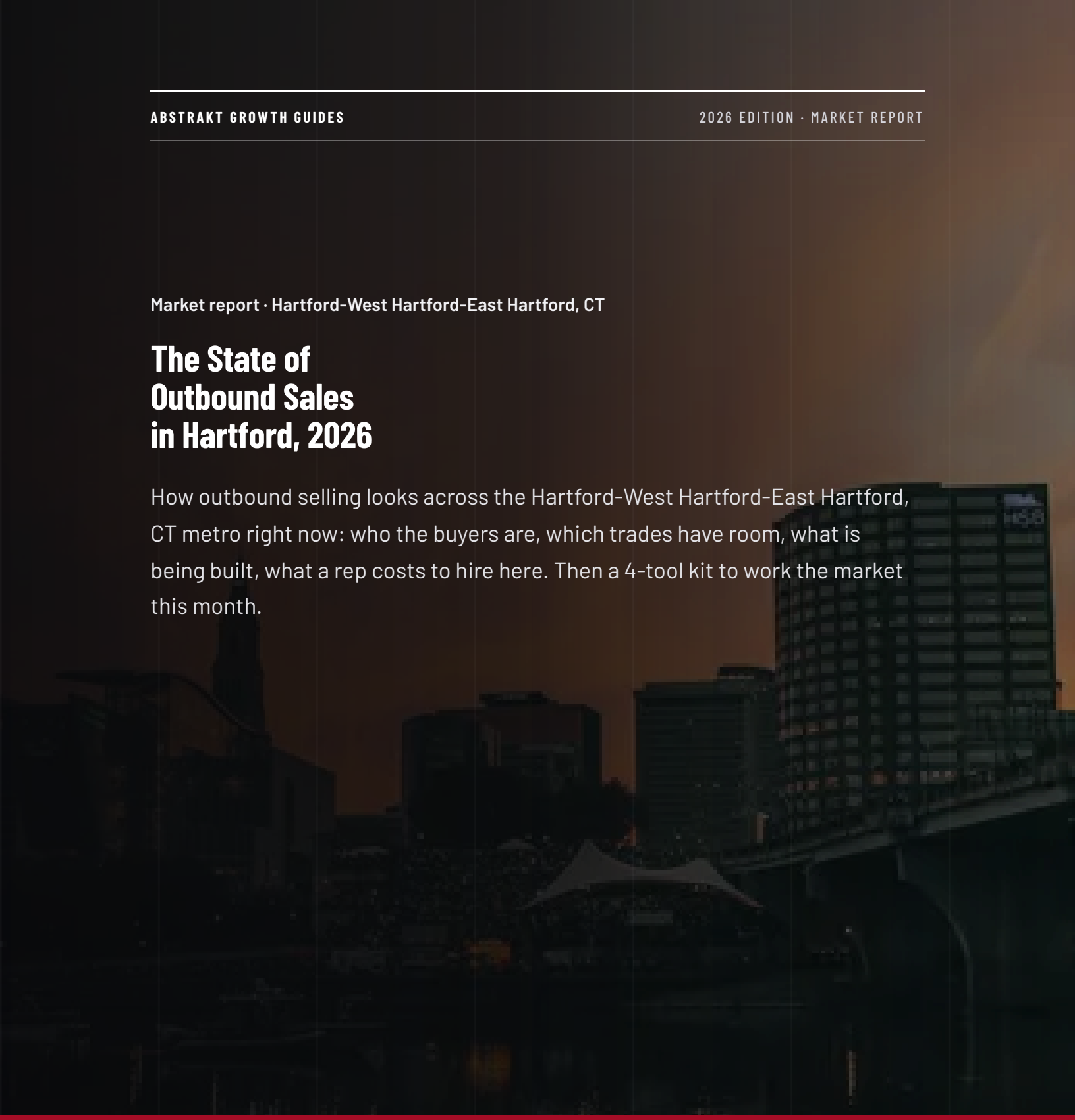
Market report · Hartford-West Hartford-East Hartford, CT

The State of Outbound Sales in Hartford, 2026

How outbound selling looks across the Hartford-West Hartford-East Hartford, CT 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.



2,949

business sites with 20+ people across the categories trades sell to, #50 of our 100 metros

6.0

buyer sites per commercial general contractor, #25 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 Hartford

1

Biggest buyer pool

Restaurants: 723 sites

with 20 or more people, the largest buyer category in Hartford-West Hartford, ahead of retail stores (656).

