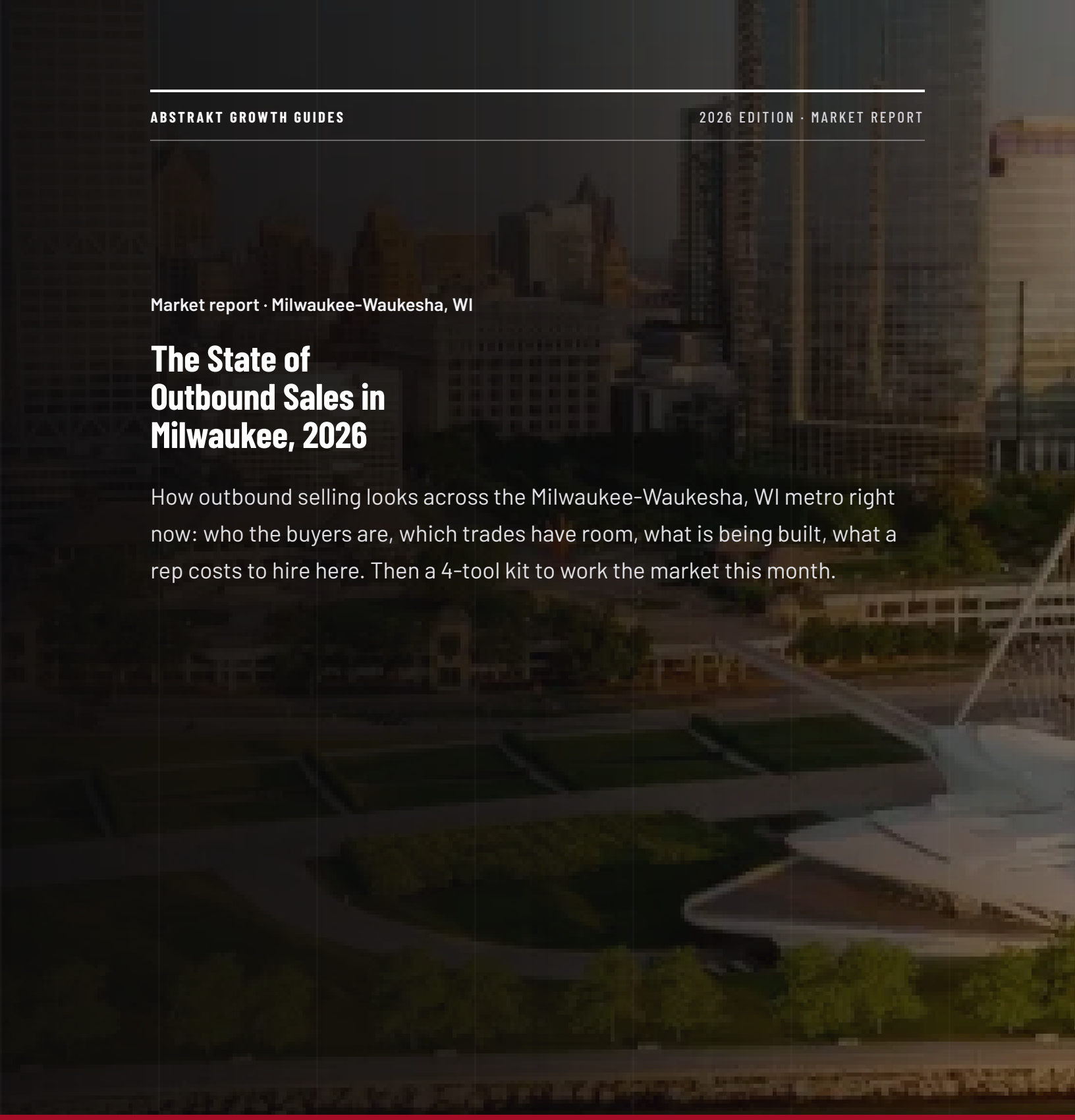


Market report · Milwaukee-Waukesha, WI

The State of Outbound Sales in Milwaukee, 2026

How outbound selling looks across the Milwaukee-Waukesha, WI 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.

