Market report · Worcester, MA

The State of Outbound Sales in Worcester, 2026

How outbound selling looks across the Worcester, MA 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.

1,849

business sites with 20+ people across the categories trades sell to, #76 of our 100 metros

8.6

buyer sites per commercial general contractor, #5 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 Worcester

1

Biggest buyer pool

Restaurants: 431 sites

with 20 or more people, the largest buyer category in Worcester, ahead of retail stores (418).

2

Where the metro leans

Senior living and nursing: 1.76x the U.S. mix

Also over-represented: golf courses and country clubs (1.68x) 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: #5 of 100 markets

8.6 buyer sites with 20+ people for each of 82 local commercial general contractors. The most crowded is commercial landscaping, #92 of 100.

4

Biggest reason to call

WuXi Biologics manufacturing facility, The Reactory, $300-million

Construction fully resumed; completion expected 2028. One of 11 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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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 Worcester

1,849 business sites in Worcester have 20 or more people on site in the categories commercial trades sell to. That ranks #76 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 Worcester, top 10 categories

CATEGORY	SITES WITH 20+	ALL SITES	VS. U.S. MIX	1-YR CHANGE
Restaurants LARGEST POOL	**431**	1,748	0.95x	+37
Retail stores	**418**	2,405	0.94x	-45
Manufacturing plants	**301**	805	0.96x	+2
Medical, dental and outpatient offices	**244**	1,415	0.74x	+31
Wholesale distributors	**135**	783	0.69x	-38
Senior living and nursing	**123**	402	1.76x	+3
Grocery stores	**72**	538	1.41x	+4
Auto dealerships	**57**	171	1.33x	+1
Bank and credit union offices	**41**	369	0.85x	-7
Trucking companies	**40**	289	0.69x	-1

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.

Worcester leans toward senior living and nursing (1.76x), golf courses and country clubs (1.68x) 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 private K-12 schools (0.66x) and wholesale distributors (0.69x). A program built around those buyers runs out of fresh accounts sooner here.

Growing fastest over the past year, by establishment count: restaurants (+37), medical, dental and outpatient offices (+31) and grocery stores (+4). New sites have no incumbent vendor yet.

The metro

Worcester, MA: 1 county in this report's counts.

02

Chapter 02 The competition

Which trades have the most room in Worcester

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 Worcester figure is ranked against the other markets we track.

How Worcester 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	**#5 of 100**	8.6	82	+3
Fire Protection	**#8 of 96**	72	15	0
Commercial Painting & Coatings	**#10 of 86**	95	12	+1
Commercial Cleaning & Janitorial	**#16 of 100**	5.0	193	+11
Managed Service Providers	**#30 of 100**	3.7	274	-24
Commercial Electrical	**#48 of 100**	11	96	+4
Commercial Roofing	**#43 of 89**	69	15	+1
Commercial HVAC & Mechanical	**#58 of 100**	9.0	88	-1
Paving & Asphalt	**#56 of 94**	38	26	+1
Commercial Landscaping	**#92 of 100**	2.2	478	+19

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 (#5), fire protection (#8) and commercial painting & coatings (#10) rank best in Worcester. 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, #92 of 100: 2.2 buyer sites for each of 478 local commercial landscaping contractors. Winning there takes a sharper reason to switch than a lower price.

Managed service providers (-24) and commercial HVAC & mechanical (-1) lost contractor establishments over the past year, so the same buildings are split among fewer firms than a year ago. Commercial landscaping (+19) and commercial cleaning & janitorial (+11) added them.

Not ranked here: commercial flooring (7 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 Worcester 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

11 named, sourced projects and 7 anchor owners in Worcester. 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 · $300-million

WuXi Biologics manufacturing facility, The Reactory

Construction fully resumed; completion expected 2028

A commercial biologics manufacturing facility inside The Reactory life sciences campus in Worcester.

> Biomanufacturing space carries cleanroom HVAC, process electrical and fire protection through 2028, then specialty cleaning and epoxy flooring that need regular upkeep.

