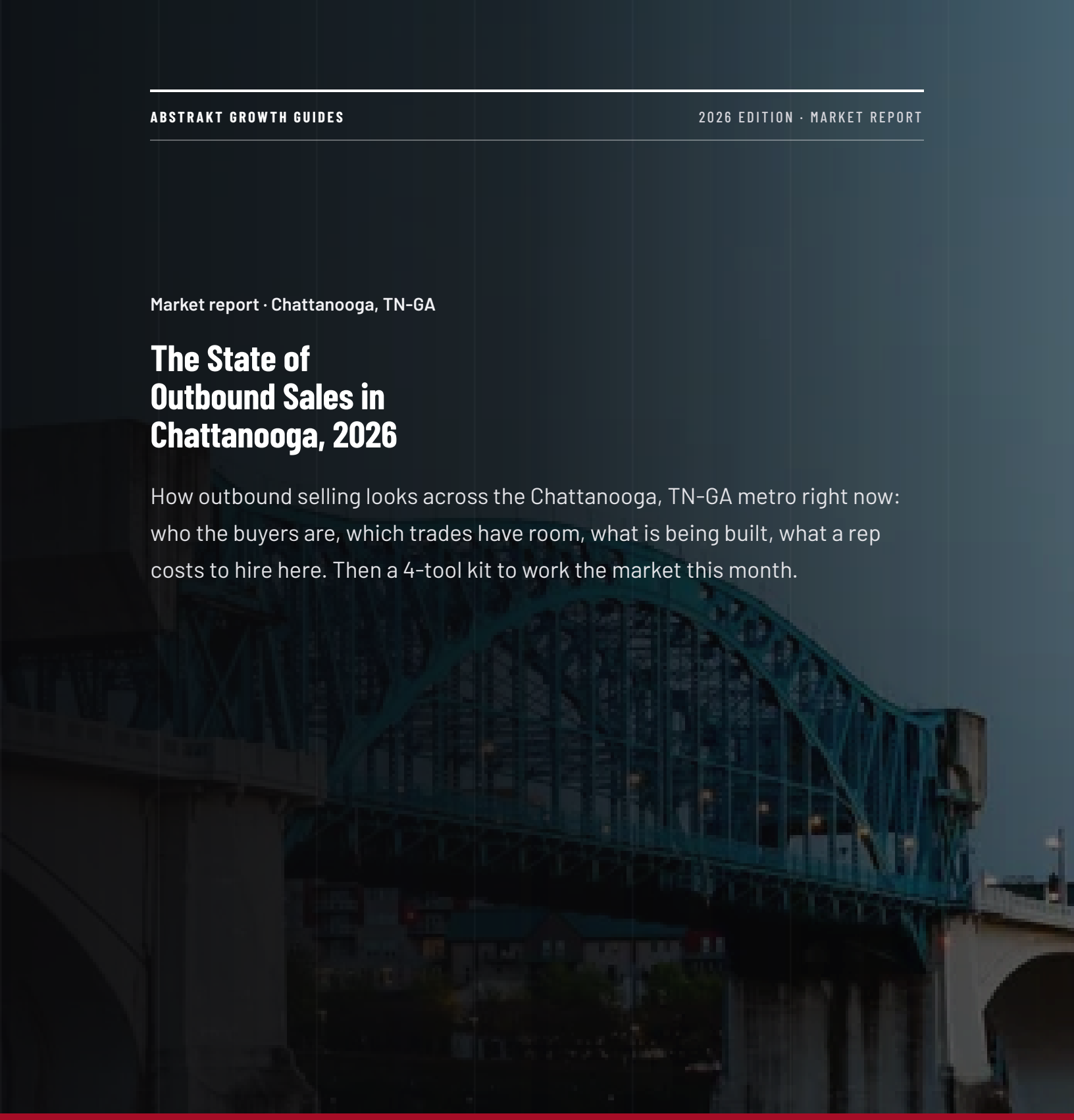
Market report · Chattanooga, TN-GA

The State of Outbound Sales in Chattanooga, 2026

How outbound selling looks across the Chattanooga, TN-GA metro right now: who the buyers are, which trades have room, what is being built, what a rep costs to hire here. Then a 4-tool kit to work the market this month.