4,798

business sites with 20+ people across the categories trades sell to, #36 of our 100 metros

12

buyer sites per commercial general contractor, #1 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 Milwaukee

1

Biggest buyer pool

Restaurants: 1,077 sites

with 20 or more people, the largest buyer category in Milwaukee-Waukesha, ahead of manufacturing plants (962).

2

Where the metro leans

Senior living and nursing: 1.96x the U.S. mix

Also over-represented: manufacturing plants (1.31x). Trades that serve these buyers have more of them here than the national average suggests.

3

Most room

Commercial Construction: #1 of 100 markets

12 buyer sites with 20+ people for each of 153 local commercial general contractors. The most crowded is commercial landscaping, #56 of 100.

4

Biggest reason to call

Vantage Data Centers Lighthouse campus, $15 billion

Under construction; phased delivery from late 2027. One of 5 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 Employment and Wages, private ownership, 2026 Q1; project

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02 THE COMPETITION
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Sources and notes

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 Milwaukee-Waukesha

4,798 business sites in Milwaukee-Waukesha have 20 or more people on site in the categories commercial trades sell to. That ranks #36 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 Milwaukee-Waukesha, top 10 categories

CATEGORY	SITES WITH 20+	ALL SITES	VS. U.S. MIX	1-YR CHANGE
Restaurants LARGEST POOL	**1,077**	3,446	1.08x	+47
Manufacturing plants	**962**	2,190	1.31x	-52
Retail stores	**875**	4,367	0.96x	+2
Medical, dental and outpatient offices	**524**	3,591	0.93x	+71
Wholesale distributors	**438**	2,003	1.10x	+71
Senior living and nursing	**217**	819	1.96x	+15
Churches and religious organizations	**147**	822	0.11x	+1
Grocery stores	**144**	623	0.94x	+17
Private K-12 schools	**116**	172	0.99x	-1
Trucking companies	**115**	748	0.94x	+4

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.

Milwaukee-Waukesha leans toward senior living and nursing (1.96x) and manufacturing plants (1.31x). 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 churches and religious organizations (0.11x) and hotels (0.69x). 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 (+71), wholesale distributors (+71) and restaurants (+47). New sites have no incumbent vendor yet.

The metro

Milwaukee-Waukesha, WI: 4 counties in this report's counts.

Milwaukee County, Waukesha County and Washington County hold 93% of the larger business sites, so most programs start there.

Where the sites are

Business sites with 20+ people, by county, Milwaukee-Waukesha

COUNTY	SITES WITH 20+	SHARE OF METRO
Milwaukee County START HERE	**2,438**	51%
Waukesha County	**1,549**	32%
Washington County	**455**	9%
Ozaukee County	**281**	6%

Source: U.S. Census Bureau, County Business Patterns 2023, summed across the buyer categories above. Census withholds some county-level size counts, so 75 of the metro's 4,798 sites are not assigned to a county.

02

Chapter 02 The competition

Which trades have the most room in Milwaukee

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 Milwaukee figure is ranked against the other markets we track.

How Milwaukee 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	**#1 of 100**	12	153	-5
Commercial HVAC & Mechanical	**#1 of 100**	19	109	+2
Fire Protection	**#3 of 96**	107	27	-2
Commercial Electrical	**#9 of 100**	14	163	+8
Paving & Asphalt	**#10 of 94**	66	34	+1
Managed Service Providers	**#15 of 100**	5.1	598	+31
Commercial Cleaning & Janitorial	**#18 of 100**	4.9	462	+22
Commercial Roofing	**#24 of 89**	81	33	-4
Commercial Painting & Coatings	**#26 of 86**	78	35	+2
Commercial Flooring	**#38 of 68**	65	23	+1
Commercial Landscaping	**#56 of 100**	3.5	671	+15

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 (#1), commercial HVAC & mechanical (#1) and fire protection (#3) rank best in Milwaukee. For those trades a program can work longer before it calls the same building twice, and fewer competitors have already pitched each owner.