HVAC · electrical · fire protection · cleaning · flooring

Worcester Business Journal, 2026-06-23

02 · about 1 million square feet

GreenTech Park redevelopment

Infrastructure work underway (broke ground August 2026)

A 51-acre redevelopment in Worcester's Greendale neighborhood by a WBDC nonprofit subsidiary, removing more than 40 obsolete buildings to make way for about 1 million square feet of new and renovated space, with Restaurant Depot announced as the first tenant.

> Site infrastructure brings roadway and paving work now, and each new or renovated building that follows will need roofing, electrical and HVAC packages as tenants sign.

paving · construction · roofing · electrical

Worcester Patch, 2026-08-11

03

UMass Memorial Medical Center North Pavilion expansion

In progress, expected to open summer 2027

Fit-out of shell space in the North Pavilion at UMass Memorial Medical Center in Worcester to add 24 patient rooms, taking it from 72 to 96 beds.

> Shell-space fit-outs in an occupied hospital mean phased HVAC, medical electrical and fire protection work, plus healthcare flooring and painting before the summer 2027 opening.

HVAC · electrical · fire protection · flooring · painting

The Worcester Guardian, 2026-08-07

04 · $37.4 million

Quinsigamond Community College QCC Center renovation and expansion

Structural frame topped off July 2026, completion fall 2027

A 57,000 square foot renovation and expansion at Quinsigamond Community College in Worcester with advanced manufacturing and robotics labs, hospitality training space, classrooms and renovated athletic facilities.

> With the frame complete, mechanical, electrical and fire protection rough-in runs through the coming months, followed by flooring and painting ahead of the fall 2027 opening.

HVAC · electrical · fire protection · flooring · painting

Worcester Patch, 2026-07-15

05

Burncoat High School project (MSBA feasibility study)

Feasibility study; construction projected to start May 2029

Worcester is studying repair, renovation/expansion or new construction options for Burncoat High School, possibly combined with Burncoat Middle School, with estimates ranging from $150-165M to $685-710M depending on scope.

> This is an early signal: a schematic report goes to the MSBA in March 2027, and whichever option is chosen will bring major HVAC, electrical, roofing and finish work from 2029 into the early 2030s.

HVAC · electrical · roofing · construction

The Worcester Guardian, 2026-09-27

06

Hampton Inn and WoodSpring Suites hotels

Construction planned to start in 2026 (summer and September targets)

Two new Worcester hotels: First Bristol's 105-room Hampton Inn across from its Homewood Suites in Washington Square, and Park Silver Development's 122-room extended-stay WoodSpring Suites near Route 146.

> Two ground-up hotels bring sprinkler, flooring and painting packages during construction, then housekeeping-adjacent cleaning and carpet care contracts once 227 rooms open.

construction · fire protection · flooring · painting · cleaning

Worcester Business Journal, 2026-05-18

07

Lake Park site improvements, Quinsigamond State Park

Design; Phase 1 construction documents due summer 2026, then bidding

A Massachusetts DCR redesign of Lake Park on Lake Avenue in Worcester: Phase 1 adds a 5,000-square-foot spray deck and playground, and Phase 2 replaces the beach with a lakefront overlook, lawn, fishing and picnic areas and an improved plaza.

> State park bids bring site work, pathways and paved drop-off areas in Phase 1, then lawn, planting and plaza hardscape in Phase 2, plus ongoing grounds care.

landscaping · construction · paving

This Week in Worcester, 2026-04-18

08 · 145,000 sq ft

David Clark Co. headquarters, 125 Northeast Cutoff

Buildout complete August 2026; phased move-in underway

Aerospace manufacturer David Clark Co. moved into a 145,000-square-foot headquarters at 125 Northeast Cutoff in Worcester after a renovation down to the concrete structure, with R.P. Masiello as construction manager.

> A newly occupied manufacturing and engineering campus needs janitorial and grounds contracts, and its advanced HVAC system needs ongoing service; the company's former 360 Franklin St. complex is still unannounced.

cleaning · landscaping · HVAC

Worcester Business Journal, 2026-08-24

09

Worcester Day Resource Center

Broke ground May 2026; Phase 1 opening expected winter or spring

An adaptive reuse of a historic former mill building at Gold and Sargent streets in Worcester into a day center for people experiencing homelessness, operated by the Central Massachusetts Housing Alliance, with showers, laundry, meals and storage lockers.

