



2026 State of the Retail Flooring Industry Report



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Introduction

Over the past year, we've heard two very different stories from flooring retailers. Some businesses are growing as fast as ever. Others are navigating slower sales and tighter margins. The market isn't broken, but it isn't uniform either. That split shows up clearly in this year's data.

Growth across the industry is normalizing. Performance is not. The retailers pulling ahead are not relying on volume to mask operational gaps. They are converting demand into profit by tightening pricing discipline, standardizing installations, and putting systems in place before complexity forces the issue.

Meanwhile, the most common constraints are internal. Staffing challenges, cost control, execution consistency, and limited visibility into job-level performance come up far more often than demand or competition. When growth slows, these internal gaps stop being background noise and start becoming bottlenecks.

Looking toward 2026, the outlook is steady, not speculative. Homeowners continue to invest, and most retailers expect achievable, mid-range growth. The real difference will be how efficiently that demand turns into profitable work.

The goal of this report is simple: to provide clear, objective benchmarks that help flooring retailers understand where they stand and where to focus next. We hope these insights help you make confident decisions as you plan for the year ahead.



Matt Buckley
General Manager, Floorzap

About This Report

We surveyed retail flooring industry store owners and operators on all aspects of their business between November & December 2025, and the data in this report depicts nearly 200 individual responses.

For each category, we've highlighted what the **“Top Performers”** are doing.



“Top Performers” are defined as businesses that have a 30% net profit margin or greater, or are growing more than 20% annually, placing them in the top quartile of all respondents.

Floorzap: End-to-End Business Management Platform

IN THE STORE

- ✓ CRM
- ✓ Estimating / Invoicing
- ✓ Accounting
- ✓ Payments Processing
- ✓ Consumer Financing
- ✓ Inventory Management
- ✓ Warehouse Management
- ✓ Websites & Marketing
- ✓ AI Agent



IN THE FIELD

- ✓ Mobile App
- ✓ Measuring Tool
- ✓ Quoting
- ✓ Calendar & Scheduling
- ✓ Customer Communications
- ✓ Installer Job Tracking

PLATFORM BENEFITS

Comprehensive
"System-of-Record"
Solution

Automated
Business
Processes

Enhanced
Collaboration and
Communication

Improved Visibility
into Day-to-Day
Operations

Professionalized
Sales & Marketing
Motions

Thanks to Our Partners



Executive Summary

Three Patterns Defined Top Performers in 2026

- Growth expectations are normalizing across the industry
- Profitability is holding up better than growth, especially for top performers
- Operational gaps are becoming more visible as volume slows
- Technology is shifting from efficiency to control and risk management
- Customers are informed, decisive, and value durability over price

What This Means for Retailers

- Execution now defines success more than expansion
- Installation quality is a direct margin lever
- Job-level visibility into margin, inventory, and cash flow is critical
- Top performers invest in systems earlier, not reactively
- Businesses that build discipline now will scale faster later

Bottom line: As growth normalizes, retailers are no longer separated by demand. They are separated by how consistently they execute, especially in installation, pricing discipline, and operational visibility.

Market Outlook: Normalizing Growth, Focus on Profit



Growth Is Normalizing, Execution Is Taking Over

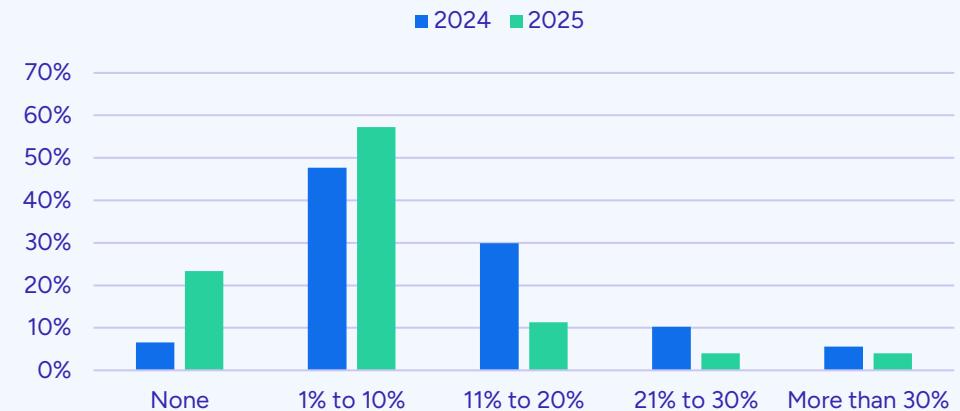
The flooring market is settling into a more stable operating environment. Fewer retailers are planning for breakout expansion, and more are budgeting around steady, incremental growth.

As this shift takes hold, what drives results changes. When volume growth slows, inefficiencies in pricing, labor, installation, and operations become harder to absorb. Performance is now determined less by demand conditions and more by how well the business executes day to day.

