

C-Suite Proposal: Bath Division Growth Engine

Positioning the Bath Division as the Cultural and Revenue Catalyst for a \$1B Home Remodeling Enterprise

Executive Summary

Our company has successfully scaled to \$500M through strong manufacturer partnerships across roofing, siding, windows, and baths. To responsibly and repeatably scale to \$1B, we must evolve beyond product expansion and focus on people systems, knowledge leverage, and insight-driven execution.

This proposal recommends launching a Bath Division Growth Engine—a focused initiative that elevates performance, culture, and margin by implementing a 3-Step Growth Framework:

1. Standardized Curriculum & Operating Playbook
2. In-House Media & Field Content Creation
3. Integration of Qualitative Intelligence with Existing Quantitative Metrics

Baths are the ideal proving ground: high margin, emotional purchase drivers, shorter sales cycles, and visual storytelling potential. This division will serve as the pilot and blueprint for enterprise-wide replication.

Strategic Rationale: Why Start with Baths

Bath remodeling uniquely aligns with our next-stage growth needs:

- High emotional resonance → design, safety, aging-in-place
- Shorter production and sales cycles
- Strong manufacturer alignment
- Highly visual transformation → ideal for media and social leverage
- Training variability currently impacts close rate, retention, and CX

If we elevate how baths are sold, delivered, and communicated, we unlock:

- Higher close percentages
- Improved rep confidence and retention
- Brand authority beyond price competition
- Scalable leadership development

The 3-Step Bath Division Growth Framework

STEP 1: Standardized Curriculum & Operating Playbook

Objective: Create consistency, confidence, and excellence in every bath interaction—regardless of market or rep tenure.

Key Components

A. 10-Step Standardized Bath Sales & Delivery Curriculum

- Customer psychology & trust formation
- In-home discovery and emotional mapping
- Design storytelling & manufacturer differentiation
- Inspection → demo → install expectations
- Objection handling grounded in empathy, not pressure
- Close techniques aligned with premium positioning
- Post-sale handoff & customer advocacy

B. Modular Learning Design

- Built for new hires with zero remodeling experience
- Tiered learning: Foundational → Applied → Mastery
- Field-ready job aids and visual reference guides
- Manager coaching overlays

C. Certification & Internal Credibility

- “Bath Consultant Certification”
- “Senior Bath Advisor” track
- Creates internal status, motivation, and career pathing

Executive Value

- Reduces variance across markets
 - Improves onboarding speed
 - Raises floor and ceiling of performance
 - Builds a leadership bench internally
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STEP 2: In-House Media & Field Content Creation

Objective: Turn the bath division into a content-producing, authority-building engine that benefits sales, marketing, recruiting, and manufacturer partnerships.

Key Components

A. Field-Generated Content

Captured by professionals already in the home:

- Pre-inspection walkthroughs
- Demo day progress
- Install craftsmanship
- Final reveal & customer reactions

B. Content Applications

- Sales enablement (show, don't tell)
- Social media & local brand trust
- Manufacturer co-branded assets
- Recruiting and training materials
- Internal pride and culture building

C. Low-Cost, High-Impact Execution

- iPhone-based capture kits
- Simple framing and shot lists
- Centralized internal content library
- Light editing standards, not agency dependence

Executive Value

- Decreases CAC over time
- Strengthens manufacturer relationships
- Differentiates brand beyond pricing
- Humanizes the company at scale

STEP 3: Introducing Qualitative Intelligence into Performance Metrics

Objective: Complement existing quantitative KPIs with human-centered insight that explains why results happen—not just what happened.

Current State

We track:

- Close rate
- Revenue per rep
- Average ticket
- Lead conversion
- Net sales

Proposed Addition: Qualitative Performance Layer

Collected via structured field observations, manager assessments, and customer feedback.

Sample Qualitative Variables

- Rep confidence and presence in the home
- Customer emotional engagement level
- Quality of needs discovery
- Narrative clarity around value vs. price
- Objection handling sophistication
- Installation expectation alignment
- Rep resilience and coachability

How It's Used

- Correlated against close rate, retention, and CX
- Early detection of performance decline or burnout
- Targeted coaching instead of blanket retraining
- Data-backed promotion and leadership selection

Executive Value

- Predictive insight, not reactive management
- Improves rep retention
- Aligns culture with performance
- Elevates management quality

Phased Rollout Plan (Bath Division Pilot)

Phase 1 – Foundation (0–90 Days)

- Finalize standardized bath curriculum
- Build certification structure
- Deploy content capture guidelines
- Train managers on qualitative assessments
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Phase 2 – Activation (90–180 Days)

- Launch internal content pipeline
- Begin qualitative + quantitative correlation
- Manufacturer co-branded content pilots
- Measure early lift in close rate and rep confidence
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Phase 3 – Scale & Replicate (180–360 Days)

- Refine based on bath performance
- Expand framework to windows, siding, roofing
- Establish enterprise “Center of Excellence”

Success Metrics for C-Suite Oversight

- Close rate lift in bath division
- Time-to-productivity for new hires
- Rep retention and internal promotion rate
- Content utilization across sales and marketing
- Manufacturer partnership depth
- Revenue per market consistency

Long-Term Impact

This initiative does more than grow a division—it reshapes how the company learns, communicates, and scales.

By starting with baths, we:

- Prove the model in a high-margin environment
- Build a replicable growth engine
- Strengthen culture during scale
- Lay the foundation for a disciplined, people-powered path to \$1B