1,495

business sites with 20+ people across the categories trades sell to, #84 of our 100 metros

5.9

buyer sites per commercial cleaning company, #7 of 100 markets: the best rank of any trade here

Sites: U.S. Census Bureau, County Business Patterns 2023; rank among the 100 metros on our market pages. Room: U.S. Census Bureau, County Business Patterns 2023 sites per contractor in U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1, among markets with at least 10 contractors.

Executive summary Read this if nothing else

5 things to know about outbound sales in Chattanooga

1

Biggest buyer pool

Restaurants: 462 sites

with 20 or more people, the largest buyer category in Chattanooga, ahead of retail stores (286).

2

Where the metro leans

Hotels: 1.76x the U.S. mix

Also over-represented: golf courses and country clubs (1.58x) and retail stores (1.54x). Trades that serve these buyers have more of them here than the national average suggests.

3

Most room

Commercial Cleaning & Janitorial: #7 of 100 markets

5.9 buyer sites with 20+ people for each of 102 local commercial cleaning companies. The most crowded is commercial HVAC & mechanical, #78 of 100.

4

Biggest reason to call

Erlanger East Hospital expansion, $122 million

Under construction. One of 7 named, sourced projects in this report.

5

Hiring locally

$124,700 for an in-house SDR's first year (illustrative)

At a $55,000 base salary, once commission, payroll taxes and benefits, tools, recruiting and training, turnover and manager time are added, before ramp time.

Sources: U.S. Census Bureau, County Business Patterns 2023; U.S. Bureau of Labor Statistics, Quarterly Census of

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01

Chapter 01 The market

Who buys in Chattanooga

1,495 business sites in Chattanooga have 20 or more people on site in the categories commercial trades sell to. That ranks #84 of the 100 metros we publish. Here is what those buyers are and where they sit.

The largest buyer categories

Sites with 20 or more people are the ones worth an SDR's time: big enough to have a facility lead, a service budget and a contract that comes up for renewal. The "vs. U.S. mix" column compares each category's share of local employment with its national share (1.00x is the U.S. average).

Business sites with 20+ people in Chattanooga, top 10 categories

CATEGORY	SITES WITH 20+	ALL SITES	VS. U.S. MIX	1-YR CHANGE
Restaurants LARGEST POOL	**462**	1,114	1.26x	+45
Retail stores	**286**	2,004	1.54x	+42
Manufacturing plants	**210**	535	1.49x	+12
Medical, dental and outpatient offices	**165**	1,081	1.20x	+55
Wholesale distributors	**97**	614	1.05x	-9
Senior living and nursing	**61**	138	0.88x	+1
Churches and religious organizations	**57**	531	0.98x	+4
Grocery stores	**51**	259	1.33x	+21
Trucking companies	**46**	220	1.06x	+4
Hotels	**36**	129	1.76x	+3

Sources: U.S. Census Bureau, County Business Patterns 2023 (sites by size); U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1 (concentration and one-year change in establishments). Suppressed size classes count as zero.

Chattanooga leans toward hotels (1.76x), golf courses and country clubs (1.58x) and retail stores (1.54x). A trade that already sells to those buyers elsewhere has a deeper pool here than the national numbers suggest, and a case study from one of them travels well on the phone.

Growing fastest over the past year, by establishment count: medical, dental and outpatient offices (+55), restaurants (+45) and retail stores (+42). New sites have no incumbent vendor yet.

The metro

Chattanooga, TN-GA: 6 counties in this report's counts.

Hamilton County, Catoosa County and Marion County hold 90% of the larger business sites, so most programs start there.

Where the sites are

Business sites with 20+ people, by county, Chattanooga

COUNTY	SITES WITH 20+	SHARE OF METRO
Hamilton County START HERE	**1,188**	79%
Catoosa County, Georgia	**116**	8%
Marion County	**48**	3%
Walker County, Georgia	**38**	3%
Sequatchie County	**13**	1%
Dade County, Georgia	**10**	1%

Source: U.S. Census Bureau, County Business Patterns 2023, summed across the buyer categories above. Census withholds some county-level size counts, so 82 of the metro's 1,495 sites are not assigned to a county.