2

Where the metro leans

Senior living and nursing: 1.64x the U.S. mix

Also over-represented: hosting and data processing companies (1.62x) and grocery stores (1.41x). Trades that serve these buyers have more of them here than the national average suggests.

3

Most room

Commercial Construction: #25 of 100 markets

6.0 buyer sites with 20+ people for each of 165 local commercial general contractors. The most crowded is paving & asphalt, #89 of 94.

4

Biggest reason to call

Hartford Hospital inpatient tower and campus transformation, Nearly $1 billion

Parking garage under construction; tower starts 2027. One of 4 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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The toolkit

Src METHOD
Sources and notes

Employment and Wages, private ownership, 2026 Q1; project sources as of 2026-09; U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), May 2025. Full list at the end.

01

Chapter 01 The market

Who buys in Hartford-West Hartford

2,949 business sites in Hartford-West Hartford have 20 or more people on site in the categories commercial trades sell to. That ranks #50 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 Hartford-West Hartford, top 10 categories

CATEGORY	SITES WITH 20+	ALL SITES	VS. U.S. MIX	1-YR CHANGE
Restaurants LARGEST POOL	**723**	2,692	1.10x	-44
Retail stores	**656**	3,787	1.02x	-87
Manufacturing plants	**447**	1,307	1.06x	-23
Medical, dental and outpatient offices	**371**	2,647	1.02x	+48
Wholesale distributors	**275**	1,210	1.28x	-4
Senior living and nursing	**187**	444	1.64x	+13
Grocery stores	**112**	783	1.41x	-11
Auto dealerships	**69**	199	1.15x	-4
Trucking companies	**46**	335	0.60x	-26
Hotels	**45**	121	0.58x	-7

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.

Hartford-West Hartford leans toward senior living and nursing (1.64x), hosting and data processing companies (1.62x) and grocery stores (1.41x). 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.

It is thinner than the U.S. mix in hotels (0.58x) and trucking companies (0.60x). A program built around those buyers runs out of fresh accounts sooner here.

Growing fastest over the past year, by establishment count: medical, dental and outpatient offices (+48), senior living and nursing (+13) and nonresidential building owners (+4). New sites have no incumbent vendor yet.

The metro

Hartford-West Hartford-East Hartford, CT: 2 counties in this report's counts.

Capitol Planning Region holds 86% of the larger business sites, so most programs start there.

Where the sites are

Business sites with 20+ people, by county, Hartford-West Hartford

COUNTY	SITES WITH 20+	SHARE OF METRO
Capitol Planning Region START HERE	**2,529**	86%
Lower Connecticut River Valley Planning Region	**383**	13%

Source: U.S. Census Bureau, County Business Patterns 2023, summed across the buyer categories above. Census withholds some county-level size counts, so 37 of the metro's 2,949 sites are not assigned to a county.

02

Chapter 02 The competition

Which trades have the most room in Hartford

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 Hartford figure is ranked against the other markets we track.

How Hartford 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 Construction MOST ROOM	**#25 of 100**	6.0	165	+7
Commercial Cleaning & Janitorial	**#29 of 100**	4.6	289	-20
Fire Protection	**#46 of 96**	45	38	+2
Commercial HVAC & Mechanical	**#64 of 100**	8.6	139	0
Commercial Painting & Coatings	**#59 of 86**	57	30	+3
Commercial Roofing	**#66 of 89**	54	29	+3
Managed Service Providers	**#82 of 100**	1.6	1,084	+10
Commercial Flooring	**#56 of 68**	49	21	0
Commercial Electrical	**#85 of 100**	7.2	207	+5
Commercial Landscaping	**#88 of 100**	2.4	668	-8
Paving & Asphalt	**#89 of 94**	26	58	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 construction (#25), commercial cleaning & janitorial (#29) and fire protection (#46) rank best in Hartford. For those trades a program can work longer before it calls the same building twice, and fewer competitors have already pitched each owner.

Paving & asphalt is the most crowded trade here, #89 of 94: 26 buyer sites for each of 58 local paving contractors. Winning there takes a sharper reason to switch than a lower price.

Commercial cleaning & janitorial (-20) and commercial landscaping (-8) lost contractor establishments over the past year, so the same buildings are split among fewer firms than a year ago. Managed service providers (+10) and commercial construction (+7) added them.

Open programs

Our availability workbook does not cover Hartford 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

4 named, sourced projects and 6 anchor owners in Hartford-West Hartford. 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 · Nearly $1 billion

Hartford Hospital inpatient tower and campus transformation

Parking garage under construction; tower starts 2027

A 14-story inpatient tower with 216 private rooms and three floors of procedural space, a redesigned emergency department and a new 1,700-plus-space garage at Seymour and Jefferson streets on Hartford Hospital's campus in Hartford.