> Mill conversions bring general construction plus new flooring and painting throughout, and a facility with daily showers, laundry and meals needs frequent cleaning once it opens.

construction · flooring · painting · cleaning

Spectrum News 1, 2026-05-01

10 · 30,000 sq ft

Worcester Fire Department South Division fire station

Broke ground June 2026; 18 to 24 months of construction

A two-story, 30,000-square-foot brick fire station at 25 Madison St. in Worcester replacing the 1959 South Division station on Southbridge Street, with $25 million proposed in the city's fiscal 2027 capital budget.

> Public safety buildings are bid by trade in Massachusetts, so roofing, sprinkler, painting and site work are separate opportunities through 2027, followed by landscaping and grounds care around the new station.

construction · roofing · fire protection · painting · landscaping

FireRescue1, 2026-06-07

11 · $31 million

Auburn Fire Department headquarters

Broke ground June 4, 2026; opening scheduled December 2027

A new fire department headquarters at Prospect Street and U.S. Route 20 in Auburn, Worcester County, replacing the West Street station.

> A $31 million ground-up station brings roofing, flooring and painting packages through 2027, and the new site needs landscaping at turnover and grounds maintenance after.

construction · roofing · flooring · painting · landscaping

Spectrum News 1, 2026-06-05

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 Worcester. One relationship with a facilities team here can cover many buildings.

Health system · Worcester, Worcester County

UMass Memorial Medical Center

The City of Worcester's fiscal 2025 annual financial report says UMass Memorial Medical Center employs approximately 7,000 people.

> The region's academic medical center, with hospital campuses, clinics and parking in Worcester.

HVAC · cleaning · fire protection · electrical

City of Worcester

Campus · Worcester, Worcester County

Worcester Polytechnic Institute (WPI)

WPI enrolled 7,388 students in fall 2025.

> A research university with academic and lab buildings, residence halls and the Gateway Park life sciences site.

HVAC · cleaning · roofing · landscaping

Wikipedia

Industrial park · Worcester, Worcester County

Gateway Park

The City of Worcester describes Gateway Park as a mixed-use 11 acre site used by WPI for biotech and life sciences, where a new five-story lab building will be developed.

> Lab, office and hotel buildings on a redeveloped site that WPI continues to expand.

construction · HVAC · electrical · fire protection

City of Worcester

Major employer · Worcester, Worcester County

The Hanover Insurance Group

Hanover Insurance Group was the City of Worcester's eighth-largest taxpayer in fiscal 2025, with an assessed valuation of $63,411 thousand.

> A headquarters office campus on Lincoln Street in Worcester.

cleaning · HVAC · landscaping · paving

City of Worcester

Major employer · Worcester, Worcester County

AbbVie biotechnology park (Worcester TC LLC)

Worcester TC LLC (AbbVie), listed as a biotechnology park, was the City of Worcester's fourth-largest taxpayer in fiscal 2025, with an assessed valuation of $82,800 thousand.

> Biotech research and lab buildings with specialized ventilation and power systems.

HVAC · electrical · fire protection · cleaning

City of Worcester

Public owner · Worcester, Worcester County

City of Worcester and Worcester Public Schools

The school district and the City of Worcester employ over 6,500 full-time employees.

> City buildings, schools, parks and streets, including the recently replaced 422,000 square foot Doherty High School.

roofing · HVAC · paving · cleaning · construction

City of Worcester

Retail center · Worcester, Worcester County

Lincoln Plaza

Agree LP (Lincoln Plaza), a shopping plaza, was the City of Worcester's sixth-largest taxpayer in fiscal 2025, with an assessed valuation of $67,957 thousand.