02

Chapter 02 The competition

Which trades have the most room in Chattanooga

Buyer sites per contractor is a rough read on how crowded a trade is: more sites for each local competitor means more doors nobody else is knocking on. Each trade's Chattanooga figure is ranked against the other markets we track.

How Chattanooga ranks for each trade, by buyer sites per contractor (longer bar = more room)

TRADE	RANK AMONG MARKETS	SITES PER CONTRACTOR	CONTRACTORS	1-YR CHANGE
Commercial Cleaning & Janitorial MOST ROOM	**#7 of 100**	5.9	102	+2
Commercial Landscaping	**#15 of 100**	5.1	149	+12
Managed Service Providers	**#32 of 100**	3.6	222	0
Paving & Asphalt	**#33 of 94**	47	16	-2
Commercial Construction	**#41 of 100**	5.2	97	+4
Fire Protection	**#42 of 96**	46	20	+2
Commercial Electrical	**#57 of 100**	9.9	66	+6
Commercial Roofing	**#60 of 89**	56	14	-1
Commercial HVAC & Mechanical	**#78 of 100**	7.9	68	0

Sources: U.S. Census Bureau, County Business Patterns 2023 (each trade's own buyer categories, 20+ people); U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1 (contractor establishments and one-year change). Each trade counts different buyers, so compare ranks across trades, not the raw ratios. Ranked among markets with at least 10 contractors in the trade.

Commercial cleaning & janitorial (#7), commercial landscaping (#15) and managed service providers (#32) rank best in Chattanooga. For those trades a program can work longer before it calls the same building twice, and fewer competitors have already pitched each owner.

Commercial HVAC & mechanical is the most crowded trade here, #78 of 100: 7.9 buyer sites for each of 68 local mechanical contractors. Winning there takes a sharper reason to switch than a lower price.

Paving & asphalt (-2) and commercial roofing (-1) lost contractor establishments over the past year, so the same buildings are split among fewer firms than a year ago. Commercial landscaping (+12) and commercial electrical (+6) added them.

Not ranked here: commercial flooring (4 contractors) and commercial painting & coatings (9 contractors). With fewer than 10 local contractors the ratio is noise, though a thin field is itself a sign of open ground.

Open programs

Our availability workbook does not cover Chattanooga yet. We take one client per trade per territory, so ask before you plan around it.

Check whether your trade is open

03

Chapter 03 The projects

What is being built, and who owns the buildings

7 named, sourced projects and 7 anchor owners in Chattanooga. Each one is a reason to call that has nothing to do with your company and everything to do with the buyer's building.

The projects

01 · $122 million

Erlanger East Hospital expansion

Under construction

A new three-story, 52,000-square-foot medical building and an emergency department renovation, about 90,000 square feet in total, at Erlanger East Hospital on Gunbarrel Road in East Brainerd.

> Hospital additions run long mechanical, electrical and fire protection scopes, and the emergency department renovation inside an operating hospital adds phased flooring, painting and infection-control cleaning work.

HVAC · electrical · fire protection · flooring · painting

Chattanooga Times Free Press, 2026-05-27

02 · $130 million

Station 33

Broke ground August 2026

A Southside Chattanooga development with shops, a food hall, a pedestrian plaza, condominiums and a hotel.

> A food hall and hotel mean restaurant-grade mechanical and electrical work during construction, then plaza hardscape, landscaping and recurring cleaning contracts once it opens.

HVAC · electrical · fire protection · landscaping · cleaning

Chattanooga Times Free Press, 2026-08-20

03 · $50 million

North River Elementary School and YMCA shared campus

Broke ground August 2026

A roughly $50 million Hamilton County Schools elementary in Hixson that consolidates three school zones and shares a campus and gymnasium with the North River Family YMCA.

> A new school targeted to open in fall 2028 needs roofing, mechanical, electrical and site paving packages, and the shared gym and YMCA programming increase long-term cleaning and grounds demand.

construction · HVAC · roofing · paving · flooring

Chattanooga Times Free Press, 2026-08-27

04 · $77 million

Dorothy and Jim Kennedy Health Sciences Building, University of Tennessee at Chattanooga

Under construction, topped out April 2026, completion scheduled 2027

An approximately 90,000-square-foot home for the UTC College of Nursing at Palmetto and East 3rd streets in Chattanooga, with classrooms and a simulation lab, built by The Christman Company.