Commercial landscaping is the most crowded trade here, #56 of 100: 3.5 buyer sites for each of 671 local commercial landscaping contractors. Winning there takes a sharper reason to switch than a lower price.

Commercial construction (-5) and commercial roofing (-4) lost contractor establishments over the past year, so the same buildings are split among fewer firms than a year ago. Managed service providers (+31) and commercial cleaning & janitorial (+22) added them.

Open programs

Our availability workbook does not cover Milwaukee 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

5 named, sourced projects and 7 anchor owners in Milwaukee-Waukesha. 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 · $15 billion

Vantage Data Centers Lighthouse campus

Under construction; phased delivery from late 2027

A four-building data center campus totaling about 2.5 million square feet in Port Washington, Ozaukee County, built for Oracle and OpenAI.

> With roughly a quarter of the work done and 2,800 to 3,000 workers on site daily, electrical, mechanical cooling and fire protection scopes peak in 2026 and 2027, along with site paving.

electrical · HVAC · fire protection · paving

Construction Review Online, 2026-09

02 · $500 million

Northwestern Mutual North Office

Nearing completion; opening 2027

The rebuild of an 18-story office tower at 818 E. Mason St. in downtown Milwaukee, with a skybridge, public lobby and a green roof on the fourth floor.

> Interior finish work is wrapping up ahead of a 2027 opening, which then shifts demand to janitorial, HVAC service, green roof care and fire protection inspections for a tower housing staff moved from Franklin.

flooring · painting · cleaning · HVAC

The Daily Reporter, 2026-08-13

03 · $255 million

Nature & Culture Museum of Wisconsin

Interior construction; opening first half of 2027

A five-story, 200,000-square-foot museum at Sixth Street and McKinley Avenue in downtown Milwaukee replacing the Milwaukee Public Museum.

> With the precast shell complete, interior work in 2026 covers mechanical systems for exhibits and a butterfly vivarium, electrical, fire protection and finishes, then a long-term cleaning account.

HVAC · electrical · fire protection · flooring · cleaning

The Daily Reporter, 2026-05-15

04 · $233 million

Forensic Science and Protective Medicine Center

Completing 2026

A four-story, 212,000-square-foot facility at 9400 W. Doyne Ave. in Wauwatosa housing the county medical examiner, the State Crime Lab and Versiti Wisconsin.

> Lab and morgue space carries heavy ventilation and power loads, so the building needs specialized HVAC service, electrical maintenance, fire protection and custodial contracts once occupied.

HVAC · electrical · fire protection · cleaning

The Daily Reporter, 2026-05-14

05 · $125 million

ProHealth Waukesha Memorial Hospital surgical expansion

Under construction in phases; completion March 2028

A renovation of about 114,000 square feet plus a 13,000-square-foot addition at ProHealth Waukesha Memorial Hospital in Waukesha, adding 12 operating rooms.

> Phased work inside an operating hospital means steady HVAC, electrical, fire protection and flooring packages through early 2028, with infection-control cleaning during each phase.

HVAC · electrical · fire protection · flooring · cleaning

BizTimes Milwaukee, 2025-06-15

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 Milwaukee-Waukesha. One relationship with a facilities team here can cover many buildings.

Health system · Wauwatosa, Milwaukee County

Froedtert Hospital

Wikipedia says Froedtert Hospital has 735 inpatient hospital beds and sits on the Milwaukee Regional Medical Center grounds, a consortium of six health care institutions.

> A Level I trauma and teaching hospital on a shared medical campus with parking structures and research buildings needs mechanical, life-safety, cleaning and interior work.

HVAC · cleaning · fire protection · flooring · electrical

Wikipedia

Campus · Milwaukee, Milwaukee County

University of Wisconsin-Milwaukee (UWM)

UWM reports combined enrollment of 23,104 students for Fall 2025.

> Classroom, lab and residence buildings need HVAC service, cleaning, roofing and snow-season grounds work.

