? Are there certain types of materials that may have a shorter time frame versus some materials that may be more durable and can allow the roof to withstand for longer periods of time?

Expert ▶ 00:07:08

Yes. They all pass the same ASTM standards for testing, and things like that, for wind uplift and other things. But yes, mostly your asphaltic membranes are probably going to last a year longest. And then have your single-ply, there are some premium single-ply products that will last 30 years. But again, they don't fall within the average. They're going to fall on the right side of the bell curve.

And then the least amount are going to be most likely most of your fluid applied. And I would say most of the time, we see them installed, you can install a fluid applied membrane that will last 20 to 25 years.

However, with that said, again, that's more of the premium product and/or system that the way that they install it. And most of the time, you see people that choose single-ply as a way of economically reroofing or repairing their roof. So they're typically doing the bare minimum, and those will last to 10 years.

Client ▶ 00:07:56

Got it. And you mentioned something earlier about maintenance intervals impacting the amount of time that passes between like the roof being put on versus being reroofed. On average, how often do maintenance intervals occur for roofing? What does that look like?

Expert ▶ 00:08:10

They should occur semiannually. They're probably done most of the time. But manufacturers require typically that they're maintained twice a year and that there are maintenance repairs that are down to things that are wear and tear items, consumable products like sealant and then touching upon your flashings, pitch pans so you run plumbing and stuff to your roof and then that penetration needs to be sealed. It's typically sealed with what's called a pitch pan or a pitch pocket or a penetration pocket.

And it's a pan that has been primed. You put some non-shrink grout in there and then you put some pourable sealer, which waterproofs it. But that's a maintenance item. They tend to think they can crack right, whatever it is. They're leak points.

Anywhere there's a leak point, transitions, terminations, penetration, those are items that are often maintenance items, along with anything to do with the drainage. Those drainage needs to be cleaned out, gutters need to be cleaned out, things like that, because it leads to bad leaks and some emergency repairs that they're not taking care of.

Client ▶ 00:09:05

That makes complete sense. And I was just wondering, I know you can probably speak mostly to the commercial side. Just wondering if maintenance or maintenance frequencies differ at all for commercial roofs versus residential roofs?

Expert ▶ 00:09:18

Depending on the roof type and sort of the surrounding area, I would say you probably want to do the same thing once a year on a residential roof. I mean you still have pipes to penetrate. You have exhaust then to penetrate.

The sealant starts to weather, crack, deteriorate. They put sealant all over like where they fasten it down through the deck. So you want to make sure that's fresh, otherwise fasteners will back out on you, create new leaks.

Pipes, the same thing, make sure all their boots are nice and tight, that their sealant is good. Your got to clean out the gutters, otherwise they back up and create leaks. So it's the same thing. And houses are typically much smaller than buildings. So it's just a matter of getting up there and doing it.

Client ▶ 00:09:57

That makes sense. And I think you alluded to this earlier, you mentioned something about different roof types, having greater degrees of intervals for maintenance. I touched on earlier, are there certain roof types that may require like more frequent maintenance versus other roof types?

Expert ▶ 00:10:12

So the frequency pretty much remains the same. I would say the variables that are going to determine whether or not it needs to be more frequent, are going to be, again, sort of what surrounding, what's the building exposure and what's going on with it.

So they're not all apples-to-apples. If you have a building that is surrounded by trees and there's a bunch of foliage and stuff, and it's falling and it's dirty, you got landscapers and things like that. I mean it's going to lead to clogged drains. It's going to lead to algae growth. It's going to lead to problems on the roof if they're not cleaned up.

On the flip side, if you're talking about a metropolitan high-rise, a lot of times, they have just a ton of equipment up there. And so that equipment moves at a different rate than the roof, the roof system, the roof membrane and all the different materials. So all of them, the building vibration, things like that, like they need to be maintained.

And then when you talk about just different materials within of itself, again, I go back to what is the roof system of itself? Did the owner buy a belt and suspender system? Or did they go with low bid or average middle of the road, there's a bunch of different things that you can do to make your roof bulletproof, if that's the case, and they're not going to fall victim to some of the other maintenance requirements that other roof systems are.

But some roofs that need a lot of love and attention are ones that are like the highly reflective ones because as part of the allure to them is that they are going to be more energy efficient. What it may or may not be told, though, is that once that roof starts getting dirty and collecting dirt on it, the reflectivity on it goes down significantly.

So when you had a 100% reflectivity rate or 90% reflectivity rate, it drops down to like 60%, 70%, and you're no longer getting the same efficiency that you were once. So they might need to be cleaned and power washed.

Client ▶ 00:11:50

That makes total sense. And in terms of the fitting process for various roofing services, can you walk me through how that process typically works for new construction, reroofing and maintenance? Like who's the key decision maker there? And how does that process work?

