The Standardization Playbook

How multi-location operators across home services, home improvement, and home building close the 30-point gap between their best and worst location.

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The Gap You're Already Paying For

Every multi-location operator has a number they rarely calculate: the spread between their best location and their worst.

The top location closes at 65%. The worst closes at 35%. That 30-point gap is not a talent problem, **it is a conversation problem, and it compounds across every site you own.**

According to ACCA, the average contractor closes 43% of estimates. The gap between a top and an average rep on the same team is frequently 25 to 35 points, almost entirely explained by conversation behavior, not product, pricing, or leads.

Metrics	Number	Sources
Average home services lead cost	**$91**	Industry benchmark, 2025
Year-over-year CPL increase	**+10.5%**	Industry benchmark, 2025
Businesses with rising CPL	**69%**	Industry benchmark, 2025
Average contractor install close rate	**43%**	ACCA
Top performer vs. average rep gap	**25-35 pts.**	SalesAsk data, 250K+ meetings
% of reps who forget to mention financing	**63%**	SalesAsk data
Close rate spread across locations	**25-30 pts.**	SalesAsk data
Close rate WITH financing mentioned	**49%**	SalesAsk data
Close rate WITHOUT financing mentioned	**38%**	SalesAsk data

REAL DATA BASED ON ACCA & 250,000 RECORDED MEETINGS

The Portfolio Math

For a single shop, an unconverted estimate is lost revenue. For a multi-location operator it is lost enterprise value, because every point of close rate flows to EBITDA, and every dollar of EBITDA is multiplied at exit

Worked example: 8-location HVAC platform · 15 replacement calls / location / week · $14,000 average ticket

Blended close rate today	**+37%**
Lift to top-location level	**+10 pts → 56%**
Added annual revenue	**$8.4M**
Added EBITDA at 15% margin	**$1.26M**
Added enterprise value at 6X	**$7.5M**

ILLUSTRATIVE MODEL. ACTUAL RESULTS VARY BY TRADE, TICKET SIZE, AND INTEGRATION DISCIPLINE.

The same coaching that lifts one rep's close rate compounds into seven figures of enterprise value, with no new trucks, leads, or headcount.

Why Visibility Alone Isn't Enough

The first generation of voice AI proved visibility matters. When operators could finally hear what reps said in the field, close rates climbed. But visibility is not coaching. A manager can see that a rep fumbled financing at the 14-minute mark. What they cannot do is reach through the screen and coach in the moment the homeowner said "that's too expensive."

Old Model

- Mon — Rep loses $12K job at the kitchen table
- Tue — Manager reviews the recording
- Wed — Coaching session scheduled
- Thu — Rep gets feedback
- Fri — Rep tries again: 4 days, 4 lost jobs later

New Model

- Mon — Rep gets a coaching prompt the moment the objection lands
- Mon — Rep closes the $12K job

Coaching at the speed of the conversation.

For decades, the only scalable alternatives were:

The Ridealong: A manager rides along to observe one call at a time. Expensive, unscalable, and captures a fraction of what happens in the field. A manager who rides along 3 times a week sees less than 5% of their team's conversations.

The Mystery Shop: For home builders, hiring someone to pose as a buyer and evaluate the sales experience. One data point per year, per rep. Simulated, not real.

Post-Meeting Review: Reviewing recordings the next day. Better than nothing, but the coaching arrives after the revenue is already lost.

Flying Trainers To Each Location: Expensive, and it doesn't stick once they leave.

The industry proved that recording conversations changes outcomes. The next question was: what if the coaching didn't have to wait?

63% of reps forget to mention financing options during in-home estimates.

What Top Performers Do Differently

Analysis of over 250,000 in-person sales conversations reveals that the revenue difference between top performers and average performers clusters around four specific conversation moments. These aren't personality traits or natural talent, they're learnable behaviors that top performers execute consistently and average performers skip.

The Financing Introduction; 63% of reps forget to mention financing options during in-home estimates. When financing is mentioned, close rates jump from 38% to 49% — an 11-point swing on every single call.