HVAC · cleaning · roofing · landscaping

University of Wisconsin-Milwaukee

Airport · Milwaukee, Milwaukee County

Milwaukee Mitchell International Airport (MKE)

Wikipedia lists 5,874,372 total passengers at Milwaukee Mitchell International in 2025, citing airport statistics.

> The terminal, concourses, parking and airfield buildings need cleaning, HVAC service, electrical work and pavement upkeep.

cleaning · HVAC · paving · electrical

Logistics hub · Milwaukee, Milwaukee County

Port Milwaukee

Wikipedia lists Port Milwaukee, owned by the City of Milwaukee, at 467 acres with 16 berths and handling of 2,272,972 metric tons of cargo in 2022.

> Terminals, warehouses and rail-served yards need paving, roofing and electrical work.

paving · roofing · electrical · construction

Wikipedia

Wikipedia

Industrial park · Milwaukee, Milwaukee County

Menomonee Valley Industrial Center

Wikipedia says the abandoned 140-acre Milwaukee Road rail yards in the Menomonee Valley were made into a business park through a $20 million brownfield project.

> Manufacturing and distribution buildings in the valley share needs for roofing, paving, electrical and landscape upkeep of stormwater buffers.

roofing · paving · electrical · landscaping

Wikipedia

Major employer · Milwaukee, Milwaukee County

Miller Brewing Company (Milwaukee brewery)

Wikipedia says Miller Brewing Company, which has its main brewery on Milwaukee's West Side, remains a key employer with over 2,200 of the city's workers.

> A large brewing and packaging complex runs refrigeration, process electrical, roofing and sanitation programs.

HVAC · electrical · roofing · cleaning

Wikipedia

Retail center · Wauwatosa, Milwaukee County

Mayfair Mall

Wikipedia lists Mayfair Mall at 1,265,396 square feet of floor area with 6,500 parking spaces, citing the owner's property page.

> A large enclosed mall with anchor stores and big surface lots needs cleaning, HVAC, paving and snow-season lot work.

cleaning · HVAC · paving · flooring

Wikipedia

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, Milwaukee-Waukesha

TRADE	PROJECTS AND OWNERS

TRADE	PROJECTS AND OWNERS	
Commercial HVAC & Mechanical		10
Commercial Electrical		9
Commercial Cleaning & Janitorial		9
Fire Protection		5
Paving & Asphalt		5
Commercial Flooring		5
Commercial Roofing		4
Commercial Landscaping		2
Commercial Construction		1
Commercial Painting & Coatings		1

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

04

Chapter 04 The calendar

The Milwaukee selling calendar

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

Milwaukee 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	0	7	1	41	42	92	53	62	24	7	13	0
Cooling degree days average month	0	0	0	0	24	105	201	168	40	2	0	0
Heating degree days average month	1,380	1,153	968	608	304	73	18	35	130	472	833	1,201
Average high (°F) average month	28	32	43	55	67	77	81	79	72	60	45	33

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 136 hail reports of 1 inch or larger and 206 damaging wind reports across the metro's counties from 2015 to 2024: #30 of 100 markets for hail and #62 for wind. June, July and August carried 61% of the reports. Storms are not the main driver here, so roof age, leaks and budget timing carry the roofing conversation.

The metro averages 540 cooling degree days a year (#80 of 97 markets) and 7,176 heating degree days (#6 of 97). Cooling load peaks in June, July and August; 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.

5 months average a high of 60°F or more (May, June, July, August and September). 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.

