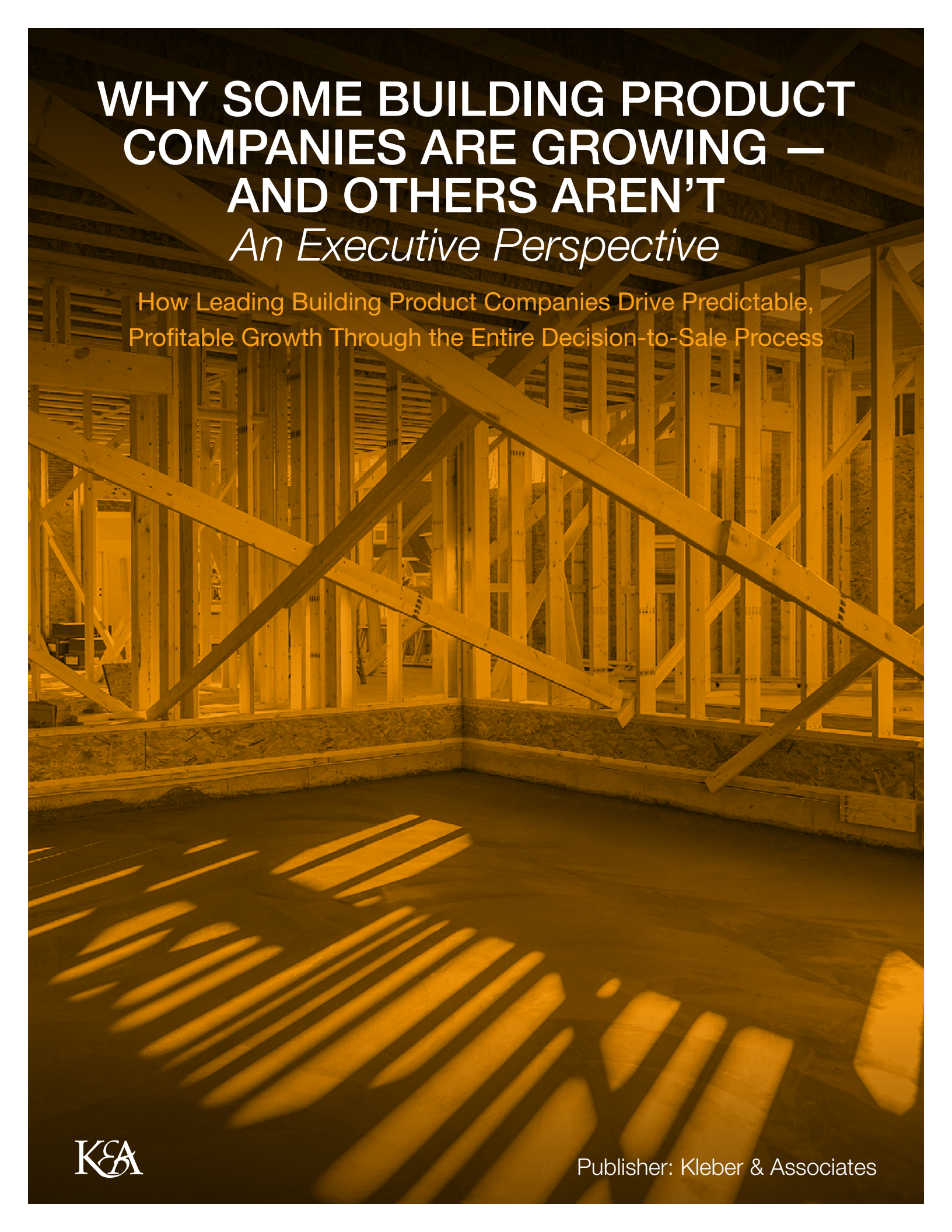




WHY SOME BUILDING PRODUCT COMPANIES ARE GROWING — AND OTHERS AREN'T

An Executive Perspective

How Leading Building Product Companies Drive Predictable,
Profitable Growth Through the Entire Decision-to-Sale Process

Why Growth Feels Harder Than It Should

In many segments of the building products industry, growth has slowed or flattened.