Top performers don't just mention financing. They introduce it at a specific moment: immediately after the price is presented, before the homeowner has time to anchor on the total number. Average performers either skip it entirely or mention it as an afterthought at the end.

The Price Objection Response; "That's too expensive" is the most common objection in selling into the home. The data shows that when a rep responds matters as much as what they say. Top performers acknowledge the concern within 3 seconds and reframe to value, monthly payment, or comparison. Average performers pause, get defensive, or immediately offer a discount, all of which reduce perceived value.…

The "Second Opinion" Stall; "We want to get another quote" kills more deals than any competitor does. Top performers address this proactively, before the homeowner brings it up, by positioning their estimate as the benchmark. Average performers react to it defensively after the homeowner has already decided to shop around.

The Add-On Opportunity; IAQ products, maintenance agreements, extended warranties, premium upgrades. The data shows that top performers present these as natural extensions of the solution. Average performers either skip them entirely (most common) or present them as an upsell — which triggers price resistance.

These moments account for the majority of the revenue gap between top and average performers. They're about process execution at specific conversation moments. And they're coachable.

The Real-Time Coaching Model

Early adopters report close rate improvements of **10-15 % points within 90 days**

The conversation intelligence has matured through three distinct phases:

Recording (2018-2021)

The Industry Proved That Recording In-Home Conversations Was Legal, Accepted, And Valuable. Contractors Could Finally Hear What Their Reps Were Saying. This Was A Cultural Shift — And It Worked.

Post-Meeting Analytics (2021-2024)

AI Was Applied To Recordings To Score Calls, Identify Patterns, And Surface Coaching Opportunities — After The Conversation Ended. Managers Gained Visibility At Scale Without Listening To Every Recording.

Real-Time Coaching (2024-Present)

The Emerging Model: AI That Coaches During The Conversation Itself. Instead Of Reviewing What Went Wrong Yesterday, The AI Delivers Coaching Prompts At The Specific Moment The Homeowner Raises An Objection Or The Rep Is About To Miss A Critical Step.

A rep is presenting a $12,000 replacement. The homeowner says “that's more than we expected.” In the legacy model, the manager hears about it tomorrow. In the real-time model, the rep gets the exact reframe top performers use, in the moment.

The technology is new; the principle is old. Coaches stand on the sideline during the game, not just review film afterward. SalesAsk moves coaching from retroactive to real-time.

SalesAsk moves coaching from retroactive to real-time. A rep uses a phone or tablet during the estimate; the AI listens, transcribes, and prompts live. The best rep's instincts become the entire team's playbook, automatically.

CASE STUDY 1

How Taylor Morrison one of the largest home builders in the United States increased appointment-to-contract rates by 16%.

"Appointment-to-contract rate rose 16%, It really opens your eyes to opportunities and more things you can improve on."

Austin Lanford, Community Sales Manager

taylor morrison

Taylor Morrison is one of the largest publicly traded home builders in the United States, with communities spanning Texas, Florida, Arizona, California, Colorado, and the Carolinas. Model-home traffic was strong. Buyers were walking through the door. The question wasn't demand, it was what happened after the handshake.

Community Sales Managers across the company faced the same problem: they couldn't be in every model home for every buyer conversation. Coaching depended on what reps remembered to share in a debrief, which was often incomplete, delayed, or filtered through the rep's own perspective. A manager overseeing multiple communities might sit in on one appointment a week and mi...

Taylor Morrison deployed SalesAsk across their sales teams to capture, analyze, and coach on every buyer conversation, from the initial model-home walkthrough to the follow-up call.

16%

Increased Appointment-to-Contract Rates

50%

Time saved by management

CASE STUDY 2

How Kitchen Tune-Up Gave 30+ franchise owners full visibility into every in-home consultation without a single ride-along.

"I put my money on it every day. It allows me to focus on growing other parts of my business while knowing exactly how my sales team is performing."