Expert ▶ 00:12:04

For new construction, owner works with an architect, architect works with the GC firm, and is hired GC solicit bids for subcontractors, you can either be invited or sometimes those bids are published on a big platform, which you can subscribe to.

And then you just look at drawings and estimate them and submit the bid, prepare the bid package. That's typically how new construction works. You might bid for higher end or bigger jobs. Typically, there is a roofing consultant that is involved and those consultants also have their people that their contractors that they prefer to have bid jobs.

And the process pretty much looks the same. And then from there on the maintenance and repair side along with the reroof, I would say those two are going to be the same for the most part. It's really just about meeting and knowing the right people.

So whether you're active in associations or different networking groups and just vertical markets to gain exposure and meet people and look for different opportunities to work, that's pretty much how that works. I mean every entity has its own requirements; public sector has different requirements than the private sector.

And then when you work with municipal versus educational, institutional, they all have sort of their own select way. I think the biggest thing is you just got to get in front of the right people. You got to figure out who those people are. So it takes time, another barrier to entry for those looking to get into commercial, and it takes resources and kind of know-how.

Client ▶ 00:13:19

Got it. And you mentioned there's requirement differences between public sector and private sector building. Would you be able to elaborate on that?

Expert ▶ 00:13:27

I mean in the public sector, there's a bid process and it's going to be a little bit more rigorous because it is publicly funded projects, then there's just going to be more red tape to that. And whatever the bid process is and how they go to bid and then how they, for public schools, for example, when you turn in your bids, they will reveal the bid that day they call tabulating them.

And they'll publish them online and they will publish everybody's bid. So you can find out where you stood. Whereas in private, they don't have to do that at all. The owners might just require their construction manager, whoever it is, that they have deemed responsible for this to go out and get three bids say, and then analyze them and then they will make their decision.

Client ▶ 00:14:04

Is there any difference in the bidding process between your new construction and then your reroofing and then your maintenance and more general roofing services?

Expert ▶ 00:14:11

Yes, definitely. Like I said, the new construction process is a lot different. They send out. First of all, there's drawings and specifications and there's a lot more to it.

Client ▶ 00:14:21

What about reroofing?

Expert ▶ 00:14:23

There's a little bit more. I would say it's a little bit more fluid and it's just, hey, we need a budget for a new roof, and clients ask me, will you give me a bid for a new roof? And I'm in control of my own specifications, my manufacturers and products, my details, things like that, unless it's dictated to me that they want a certain way.

Client ▶ 00:14:41

So for reroofing, who are the people that you're talking to, who are the clients like more specifically?

Expert ▶ 00:14:46

Building owners and owners' representatives, construction managers.

Client ▶ 00:14:50

And then when you end up doing a reroof, is that synergistic in the line with the servicing or are they separate? And then are your clients that you're doing servicing, you're also handling reroofs and vice versa, people that you reroof, you're also going to service?

Expert ▶ 00:15:04

Yes, which goes back to my previous statement of the quality of significance and priority for the long-term health of the company, having a robust and skilled and customer-oriented service department is critical in order to maintain that relationship and hopefully be favorable when it comes time to reroof.

Client ▶ 00:15:18

What about the contract structure for stuff like maintenance, service and the reroofing? Are they just like spot orders? You just show up and whenever someone needs something, you just like repair for them? Or do you have any long-term contracts with certainly the ways or property managers?

Expert ▶ 00:15:33

Yes to all of them. There are maintenance contracts that are out there because it's good to have clients that want to maintain their roof because it just makes it a lot easier moving forward. There are others that, for example, the religious sector, they need a quote for \$3 of caulking. So you have to send somebody out and tell them I'm going to caulk up 10 feet of this counter flashing and they need a price for it because it has to go to board approval.

And then there are others that they have the authority to make a decision on repairs up to a certain dollar amount. And sometimes they say execute; over time, they ask for a quote. It really just depends on the owner and the owner's structure and then what they have budgeted for operational costs and maintenance costs.

Client ▶ 00:16:10

When you think about, I guess, when you're competing against, call it, smaller providers or other large providers, is there a difference when you guys are submitting scopes in terms of pricing, where these small competitors are trying to undercut price and they will end up being able to complete on that price? We've seen that in other industries, but does that dynamic exist here?

Expert ▶ 00:16:29

I mean, maybe. Listen, for me, I can't worry about what other people are bidding, I may know or I may never know. At the end of the day, I can't really be concerned with what they are doing or not doing. All I can be concerned with is specifying the right product for the right solution and really leveraging my relationship with whoever the owner is or whoever that representative is.

Client ▶ 00:16:49

Totally understood. I was just curious if there was any general trend, sort of smaller providers providing different price estimates versus larger competitors. But it doesn't sound like that's something you can't touch upon.