That means growth is no longer driven by the market—it is taken from competitors.

At the same time, driving growth has become significantly more difficult to manage, forecast, and control.

Building and construction projects now involve:

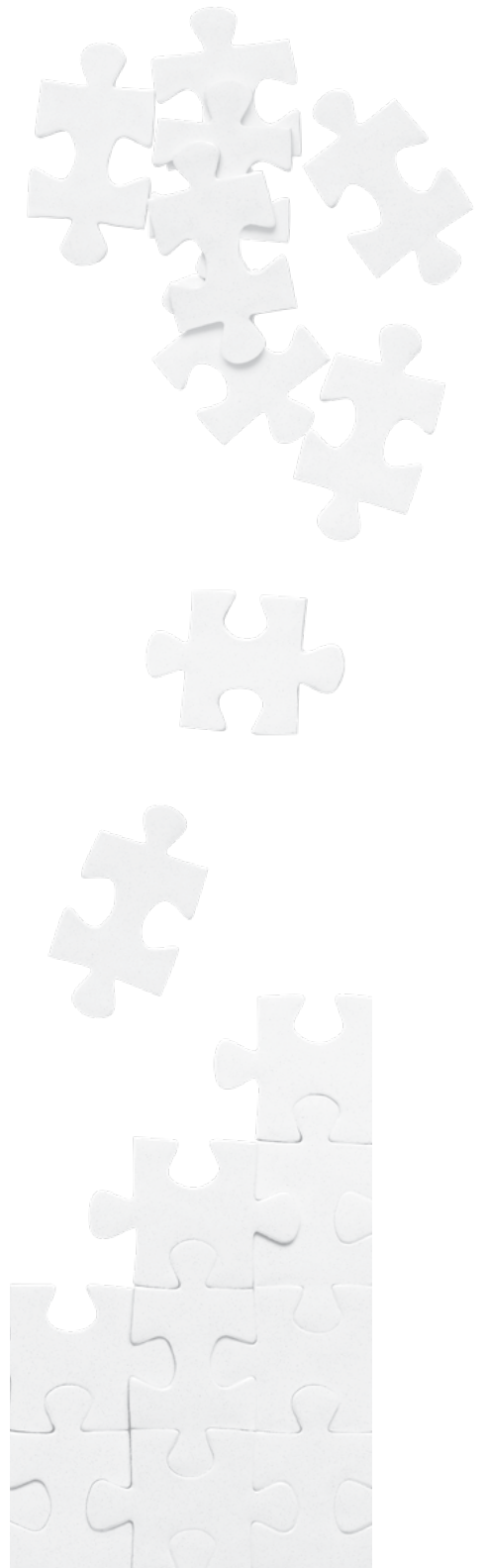
- More stakeholders
- Longer timelines
- More fragmented decision-making
- Greater pressure on cost, performance, and risk
- More influence before products are ever purchased

Leadership teams are still expected to:

- Drive revenue growth
- Improve margins
- Increase efficiency
- Deliver predictable performance

But inside many organizations, growth efforts have become increasingly disconnected and difficult to coordinate.

**THE CHALLENGE IS NOT A LACK OF EFFORT
IT IS A LACK OF ALIGNMENT ACROSS
HOW GROWTH ACTUALLY HAPPENS.**



Why Growth Starts to Break Down

Despite significant investment across marketing and sales, the same patterns continue to appear:

- Marketing creates awareness—but not qualified opportunities
- Sales pursues projects without early influence
- Products are considered—but substituted before purchase
- Channel partners are involved—but not fully aligned
- Leads are captured—but not effectively followed up

The result:

- Pipeline becomes difficult to forecast
- Conversion rates vary widely
- Revenue growth becomes inconsistent
- Margin pressure increases
- Scaling becomes more difficult

For leadership teams, this often feels like:

- Significant effort without consistent outcomes
- **Investment without clear return**
- Missed opportunities that are difficult to diagnose

And because these breakdowns occur across different teams, functions, and stages of the process, the underlying causes are often difficult to see clearly.