Jorge Valencia, Owner of Kitchen Tune-Up Beach, NY

kitchen tune·up
Update. Upgrade. Uplift.

Kitchen Tune-Up is one of the largest kitchen remodeling franchise systems in the United States, with over 270 locations across the country and a 35-year track record. The brand is part of Home Franchise Concepts, one of the nation's leading home services franchise platforms.

The franchise model creates a specific sales challenge that single-location businesses don't face: dozens of independent owners, each running their own sales team, each responsible for the in-home consultation that determines whether a $15,000 kitchen remodel gets signed or walks out the door.

Kitchen Tune-Up didn't need a generic recording tool. They needed a system that understood their specific sales process — the Kitchen & Bath Tune-Up way of presenting options, handling objections, an...

100%

Coaching visibility across the locations.

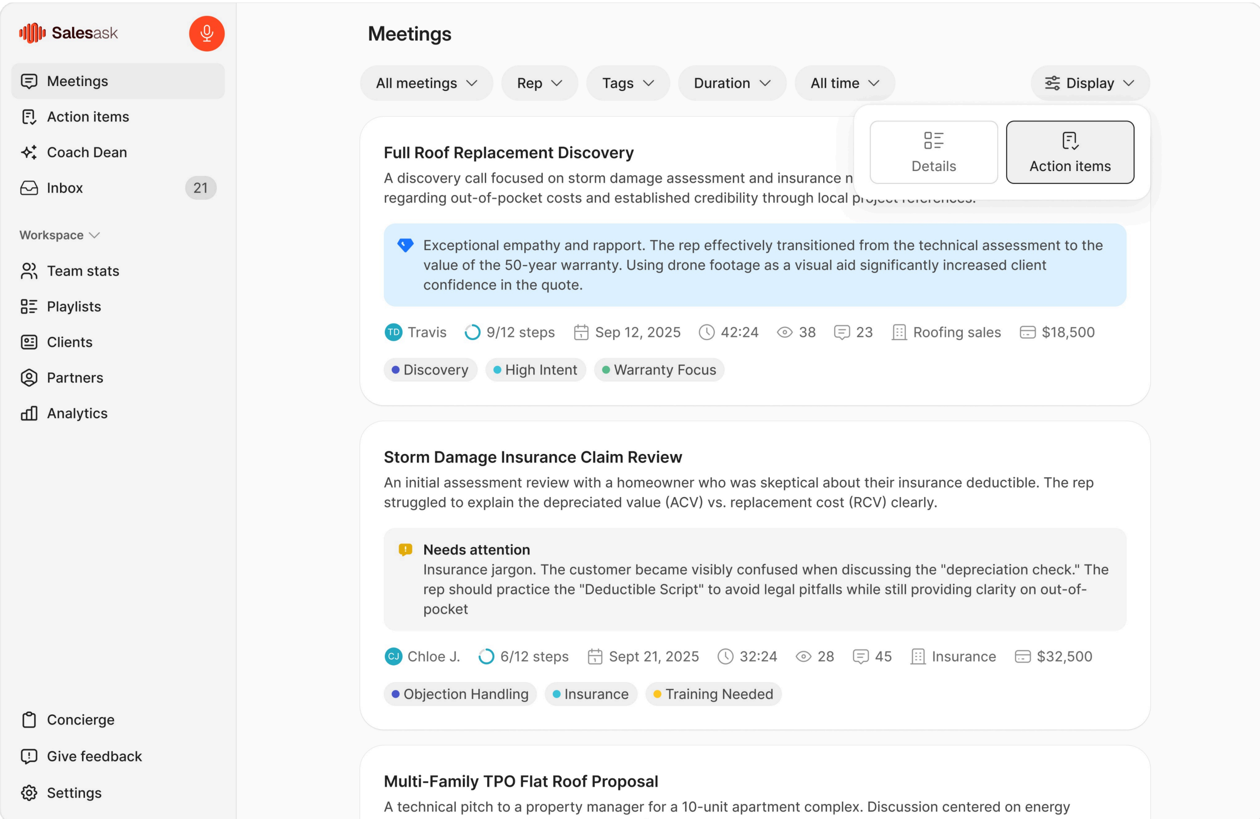
8X

Faster Coaching ramp up time

The Shift To Real-Time Ai Sales Coaching

Salesask moves coaching from retroactive to real-time.