> With the structure topped out, the 2026 to 2027 work shifts to fire sprinkler, mechanical and electrical rough-in, then flooring in classrooms, labs and corridors, followed by custodial and floor-care demand once the building opens.

flooring · fire protection · HVAC · electrical · cleaning

UTC News, 2026-04-30

05 · $34 million

Soddy Daisy Middle School renovation

Broke ground June 2026; construction begins October 2026, completion anticipated fall 2029

A Hamilton County Schools renovation of Soddy Daisy Middle School that modernizes classrooms, adds a new gymnasium and upgrades the cafeteria to hold up to 650 students, funded by the county facilities bond.

> A phased renovation of an occupied school runs flooring, painting, fire protection and mechanical upgrades in summer and after-hours windows through 2029, and the new gym adds athletic flooring.

flooring · fire protection · painting · HVAC · construction

WTVC NewsChannel 9, 2026-06-03

06

AC Hotel Chattanooga

Broke ground June 2026, opening expected spring 2028

A 148-room AC Hotel by Marriott developed by Vision Hospitality Group in Chattanooga, with an O-Ku Japanese restaurant on the ground floor.

> A new-build hotel with a ground-floor restaurant needs fire sprinklers, kitchen exhaust and mechanical systems during 2026 and 2027, then guestroom carpet and hard-surface flooring before the 2028 opening, and housekeeping and kitchen cleaning after.

fire protection · flooring · HVAC · electrical · cleaning

LODGING Magazine, 2026-06-22

07 · $29 million

Soddy Daisy Middle School renovation and new gymnasium

Contract awarded; completion by 2029

Hamilton County Schools awarded a $29 million contract to upgrade the 60-year-old Soddy Daisy Middle School campus in Soddy-Daisy and add a new gymnasium, with construction set to finish by 2029.

> A new gymnasium adds new roof area, and a phased renovation of an occupied campus lets roofing, HVAC, electrical and flooring packages over several years.

roofing · construction · HVAC · electrical · flooring

Chattanooga Times Free Press, 2026-03-05

Projects current as of 2026-09; each source is linked on its card. Values are as reported by the source.

The anchor owners

Health systems, campuses, large employers and industrial parks hold the biggest concentrations of commercial buildings in Chattanooga. One relationship with a facilities team here can cover many buildings.

Health system · Chattanooga, Hamilton County

Erlanger Health System

Erlanger's fact sheet lists 930 acute-care beds across its system, which is headquartered at Erlanger Baroness Hospital in downtown Chattanooga.

> Runs the downtown Baroness campus with the attached Children's Hospital plus Erlanger East and Erlanger North, a mix of inpatient towers, clinics and parking that needs constant mechanical, cleaning and life-safety upkeep.

HVAC · cleaning · fire protection · electrical

Erlanger Health System

Campus · Chattanooga, Hamilton County

University of Tennessee at Chattanooga

UTC reports 12,060 total students.

> A downtown campus of classrooms, labs, residence halls and athletic venues, with a stated goal of growing toward 15,000 students.

HVAC · cleaning · roofing · landscaping

University of Tennessee at Chattanooga

Airport · Chattanooga, Hamilton County

Chattanooga Metropolitan Airport

The airport served 632,384 travelers in 2025, an all-time record and a 14 percent increase over the year before.

> Terminal, airfield and parking operations, including a four-story parking garage the airport broke ground on in 2025.

paving · cleaning · electrical · HVAC

Industrial park · Chattanooga, Hamilton County

Enterprise South Industrial Park

Enterprise South is a 6,000-acre site in northeast Chattanooga on the former Volunteer Army Ammunition Plant.

> Home to the Volkswagen assembly plant, an Amazon fulfillment center and auto suppliers such as Gestamp and Plastic Omnium, so the park is dense with large plants, warehouses, lots and access roads.

roofing · paving · HVAC · electrical

WDEF News 12

fire protection

Chattanooga Trend (Chattanooga Area Chamber of Commerce)

Logistics hub · Chattanooga, Hamilton County

Bonny Oaks Industrial & Office Park

Hamilton County reports over 1,902,000 square feet of building construction completed in the park, which is primarily a distribution and light industry park.