**ACTIVITY INCREASES
BUT OUTCOMES DON'T SCALE**



How Growth Actually Happens Today

Products are not simply “sold.”

They move through a connected process:

1. Early-Stage Decision-Making
2. Market Awareness and Consideration
3. Channel Engagement and Availability
4. Final Purchase and Execution



Each stage influences the next.

And breakdowns early in the process compound downstream.

If a product is not considered early, it is difficult to win later.

If it is considered early but unsupported downstream, it is often replaced.

Most organizations attempt to optimize individual parts of this process.

**VERY FEW STEP BACK AND EVALUATE HOW THE
ENTIRE GROWTH SYSTEM WORKS TOGETHER.**

A Structured Approach to Growth

At K&A, we work with leadership teams to align how growth actually happens across the business.

This is not simply a marketing initiative or a sales initiative.

It is a business-level process focused on five critical drivers of growth performance.

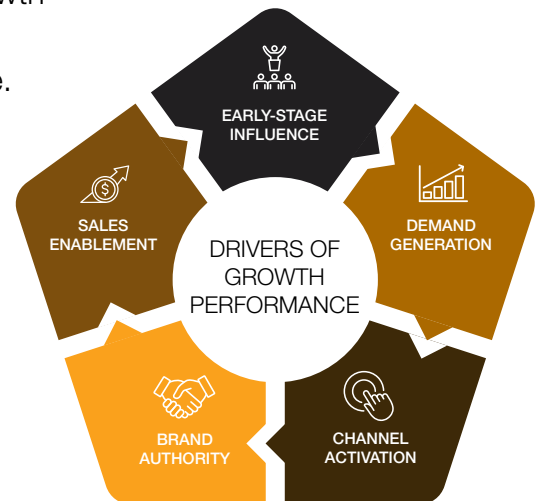
This is not simply a marketing initiative or a sales initiative.

It is a business-level process focused on five critical drivers of growth performance.

Individually, each area matters. Together, they determine whether growth scales—or breaks down.

- Which opportunities are created early
- Which survive through the process
- Which ultimately convert into revenue

When these areas become disconnected, growth becomes harder to predict, scale, and sustain.



The Five Drivers of Growth Performance

1. Early-Stage Influence
2. Demand Generation
3. Channel Activation
4. Brand Authority
5. Sales Enablement

**GROWTH IMPROVES WHEN THESE ELEMENTS ARE ALIGNED—
NOT WHEN MORE ACTIVITY IS ADDED.**

What This Drives

When properly aligned, this approach drives:

- More projects where your product is considered early
- Higher conversion rates across opportunities
- Reduced substitution at the point of sale
- Greater visibility into pipeline and performance
- More predictable, scalable growth
- Improved margins through stronger positioning and execution

**GROWTH BECOMES MORE REPEATABLE,
CONTROLLABLE, AND COMPETITIVE.**

How This Looks in Practice

Across very different building product categories, we see similar challenges—and similar opportunities.

The companies gaining traction today are often the ones recognizing these shifts earlier—and aligning faster than competitors.

TRIMJOIST

Recognized that winning earlier in the decision process was critical to growth—and aligned messaging, design engagement, and sales visibility around system-level value.

Result:

- Earlier project involvement
- Expanded pipeline visibility across key audiences
- Stronger engagement with design teams
- Emerging thought leadership on systems thinking

HYDROBLOK™

Recognized that successful market entry required stronger alignment between positioning, specifier engagement, and channel activation—and moved early to establish traction before competitors could react.

Result:

- Increased visibility among key audiences
- Stronger differentiation
- Improved traction in target markets
- Thought leadership on systems thinking and simplification

Client Perspective:

“

K&A has been a true partner to HydroBlok—they quickly helped us build the foundation to establish our presence in the market, begin generating demand, and better align with our sales partners. Their team has exceeded our expectations in both strategic thinking and execution.