The platform works during live in-person appointments, a builder's sales counselor, an HVAC technician, or a remodeling consultant uses a phone or tablet and now apple watch; the AI listens, transcribes, scores, and prompts. One dashboard captures every conversation across every vertical you run.



SALES PERFORMANCE DASHBOARD — ONE VIEW ACROSS HOME BUILDERS, HOME SERVICES & HOME IMPROVEMENT

Contractors and builders clone the conversation patterns of their top closers and deliver them to every rep, in every trade, at every location, automatically.

The PE Consolidation Opportunity

Consolidation is reshaping the entire home economy, not one trade. Private equity has bought nearly 800 HVAC, plumbing, and electrical firms since 2022; roofing and exterior platforms multiplied from 17 to 56 in under two years; and the ten largest homebuilders now control a record share of every new home sold. Three verticals, one identical problem.

After every acquisition the challenge is identical: standardize the sales conversation across brands that all sold differently before the deal closed. A VP running 200 HVAC technicians, a remodeler integrating ten acquired showrooms, and a builder's regional director across 15 communities all face the same gap — the best location closes at 65%, the worst at 35%. There's never been a scalable way to close it.

HOME SERVICES	HOME BUILDERS	HOME IMPROVEMENT
+88% YoY growth in PE add-on HVAC deals	**17 → 56** Roofing PE platforms, 2023 → 2024	**44.7%** Top-10 builders' share of closings — a record
800 HVAC / plumbing / electrical firms bought since 2022	**134** Roofing acquisitions in 2024 (+25% YoY)	**$4.9B** Sekisui House → M.D.C. Holdings (2024)

TRADITIONAL

- Fly managers in - doesn't stick
- Create a playbook - no enforcement, no visibility
- Hire regional trainers, adds headcount cost
- Run mystery shops - 1 data point per year

WHAT AI COACHING CHANGES

Deploy across every location and every trade from day one, same scoring, same coaching, same dashboards.

The top location's patterns get codified and delivered everywhere automatically. A regional VP sees per-rep, per-location performance in one view.

Implementation: Day One To Day Ninety

Adopting AI conversation coaching is not a six-month IT project. The fastest-moving organizations in home services are fully operational within the first week and seeing measurable results within 30 days

Week 1: **Setup**	Platform configured to your sales process. Reps download the app on existing phones. First conversations scored within hours, no new hardware.
Weeks 2-4: **Baseline**	Per-rep, per-location baselines established. Top-performer patterns codified. 100% visibility for the first time.
Weeks 5-8: **Acceleration**	Close rates compound. Missed financing introductions become consistent. New hires ramp in ~3 weeks vs 6–8. Manager review time drops 50%+.
Weeks 9-12: **Results**	10–15 pt close-rate lift (avg). Revenue impact attributable. Ride-alongs and …

The operators who win share one trait: leadership treats the data seriously. When a VP reviews the dashboard weekly and holds managers accountable for flagged moments, the improvement compounds across the entire portfolio.

About SalesAsk

SalesAsk is an AI-powered real-time conversation intelligence and sales coaching platform for high-ticket, in-person sales across home services, home improvement, and home building.

The platform captures, scores, and coaches every conversation in real time, so multi-location operators can standardize their best rep's playbook across every location they own.

Headquartered in San Francisco. Serving home services, home improvement, and home builder sales teams across the United States.

ABOUT THIS REPORT

Produced by SalesAsk. Data drawn from 250,000+ in-person sales conversations, supplemented by public benchmarks from ACCA, S&P Global Market Intelligence, Capstone Partners, and PitchBook.

Turn every conversation into predictable revenue.
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