> The garage is already underway and the tower starts in 2027 for a 2031 opening, so this is a multi-year run of mechanical, electrical, fire protection and interior finish work, with renovation scopes in existing buildings along the way.

HVAC · electrical · fire protection · flooring · paving

WFSB, 2026-04-28

02 · $395 million

U.S. District Courthouse, Hartford

Pre-construction; groundbreaking expected summer 2027

A new federal courthouse on Allyn Street in downtown Hartford to replace the current federal courthouse, with a project labor agreement now negotiated.

> A federal courthouse carries extensive mechanical, electrical, security and fire protection systems and high-grade interior finishes; the labor agreement means union subcontractors should be positioning now for 2027 bids.

construction · HVAC · electrical · fire protection

WFSB, 2026-03-02

03 · $47.5 million

East River Drive riverfront apartments

Under construction

A 150-unit apartment community in four buildings with a clubhouse and pool at 341 East River Drive in East Hartford, along the Connecticut River behind Great River Park.

> Buildings deliver one after another from spring 2027 through the fourth quarter of 2027, so mechanical, electrical, painting and flooring crews work in sequence, then landscaping and site paving close it out.

HVAC · electrical · painting · flooring · landscaping

WTNH via Yahoo News, 2026-06-11

04 · $35 million

Greater Hartford Gives Foundation headquarters

Groundbreaking planned spring 2026

A two-story, 30,000 to 35,000-square-foot headquarters on a lot of more than two acres at Albany Avenue and Main Street in Hartford's North End, with BBE of Bloomfield as construction manager.

> Completion is targeted for early 2028, so subcontract packages for mechanical, electrical, interior finishes and site landscaping follow the 2026 start.

construction · HVAC · electrical · landscaping

Greater Hartford Gives Foundation, 2025-12-06

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 Hartford-West Hartford. One relationship with a facilities team here can cover many buildings.

Health system · Hartford, Capitol Planning Region

Hartford HealthCare

CT Mirror reported in October 2025 that Hartford HealthCare owns seven hospitals across the state, the most of any health system in Connecticut.

> Hartford Hospital and the system's other hospitals and outpatient sites run patient

Campus · Storrs (Mansfield), Capitol Planning Region

University of Connecticut

UConn expected about 25,500 undergraduates across its campuses for 2025-26, including more than 20,500 at Storrs and a record 4,715 new first-year students there.

> The Storrs campus runs residence halls, research labs, athletic venues and a

towers, labs and parking structures with constant mechanical, life-safety and cleaning needs.

HVAC · cleaning · fire protection · electrical · flooring

CT Mirror

central utility system, plus a Hartford campus downtown.

HVAC · cleaning · landscaping · roofing · electrical

UConn Today

Major employer · East Hartford, Capitol Planning Region

Pratt & Whitney

UConn Today reports more than 11,000 employees serve Pratt & Whitney's East Hartford headquarters and manufacturing facilities.

Jet-engine manufacturing, test and office buildings in East Hartford, plus a Middletown plant, carry electrical, mechanical, roofing and fire protection scopes.

electrical · HVAC · roofing · fire protection · cleaning

UConn Today

Airport · Windsor Locks, Capitol Planning Region

Bradley International Airport

Bradley's new concourse adds three airline gates, and the two construction projects there total approximately $250 million, including an 80,000-square-foot facility behind the Sheraton Hotel.

Terminal, new concourse, parking and ground transportation buildings run by the Connecticut Airport Authority need cleaning, HVAC and pavement work.

cleaning · HVAC · paving · electrical

CT by the Numbers

Logistics hub · Windsor, Capitol Planning Region

Amazon fulfillment center, Windsor

New England Public Media reported in 2023 that the Windsor fulfillment center covers 3.8 million square feet and employs more than 2,000 workers, the biggest Amazon warehouse in New England.

A 3.8 million square foot building in Windsor's distribution corridor carries roof, sprinkler, dock lighting and truck court upkeep.

roofing · fire protection · electrical · paving

Retail center · West Hartford and Farmington, Capitol Planning Region

Westfarms

Westfarms, owned by Simon Property Group, is anchored by Nordstrom, Macy's, Jordan's Furniture and JCPenney and was adding a 22,512-square-foot Barnes & Noble in summer 2026.

A regional enclosed mall with anchor stores, common areas, tenant turnovers and large parking fields needs cleaning, paving, HVAC and interior fit-out work.