> Tenants listed by the county include UPS, Federal Express, DHL, Frito-Lay and Kenco Group, so the park is mostly warehouses and distribution buildings with truck courts and parking.

roofing · paving · cleaning · fire protection

Hamilton County Government

Major employer · Chattanooga, Hamilton County

Volkswagen Chattanooga Assembly Plant

Volkswagen says 4,500 employees work at its Chattanooga plant.

> A single large vehicle assembly plant inside Enterprise South with production halls, offices and employee parking.

HVAC · electrical · cleaning · roofing

Volkswagen of America

Major employer · Collegedale, Hamilton County

McKee Foods Corporation

McKee Foods employs more than 3,000 people in its Tennessee production facilities and corporate headquarters.

> Collegedale is home to two McKee bakeries, a research and development center, a corporate office building and several support buildings.

HVAC · cleaning · roofing · fire protection

McKee Foods

Anchor facts checked 2026-10; each source is linked on its card.

Which trades the work touches

Projects and anchor owners in this report that buy each trade, Chattanooga

TRADE	PROJECTS AND OWNERS	
Commercial HVAC & Mechanical		13
Commercial Cleaning & Janitorial		9
Fire Protection		9
Commercial Electrical		9
Commercial Roofing		7
Commercial Flooring		6
Paving & Asphalt		4
Commercial Construction		3
Commercial Landscaping		2
Commercial Painting & Coatings		2

Count of the projects and anchor owners above whose scope includes the trade, from the sourced descriptions.

04

Chapter 04 The calendar

The Chattanooga selling calendar

Outbound runs every month, but the weather changes what a buyer wants to hear. These are the NOAA records for the Chattanooga metro's counties, month by month.

Chattanooga by month: storm reports, degree days and average highs

MEASURE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Hail and damaging wind reports total, 2015 to 2024	13	8	63	32	70	85	57	38	2	0	17	8
Cooling degree days average month	3	1	12	19	123	272	380	357	195	40	2	1
Heating degree days average month	799	617	460	202	61	2	0	0	18	190	474	710
Average high (°F) average month	49	53	62	71	78	85	87	87	82	72	60	51

Sources: NOAA NCEI Storm Events Database, 2015 to 2024: reports of hail 1 inch or larger and thunderstorm wind of 58 mph or more, by month, across the market counties. NOAA NCEI nClimDiv county monthly series, 1991-2020 averages. Degree days count how far the daily average sits above (cooling) or below (heating) 65°F, summed over the month.

NOAA logged 43 hail reports of 1 inch or larger and 350 damaging wind reports across the metro's counties from 2015 to 2024: #57 of 100 markets for hail and #46 for wind. March, May and June carried 55% of the reports. Storms are not the main driver here, so roof age, leaks and budget timing carry the roofing conversation.

The metro averages 1,405 cooling degree days a year (#39 of 97 markets) and 3,533 heating degree days (#54 of 97). Cooling load peaks in June, July, August and September; heating in January, February, March, November and December. Peak months are when HVAC calls lead with service and response times; the rest of the year they lead with planned work and budgets.

Trades with no weather season

Cleaning, construction, electrical, flooring and fire protection sell on contract end dates, budgets and inspection cycles. Learn each account's date on the first call and come back before it.

9 months average a high of 60°F or more (March, April, May, June, July, August, September, October and November). That is when exterior painting, paving and landscaping crews are busiest, so in-season calls catch owners while they can see the work that needs doing. The contracts themselves are bid on each property's own dates, so the selling runs all year.

05

Chapter 05 The numbers

What one meeting takes, trade by trade

What booking a meeting has taken on our own calling floor for the trades we run in Chattanooga, next to the records we can prospect here. The sales center figures are national; it does not break them out by city yet.