> "Roofing demand spikes after hail and wind events, when owners want an inspection and documentation for their insurer, so be the known contractor before the storm, not one of many calling after it. Planned work follows each owner's budget: inspections feed capital requests, and replacements are approved ahead of installation. Outbound runs every month, keyed to each building's roof age and budget date."
>
> — How roofing timing works, from our roofing talk track

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 Milwaukee, 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 Milwaukee program

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

6,110
Commercial Roofing

6,110
Commercial Construction

2,890
Commercial HVAC & Mechanical

2,406
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 Milwaukee

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

The salary is the smallest part of the decision. About 6,830 people hold the role in the Milwaukee-Waukesha, WI 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 Milwaukee 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 Milwaukee County, Waukesha County and Washington County**
  93% of the metro's larger business sites are in these counties.
- [ ] **It has 20 or more people on site**
  One of the 4,798 sites this report counts. At that size a facility lead usually owns the building decisions.
- [ ] **It is in a category Milwaukee over-indexes on**
  senior living and nursing (1.96x the U.S. mix) and manufacturing plants (1.31x the U.S. mix).
- [ ] **It belongs to an anchor owner or a named project**
  Froedtert Hospital, University of Wisconsin-Milwaukee (UWM), Milwaukee Mitchell International Airport (MKE) and Port Milwaukee.
- [ ] **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 Wisconsin 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: 1,077 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.

Manufacturing plants: 962 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.
3. **How will construction work around live operations?**
   Your answer to this is often the deciding factor for plant managers.

Retail stores: 875 sites here

From our electrical talk track. Lighting cost and fast repair. For chains, decisions often sit in a regional facilities office, so find who owns vendors for your area.

1. **Who handles electrical service for this store, the store, a regional facilities office or a national provider?**
   For chains, decisions often sit outside the store, so this tells you who to call next.

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.

2. **Is a lighting retrofit or remodel planned for this location?**
   Remodels and retrofits are defined projects with budgets.
3. **How fast does your current electrician respond when lights or signs go out?**
   Slow response during business hours is a common reason to add a vendor.
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.

- [ ] **Vantage Data Centers Lighthouse campus**
  Under construction; phased delivery from late 2027. With roughly a quarter of the work done and 2,800 to 3,000 workers on site daily, electrical, mechanical cooling and fire protection scopes peak in 2026 and 2027, along with site paving.
- [ ] **Northwestern Mutual North Office**
  Nearing completion; opening 2027. Interior finish work is wrapping up ahead of a 2027 opening, which then shifts demand to janitorial, HVAC service, green roof care and fire protection inspections for a tower housing staff moved from Franklin.
- [ ] **Nature & Culture Museum of Wisconsin**
  Interior construction; opening first half of 2027. With the precast shell complete, interior work in 2026 covers mechanical systems for exhibits and a butterfly vivarium, electrical, fire protection and finishes, then a long-term cleaning account.
- [ ] **Forensic Science and Protective Medicine Center**
  Completing 2026. Lab and morgue space carries heavy ventilation and power loads, so the building needs specialized HVAC service, electrical maintenance, fire protection and custodial contracts once occupied.

- [ ] **ProHealth Waukesha Memorial Hospital surgical expansion**

  Under construction in phases; completion March 2028. Phased work inside an operating hospital means steady HVAC, electrical, fire protection and flooring packages through early 2028, with infection-control cleaning during each phase.

- [ ] **Storm season: June, July and August**

  61% of the 342 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.

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

  QCEW counted 71 more medical, dental and outpatient offices in Milwaukee-Waukesha than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

- [ ] **New sites: wholesale distributors**

  QCEW counted 71 more wholesale distributors in Milwaukee-Waukesha than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

0 of 8 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 Milwaukee County, Waukesha County and Washington County, which hold 93% of the larger business sites.
- [ ] Pull the sites with 20 or more people in restaurants, manufacturing plants and retail stores.
- [ ] Score every account with the scorecard above and sort the list by score.
- [ ] Put the accounts tied to Froedtert Hospital and University of Wisconsin-Milwaukee (UWM) at the top.

Week 2

Check the rules, then write the talk track

- [ ] Look up the calling laws for Wisconsin 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: vantage Data Centers Lighthouse campus.
- [ ] 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 Milwaukee 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, Milwaukee-Waukesha, WI.
- 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 Milwaukee-Racine-Waukesha 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: Milwaukee lakefront skyline and the Milwaukee Art Museum, by Tom Barrett on Unsplash, Unsplash License.
- The toolkit's discovery questions come from our trade talk tracks; the plan and checklists are sales practice, not data.

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