New England Public Media

cleaning paving HVAC flooring painting

Hartford Business Journal

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, Hartford-West Hartford

TRADE	PROJECTS AND OWNERS	
Commercial HVAC & Mechanical		9
Commercial Electrical		9
Commercial Cleaning & Janitorial		5
Fire Protection		5
Commercial Flooring		4
Paving & Asphalt		4
Commercial Roofing		3
Commercial Landscaping		3
Commercial Construction		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 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 Hartford, 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 Hartford program

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

4,015
Commercial Roofing

4,015
Commercial Construction

1,739
Commercial HVAC & Mechanical

1,450
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.

05

Chapter 05 Build or buy

What an in-house SDR costs in Hartford

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

The salary is the smallest part of the decision. About 3,800 people hold the role in the Hartford-West Hartford-East Hartford, CT 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 Hartford 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 Capitol Planning Region**
  86% of the metro's larger business sites are in this county.
- [ ] **It has 20 or more people on site**
  One of the 2,949 sites this report counts. At that size a facility lead usually owns the building decisions.
- [ ] **It is in a category Hartford over-indexes on**
  senior living and nursing (1.64x the U.S. mix), hosting and data processing companies (1.62x the U.S. mix) and grocery stores (1.41x the U.S. mix).
- [ ] **It belongs to an anchor owner or a named project**
  Hartford HealthCare, University of Connecticut, Pratt & Whitney and Bradley International Airport.
- [ ] **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 Connecticut 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: 723 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: 656 sites here

From our painting talk track. Night work that does not close the store. Chains often run repaints as multi-site programs from regional facilities.

1. **Is painting bought store by store or through a regional or national remodel program?**
   Program work needs a different contact and often a vendor registration process.
2. **Can the work be done overnight without closing the store?**
   Night work capability is often the deciding factor for retail painting.
3. **Are remodels, brand refreshes or new stores planned in this area?**
   Planned programs give you a timeline and a defined scope.

Manufacturing plants: 447 sites here

From our construction talk track. Building around live operations and hitting a production start date. Ask what growth is planned and where.

1. **What growth is planned, such as new lines, added capacity or a new site?**
   Planned growth defines the project and the timeline.
2. **What production start date does the project have to hit?**
   A fixed start date changes how the owner weighs schedule against price.

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.
2. **What happens if nothing changes this year?**
   Tells you whether there is a cost to waiting, or only curiosity.

3. **How will construction work around live operations?**
   Your answer to this is often the deciding factor for plant managers.

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.

- [ ] **Hartford Hospital inpatient tower and campus transformation**
  Parking garage under construction; tower starts 2027. The garage is already underway and the tower starts in 2027 for a 2031 opening, so this is a multi-year run of mechanical, electrical, fire protection and interior finish work, with renovation scopes in existing buildings along the way.

- [ ] **U.S. District Courthouse, Hartford**
  Pre-construction; groundbreaking expected summer 2027. A federal courthouse carries extensive mechanical, electrical, security and fire protection systems and high-grade interior finishes; the labor agreement means union subcontractors should be positioning now for 2027 bids.

- [ ] **East River Drive riverfront apartments**
  Under construction. Buildings deliver one after another from spring 2027 through the fourth quarter of 2027, so mechanical, electrical, painting and flooring crews work in sequence, then landscaping and site paving close it out.

- [ ] **Greater Hartford Gives Foundation headquarters**
  Groundbreaking planned spring 2026. Completion is targeted for early 2028, so subcontract packages for mechanical, electrical, interior finishes and site landscaping follow the 2026 start.

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

  QCEW counted 48 more medical, dental and outpatient offices in Hartford-West Hartford than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

- [ ] **New sites: senior living and nursing**

  QCEW counted 13 more senior living and nursing in Hartford-West Hartford than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

0 of 6 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 Capitol Planning Region, which holds 86% 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 Hartford HealthCare and University of Connecticut at the top.

Week 2

Check the rules, then write the talk track

- [ ] Look up the calling laws for Connecticut 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: hartford Hospital inpatient tower and campus transformation.
- [ ] 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 Hartford 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, Hartford-West Hartford-East Hartford, CT.
- 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.
- 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 Hartford-West Hartford 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: Hartford skyline and bridge over the Connecticut River at sunset, by Billy Freeman 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 Hartford

Territory
Check whether your trade is open in Hartford

Benchmarks
The full sales center benchmarks and method

Calculator
Run the in-house SDR numbers yourself

Nearby market
The State of Outbound Sales in Springfield

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