Dials per booked appointment, by trade (lower is faster), national

TRADE	DIALS PER APPOINTMENT	REACHED PROPOSAL	PROPOSALS WON	DIALS FOR 10 MEETINGS
Fire Protection FASTEST TO BOOK	**78**	21.6%	13.2%	about 780
Paving & Asphalt	**86**	32.2%	7.4%	about 860
Commercial Landscaping	**88**	18.8%	12.7%	about 880
Commercial Electrical	**96**	14.6%	21.1%	about 960
Commercial HVAC & Mechanical	**98**	16.6%	24.9%	about 980
Commercial Painting & Coatings	**115**	31.2%	14.4%	about 1,150
Commercial Flooring	**122**	30.8%	9.8%	about 1,220
Commercial Roofing	**140**	25.9%	16.1%	about 1,400
Commercial Cleaning & Janitorial	**142**	23.9%	21.7%	about 1,420
Managed Service Providers	**162**	10.0%	20.5%	about 1,620

All of these trades together: 122 dials per appointment

Source: Abstrakt sales center, Performance Intelligence, national, as of October 2026. Dials per appointment = prospecting calls divided by appointments set. History, not a promise. Full benchmarks and method.

The records behind a Chattanooga program

Before a program starts we size the list: the decision-maker records Abstrakt can prospect for each trade in the Chattanooga-Cleveland-Dalton territory.

2,356
Commercial Roofing

2,356
Commercial Construction

1,091
Commercial HVAC & Mechanical

850
Commercial Cleaning & Janitorial

Source: Abstrakt territory record counts, as of October 2026: estimated decision-maker records Abstrakt can prospect for each program in the territory. Shown for the programs the count covers.

Read it this way

Divide the records by the dials one meeting takes and you see how long a list lasts before it repeats. A thin list means a program has to work every record well, not just call more.

06

Chapter 06 Build or buy

What an in-house SDR costs in Chattanooga

Before you hire a sales development rep in Chattanooga, price the whole job, not just the salary.

The salary is the smallest part of the decision. About 1,630 people hold the role in the Chattanooga, TN-GA metro, and every one of their employers is competing for the same hires.

An in-house SDR's first year, at a $55,000 base salary (illustrative model)

COST	YEAR ONE
Base salary	$55,000
Commission and bonus	$15,000
Payroll taxes and benefits (25% of pay)	$17,500
Tools and data ($550 a month)	$6,600
Recruiting and training	$7,000
Turnover (35% a year, rehiring)	$2,450
Manager and QA time (5 hours a week) and admin (4 hours a month)	$21,150
Total, before ramp time	**$124,700**

Headcount: U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), May 2025. Sales representatives of services, except advertising, insurance, financial services and travel (SOC 41-3091). The cost lines are the starting values of our SDR cost calculator: $15,000 commission, 25% payroll taxes and benefits, $550 a month in tools, $7,000 recruiting and training, 35% yearly turnover, and manager, QA and admin time. Change any of them there.

$124,700

for one in-house SDR's first year at a $55,000 base salary.

That buys one rep. It does not buy the list, the manager's coaching system or cover when the rep leaves.

Ask us what a program would cost for the same work

Part two Apply this

The Chattanooga market toolkit

4 working tools built from the chapters above. Tick the boxes as you go (they stay ticked in this browser), copy the scripts into your CRM, or save the whole guide as a PDF and print this part as a worksheet.

01

Account scorecard

Score an account before anyone dials it.

02

Discovery question bank

The questions that qualify a meeting.

03

Trigger watchlist

The changes that make a buyer take the call.

04

30-day action plan

Four weeks of steps you can start Monday.

TOOL 01

Account scorecard

Before an account goes on the call list, check every line that fits. Call the accounts with the most ticks first, and leave the ones with none for later.

- [ ] **It sits in Hamilton County, Catoosa County and Marion County**
  90% of the metro's larger business sites are in these counties.
- [ ] **It has 20 or more people on site**
  One of the 1,495 sites this report counts. At that size a facility lead usually owns the building decisions.
- [ ] **It is in a category Chattanooga over-indexes on**
  hotels (1.76x the U.S. mix), golf courses and country clubs (1.58x the U.S. mix) and retail stores (1.54x the U.S. mix).
- [ ] **It belongs to an anchor owner or a named project**
  Erlanger Health System, University of Tennessee at Chattanooga, Chattanooga Metropolitan Airport and Enterprise South Industrial Park.
- [ ] **You can name the person who signs**
  A name and a title before the first dial, not just the main line.