Expert ▶ 00:17:01

Well, it's like that's assuming that they're giving out the numbers. With the assumption that the bids are going to be fair, then yes. I mean if they come to the table and I ask them, like, hey, are you willing to share your numbers with me and they say, yes. And then it's about asking the right

questions. I mean not everybody wants to go with the lowest bid.

Others will be very transparent and say, yes, we're going to go with the lowest bid. So in that sense, if I know that, and I'm on with that knowledge is power, for sure, then I might look at it a little bit differently. However, what I'm looking to do is not necessarily drop price because I'm not selling my price, I'm selling the value. And the other thing is, is that my reputation is on the line.

So if they're willing to go with the lowest bid, then what I'm going to do is I'm going to give them the best solution for the best price that I can, and I'm going to tell them why. And I will tell them why I disagree with if they were to go with the decision, to go with the XYZ, it's not just about price.

I mean you see their scope. So now you have to share information to make it apples-to-apples with me. So that way, I can continue to be the trusted consultant. Otherwise, if they're not willing to share those things, then, frankly, maybe they're not the right person for me to do work with to begin with.

Client ▶ 00:18:11

I think I might have asked the question in a poor manner. We're really just trying to get at whether there's a pricing difference between large providers and small providers.

Expert ▶ 00:18:20

Absolutely, there is, and that's due to overhead.

Client ▶ 00:18:23

Got you. So the smaller ones have less overhead.

Expert ▶ 00:18:26

Yes. I mean if we have a 40,000 square foot warehouse. If they're a small provider and they work out of their house and they got a storage unit that they pay for monthly and a subcontractor, then they're going to be much leaner than me. And then on the flip side, there's a company around here that everybody drives a \$60,000 pickup truck. So there's overhead in that.

Client ▶ 00:18:45

Totally. And then if you think about a reroofing project versus a new building project, one-to-one, do you think of the same roof, one being a new build and one being a reroof? Would they cost the same amount of money? Or is there a price difference in a reroof versus a newbuild?

Expert ▶ 00:19:01

Typically, a new construction is going to be much lower cost. If you had the same size roof, same system, it's going to be lower because, number one, you're not tearing off. So the labor is already

halved. Number two, it's a clean site for the most part. So you're just kind of knocking it down and going. So yes, typically, a new install is going to be, like price per square wise, is going to be lower.

Client ▶ 00:19:25

Do you ever gauge at, like compared to reroofing, how much lower?

Expert ▶ 00:19:28

It could be 50% lower. It could be up to 50% lower. And that's just being the labor costs are 50% lower whereas your fixed costs are relatively the same. It's your labor cost.

Client ▶ 00:19:39

I guess then segueing into labor. We've been having conversations with people. It seems like there's some split different mentalities behind the labor force, some people opting to subcontract labor for roofing, others having that in-house. So I guess can you touch upon what your company's operating model is with WC staff versus subcontract staff?

Expert ▶ 00:19:59

We do everything that we can in-house.

Client ▶ 00:20:00

And so what would you then, I guess in terms of tiered employees, you're going to do everything you can is to do in-house, but if you have to subcontract something else, what would you choose to subcontract out?

Expert ▶ 00:20:10

I mean that could be a combination of capacity and scope of work. So if we're just out of capacity, then we might need to get somebody on a job. So we'll still supervise it and run it. And then for other trades, like, for example, if we're doing and this isn't roofing necessarily, but on the waterproofing side, like if we're doing a deck coating on the top deck of the garage and they need a new deck coating or we'll do the deck coating, we will take care of all the concrete work.

But the prep work for it requires shot blasting. So we will subcontract a shot blasting company. And then in addition to that, at the end, they need it stripe, so I'll subcontract like a striping company. So in order to be able to give a complete job, turnkey, there are things that I would subcontract. Same thing with like on the roofing side, mechanical stuff, plumbing, if I need help with that, then we'll subcontract those things.

Client ▶ 00:20:58

Some contract out, I guess, just your manual labor for the actual roof itself. Let's call it, you have a project that is a reroof and a project that is a newbuild, then you had to subcontract out one of the two. Is there one you prefer to subcontract out? Or is it similar, labor, and you don't have a preference on either side?

Expert ▶ 00:21:16

It's going to be due to capacity. It's going to be due to difficulty of the job, location, client. Yes, there are a number of variables that where we have to make that determination.

Client ▶ 00:21:26

And then is my assumption correct that if it's a more difficult job or would you prefer to keep that in-house, whereas you prefer to outsource to a subcontractor something that's just less complex? Is that accurate or inaccurate?

Expert ▶ 00:21:38

I would say for the majority of the time, that's going to be accurate.