> A large shopping plaza with retail buildings and surface parking lots.

paving · roofing · landscaping · cleaning

City of Worcester

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, Worcester

TRADE	PROJECTS AND OWNERS	
Commercial HVAC & Mechanical		11
Commercial Cleaning & Janitorial		10

TRADE	PROJECTS AND OWNERS	
Commercial Construction		9
Fire Protection		8
Commercial Electrical		8
Commercial Roofing		7
Commercial Landscaping		7
Commercial Painting & Coatings		6
Commercial Flooring		6
Paving & Asphalt		5

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

04

Chapter 04 The calendar

The Worcester selling calendar

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

Worcester 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	9	8	7	13	35	106	82	24	15	7	0
Cooling degree days average month	0	0	0	0	10	67	190	148	25	0	0	0
Heating degree days average month	1,249	1,067	943	572	266	51	7	21	127	465	753	1,075
Average high (°F) average month	34	37	45	57	69	77	82	80	73	61	49	39

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 39 hail reports of 1 inch or larger and 267 damaging wind reports across the metro's counties from 2015 to 2024: #60 of 100 markets for hail and #52 for wind. June, July and August carried 73% of the reports. Storms are not the main driver here, so roof age, leaks and budget timing carry the roofing conversation.

The metro averages 441 cooling degree days a year (#85 of 97 markets) and 6,597 heating degree days (#15 of 97). Cooling load peaks in 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.

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

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

858	700
Commercial HVAC & Mechanical	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 Worcester

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

The salary is the smallest part of the decision. About 2,180 people hold the role in the Worcester, MA 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 Worcester 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 has 20 or more people on site**
  One of the 1,849 sites this report counts. At that size a facility lead usually owns the building decisions.
- [ ] **It is in a category Worcester over-indexes on**
  senior living and nursing (1.76x the U.S. mix), golf courses and country clubs (1.68x the U.S. mix) and grocery stores (1.41x the U.S. mix).
- [ ] **It belongs to an anchor owner or a named project**
  UMass Memorial Medical Center, Worcester Polytechnic Institute (WPI), Gateway Park and The Hanover Insurance Group.
- [ ] **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 Massachusetts before you dial.

0 of 5 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: 431 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: 418 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: 301 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.

- [ ] **WuXi Biologics manufacturing facility, The Reactory**
  Construction fully resumed; completion expected 2028. Biomanufacturing space carries cleanroom HVAC, process electrical and fire protection through 2028, then specialty cleaning and epoxy flooring that need regular upkeep.

- [ ] **GreenTech Park redevelopment**
  Infrastructure work underway (broke ground August 2026). Site infrastructure brings roadway and paving work now, and each new or renovated building that follows will need roofing, electrical and HVAC packages as tenants sign.

- [ ] **UMass Memorial Medical Center North Pavilion expansion**
  In progress, expected to open summer 2027. Shell-space fit-outs in an occupied hospital mean phased HVAC, medical electrical and fire protection work, plus healthcare flooring and painting before the summer 2027 opening.

- [ ] **Quinsigamond Community College QCC Center renovation and expansion**
  Structural frame topped off July 2026, completion fall 2027. With the frame complete, mechanical, electrical and fire protection rough-in runs through the coming months, followed by flooring and painting ahead of the fall 2027 opening.

- [ ] **Burncoat High School project (MSBA feasibility study)**

  Feasibility study; construction projected to start May 2029. This is an early signal: a schematic report goes to the MSBA in March 2027, and whichever option is chosen will bring major HVAC, electrical, roofing and finish work from 2029 into the early 2030s.

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

  73% of the 306 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 31 more medical, dental and outpatient offices in Worcester than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

- [ ] **Hampton Inn and WoodSpring Suites hotels**

  Construction planned to start in 2026 (summer and September targets). Two ground-up hotels bring sprinkler, flooring and painting packages during construction, then housekeeping-adjacent cleaning and carpet care contracts once 227 rooms open.

- [ ] **New sites: restaurants**

  QCEW counted 37 more restaurants in Worcester than a year earlier. Every new site has to choose its service vendors; call before the choice settles.

0 of 9 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

- [ ] Map the Worcester accounts your crews can reach in a day.
- [ ] 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 UMass Memorial Medical Center and Worcester Polytechnic Institute (WPI) at the top.

Week 2

Check the rules, then write the talk track

- [ ] Look up the calling laws for Massachusetts 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: wuXi Biologics manufacturing facility, The Reactory.
- [ ] 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 Worcester 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, Worcester, MA.
- 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 Worcester 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: Worcester monument on the city common, by Francisco Galarza 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 Worcester

Territory
Check whether your trade is open in Worcester

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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