- [ ] **You are calling a business line**
  A business line, not a personal phone. Look up the calling laws for Tennessee before you dial.

0 of 6 checked

TOOL 02

Discovery question bank

Ask fewer, better questions. Pick three or four for the call and save the rest for the meeting. Each one comes with the reason it earns its place.

Restaurants: 462 sites here

From our fire protection talk track. Staying open and passing inspection. Multi-unit operators are worth more than single locations.

1. **When was your hood suppression system last inspected, and when is the next one due?**
   Due dates tell you when to call and what to offer.
2. **Have you had a failed inspection or a citation recently?**
   Failed inspections threaten the ability to stay open and create urgency.
3. **How many locations do you operate, and does each one use a different vendor?**
   Multi-unit operators are more valuable and often want one vendor across locations.

Retail stores: 286 sites here

From our landscaping talk track. Store appearance and snow safety. In shopping centers the landlord usually controls the contract, so qualify who buys.

1. **Is this a freestanding store, or does the shopping center landlord handle the grounds?**
   In centers the landlord usually buys, so this qualifies whether you are talking to the right company.
2. **Is grounds and snow bought store by store or through a regional or national program?**
   Regional programs need a different conversation and a different contact than a single store.
3. **How is snow and ice handled before the store opens?**
   Opening-time snow coverage is a safety and liability issue that gets attention fast.

Manufacturing plants: 210 sites here

From our cleaning talk track. Audits and shift schedules. Ask which areas the production crew cleans and which they wish someone else did.

Any first meeting

Plain practice that works in every market.

1. **How are you handling this today, and what would you change about it?**
   The gap between today and what they want is the whole reason to meet.

1. **Which areas does your production crew clean, and which do you wish someone else handled?**
   Work that pulls operators off the line is the scope a plant manager will pay to hand off.
2. **What shifts do you run, and when could a cleaning crew work without getting in the way?**
   Shift schedules decide staffing, access and whether the job fits your crews.
3. **Do you have customer or safety audits coming up that look at housekeeping?**
   An upcoming audit creates a date and makes high dusting or floor scrubbing an easy yes.
2. **What happens if nothing changes this year?**
   Tells you whether there is a cost to waiting, or only curiosity.
3. **Who else would need to agree before anything moves?**
   Names the people who can stall the deal, while you can still invite them.
4. **When does the current contract or budget come up for review?**
   Gives you the date to plan around, even when the answer today is no.
5. **What would make a first meeting worth your time?**
   Lets the buyer set the agenda, which is the agenda they will show up for.

TOOL 03

Trigger watchlist

Each of these changes gives a buyer a reason to take the call this month instead of next year. Tick the ones you will track, and set a news alert or CRM field for each so you hear about it first.

- [ ] **Erlanger East Hospital expansion**
  Under construction. Hospital additions run long mechanical, electrical and fire protection scopes, and the emergency department renovation inside an operating hospital adds phased flooring, painting and infection-control cleaning work.
- [ ] **Station 33**
  Broke ground August 2026. A food hall and hotel mean restaurant-grade mechanical and electrical work during construction, then plaza hardscape, landscaping and recurring cleaning contracts once it opens.

- [ ] **North River Elementary School and YMCA shared campus**

  Broke ground August 2026. A new school targeted to open in fall 2028 needs roofing, mechanical, electrical and site paving packages, and the shared gym and YMCA programming increase long-term cleaning and grounds demand.

- [ ] **Dorothy and Jim Kennedy Health Sciences Building, University of Tennessee at Chattanooga**

  Under construction, topped out April 2026, completion scheduled 2027. With the structure topped out, the 2026 to 2027 work shifts to fire sprinkler, mechanical and electrical rough-in, then flooring in classrooms, labs and corridors, followed by custodial and floor-care demand once the building opens.

- [ ] **Soddy Daisy Middle School renovation**

  Broke ground June 2026; construction begins October 2026, completion anticipated fall 2029. A phased renovation of an occupied school runs flooring, painting, fire protection and mechanical upgrades in summer and after-hours windows through 2029, and the new gym adds athletic flooring.