Client ▶ 00:21:41

Moving on. And then, I guess, how has there been a labor shortage kind of in this type of market? It seems like this is one that there might be some issues with getting enough people. We've talked to a few other people who have had similar issues in this industry. So what does it look like for your company in terms of being able to maintain labor necessary for the jobs?

Expert ▶ 00:22:00

We've been able to maintain labor. I would say the challenge has been increasing while maintaining quality. So there's just training and knowledge that needs to occur when you're grabbing people. And it's the chicken or the egg argument.

Client ▶ 00:22:11

Have there been any strategies you guys have used to either maybe bring in new talent or retain talent? Or I guess how have you guys been able to approach the situation?

Expert ▶ 00:22:20

Yes. I mean we've done a number of different things. I mean whether it's through dedicated training or testing to gauge where people are at. We have a dedicated hiring process. We also have just a talent acquisition philosophy and process that we try to adhere to as best as possible. And it's been okay.

Client ▶ 00:22:36

We've heard in other industries that some companies may have partnerships with certain trade schools for recruiting talent. I'm just wondering if that's something that is prevalent in this industry? Or is that something that you've ever done in any of the places you've worked at or at your current role?

Expert ▶ 00:22:51

I have heard of that on a number of different occasions. We have not done that per se. The other thing is it's like roofing is the red-headed stepchild of the trades. So it's one of the toughest ones to recruit and really acquire talent for us and that's according to classes and things that I have taken with the NRCA and other resources. It's not just from my mouth.

Client ▶ 00:23:08

And then I guess, wages. How have they been trending over the last few years? Has your strategy had to change in terms of being able to retain talent in that department?

Expert ▶ 00:23:18

Yes. I mean it's up. It costs more for good people, for sure. And it costs more for people that want to work in 140-degree heat. So I think we can all understand that.

Client ▶ 00:23:28

And then, how do you expect that? Do you think that the changes have already taken place? Or how do you think the wages will trend in the next, call it, five years in the space?

Expert ▶ 00:23:38

I think they'll continue to go up unless we just have like it's supply and demand, the roofing industry doesn't get any smaller. The inventory, we're not knocking down buildings by the hundreds.

So roofs still need to be maintained and they need to be reroofed, all this stuff, and buildings are still being built. While we're seeing a slowdown in the new construction side, like I said, the existing inventories still exist. So until we get more people that are ready, willing and able to do this job, it's going to continue to go up.

Client ▶ 00:24:05

Just touching on that. You mentioned quickly that the roofing market is always expanding. Does that segment in any way by new roofs or reroofs or maintenance? In the last three to five years, what segments of your service has grown the fastest? Or just generally speaking, do you have any insights or the market trends in the past few years and maybe any reductions?

Expert ▶ 00:24:26

I mean we have grown significantly in sort of the institutional space. I mean here's the thing. We've been around for a long time. It's just we've experienced a lot of growth in the last six years.

And it's really just a matter of just the company structure, I think, and strategy has changed, been evolved, and we've been able to capitalize on it. So we've been able to operate more in markets that were already existing and doing well..

Client ▶ 00:24:49

Could you just speak a little bit more about how like you have to go obviously in detail. We're just curious, like in what way was your company able to capitalize on the changing market to grow bigger?

Expert ▶ 00:24:58

Like I said, just with the growth strategy that we had with the talent acquisition and things like that, that I spoke about earlier, I mean that all lends itself to the strategic planning. And then, I mean, really sitting down and dedicating ourselves to our processes and coming up with our strategy and then going and executing. So it's just a matter of, honestly, like it's as simple as getting the right people in the right seat on the bus.

Client ▶ 00:25:21

And thinking about the competitive landscape, I know you served both Texas and California. But in regards to the Southeast market, who are some of those providers that you come up against frequently?

Expert ▶ 00:25:31

I think I listed them in my prescreening e-mail, if you guys have access to that, but I would say my top ones are going to be Empire, KPost, Texas Roof Management, Flynn and maybe Supreme a little bit. There's quite a few on that list that I mentioned.

I don't run into all of them all the time. Everybody has their little bit of a niche. So you might rub shoulders with them a little bit in one area, but you don't see them all the time because we operate in seven or eight different places and they may operate in two or three really well.

Client ▶ 00:25:57

Got you. And I guess, as a vision, have you seen any providers consolidating? In terms of maybe there's like larger providers acquiring smaller companies. Has there been a company that has to be like that, that you see?

Expert ⏮ 00:26:10

Yes. Tecta America, they advertise that they buy companies. So they have been buying some. Flynn is another one there, a Canadian company that bought a couple in the market, I think. Those two mostly, I think, are the ones that come to mind.

Client ⏮ 00:26:24

That's very helpful. I really appreciate the time. Enjoy the rest of your day.