”



— Colin House
CEO, HydroBlok

**DIFFERENT PRODUCTS. DIFFERENT MARKETS.
BUT THE SAME GROWTH CHALLENGE —
AND THE SAME SOLUTION: ALIGNMENT.**

Where Growth Starts to Break Down

Even well-run organizations encounter recurring challenges:

- Limited visibility into project-level activity
- Misalignment between marketing, sales, and channel
- Inconsistent engagement across stakeholders
- Difficulty prioritizing where to focus

At this stage:

- Investment increases
- Complexity increases
- Pressure increases

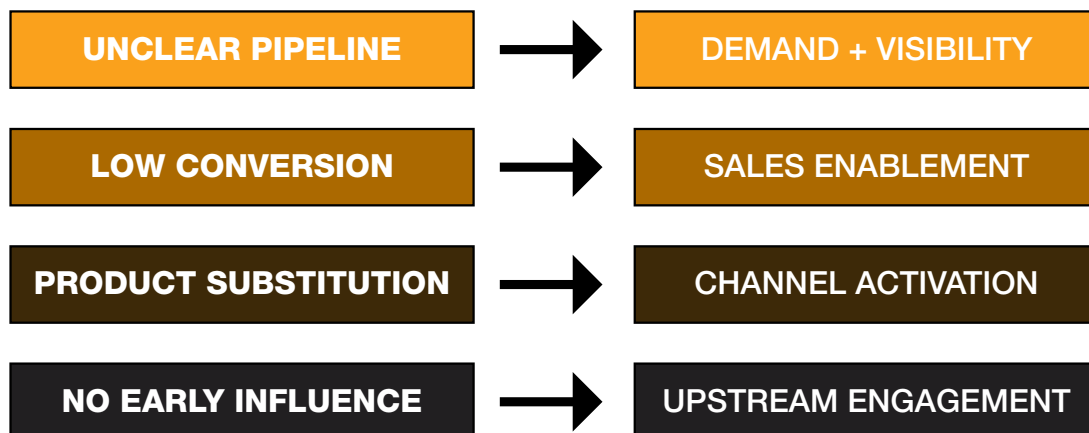
But outcomes do not improve consistently.

For many leadership teams, this becomes unavoidable when performance starts to break down:

- Growth slows despite increased effort
- Pipeline lacks visibility or predictability
- Conversion rates become inconsistent
- Products are specified but not consistently sold
- Channel dynamics begin impacting performance

**AT THIS POINT,
THE ISSUE IS NO
LONGER ACTIVITY—
IT IS ALIGNMENT.**

WHERE TO START



A Practical Next Step

Before increasing investment or launching new initiatives, many leadership teams take a step back to evaluate how growth is actually functioning today.

This is typically the step organizations take when:

- Growth is not meeting expectations
- Performance feels inconsistent
- The underlying causes are unclear

Specifically:

- Where opportunities are being created
- Where they are being lost
- How aligned internal efforts really are
- What constraints may be limiting performance

**GROWTH IS NOT A FUNCTION OF DOING MORE
IT IS A FUNCTION OF HOW WELL EVERYTHING WORKS TOGETHER.**

Many organizations find value in stepping back and evaluating where growth is being created, where it's being lost, and where misalignment may be limiting performance.



**That's often the first step
toward more predictable,
scalable growth.**

**START WITH A GROWTH
ALIGNMENT ASSESSMENT**



ABOUT KLEBER & ASSOCIATES

Kleber & Associates is a strategic marketing and growth partner to building product manufacturers, helping leadership teams align how growth actually happens across early-stage influence, demand generation, channel activation, and sales execution.

OUR WORK SPANS:

Building products • Construction systems
Interior + exterior materials • Residential + commercial markets

WE HELP ORGANIZATIONS:

Improve growth visibility • Strengthen positioning
Align marketing + sales • Increase predictability

AGENCY AND LEADERSHIP EXPERIENCE

CertainTeed
SAINT-GOBAIN

 **Georgia-Pacific**
Gypsum

PRIME SOURCE
BUILDING PRODUCTS, INC.

'TRIMJOIST'

vadara[®]

HYDROBLOK[™]

TOTO

 **Shaw**
FLOORS



And many others.