- [ ] **AC Hotel Chattanooga**

  Broke ground June 2026, opening expected spring 2028. A new-build hotel with a ground-floor restaurant needs fire sprinklers, kitchen exhaust and mechanical systems during 2026 and 2027, then guestroom carpet and hard-surface flooring before the 2028 opening, and housekeeping and kitchen cleaning after.

- [ ] **Storm season: March, May and June**

  55% of the 393 large-hail and damaging-wind reports NOAA logged across the metro, 2015 to 2024, fell in these months. Owners want an inspection after an event; call the ones you already know first.

- [ ] **Cooling season: June, July, August and September**

  The months with the most cooling load here. Units that struggle now give a facility lead a reason to take a second contractor's call.

- [ ] **New sites: medical, dental and outpatient offices**

  QCEW counted 55 more medical, dental and outpatient offices in Chattanooga than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

- [ ] **New sites: restaurants**

  QCEW counted 45 more restaurants in Chattanooga than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

0 of 10 on your watchlist

TOOL 04

30-day action plan

4 weeks, 15 steps, nothing you need to buy. Tick each one off as you finish it; your progress stays in this browser.

Week 1

Draw the territory

- [ ] Start in Hamilton County, Catoosa County and Marion County, which hold 90% of the larger business sites.
- [ ] Pull the sites with 20 or more people in restaurants, retail stores and manufacturing plants.
- [ ] Score every account with the scorecard above and sort the list by score.
- [ ] Put the accounts tied to Erlanger Health System and University of Tennessee at Chattanooga at the top.

Week 2

Check the rules, then write the talk track

- [ ] Look up the calling laws for Tennessee and every state you call into, and confirm them with your own counsel before the first dial.
- [ ] Pick four questions from the question bank for every call and print them next to the phone.
- [ ] Write one opening line per account type that names something local: a project, an owner or the season.

Week 3

Make the calls

- [ ] Call business lines during business hours, 8am to 5pm in the buyer's local time, in the same blocked hours every day.
- [ ] Log every dial, every conversation and every meeting set, so you know your own numbers.
- [ ] Open with the trigger when you know it: erlanger East Hospital expansion.
- [ ] Close every good conversation with two specific meeting times.

Week 4

Measure and decide

- [ ] Divide your dials by meetings set and compare it with the 78 dials per appointment our sales center averaged on fire protection calls (national, as of October 2026).
- [ ] Put a return date on every "not now", tied to the contract or budget date they gave you.
- [ ] Before you hire, price an in-house rep with the Chattanooga pay figures in this report.
- [ ] Keep what worked, rewrite the line that drew the most pushback, and run the next 30 days.

0 of 15 steps done

Sources and notes

- U.S. Census Bureau, County Business Patterns 2023: business sites by category, size and county, Chattanooga, TN-GA.
- U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, private ownership, 2026 Q1: contractor establishments, one-year change and concentration (location quotient).
- Projects: named public sources linked on each card, current as of 2026-09.
- Anchor owners: sources linked on each card, checked 2026-10.
- NOAA NCEI Storm Events Database, 2015 to 2024: hail and damaging wind reports by month across the metro's counties.
- NOAA NCEI nClimDiv county monthly series, 1991-2020 averages: degree days and average highs by month.
- Abstrakt sales center, Performance Intelligence, national, as of October 2026: dials, appointments, proposals and wins by trade. Method.
- Abstrakt territory record counts, as of October 2026: decision-maker records per program in the Chattanooga-Cleveland-Dalton territory.
- U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), May 2025: Sales representatives of services, except advertising, insurance, financial services and travel (SOC 41-3091).
- Cover photo: Market Street Bridge over the Tennessee River in downtown Chattanooga, by Sarah Swainson on Unsplash, Unsplash License.
- The toolkit's discovery questions come from our trade talk tracks; the plan and checklists are sales practice, not data.

Keep reading

Market page
Appointment setting in Chattanooga

Territory
Check whether your trade is open in Chattanooga

Benchmarks
The full sales center benchmarks and method

Calculator
Run the in-house SDR numbers yourself

Nearby market
The State of Outbound Sales in Nashville

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