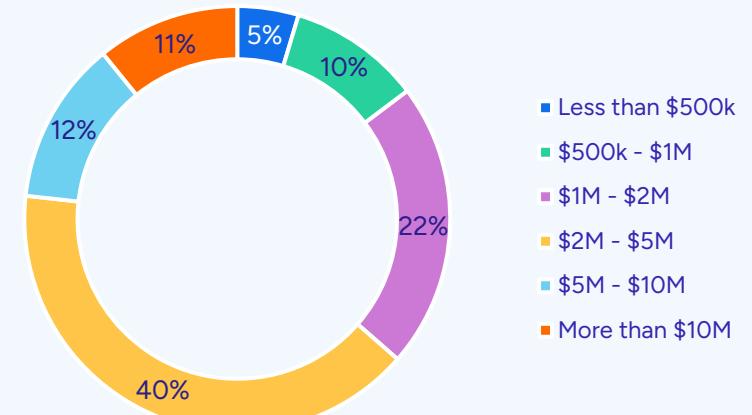
Recommended Action

Identify where margin is leaking today (pricing discipline, install rework, or administrative friction, etc.) and fix that before chasing growth.

What is your expected revenue growth rate?



What is the gross revenue for your business in the past year?



Growth Expectations Are Becoming More Realistic

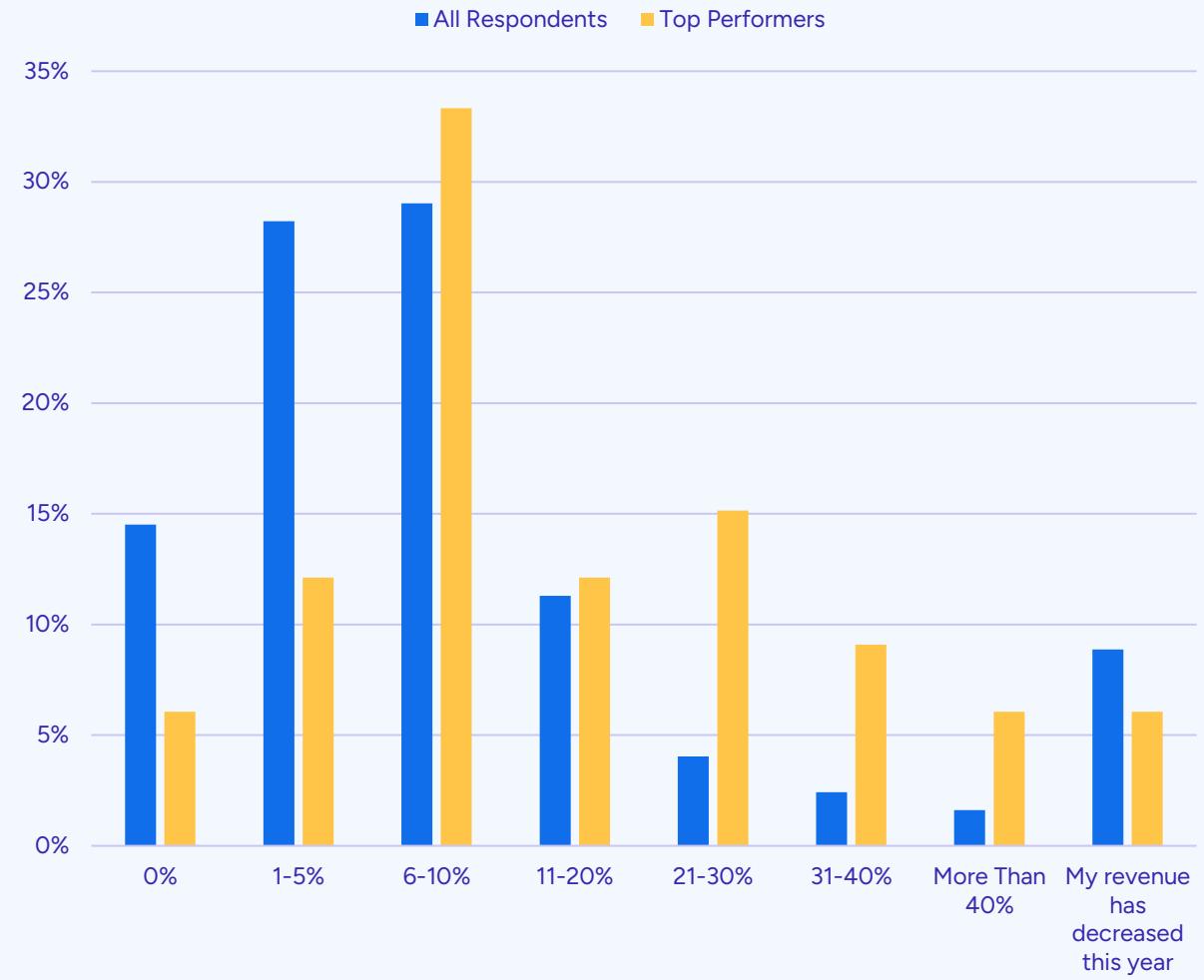
Most retailers now expect low to mid single-digit growth, with a meaningful share planning for flat or declining revenue. Aggressive upside assumptions are becoming less common.

Top performers stand out by planning for base-case growth and outperforming anyway. They rely less on optimistic scenarios and more on disciplined execution that converts existing demand into profit.

Recommended Action

Pick one margin lever to tighten immediately: pricing discipline, installation standards, or job-level costing.

How much revenue growth do you expect this year?



Growth Cooled. Profit Separated Winners.

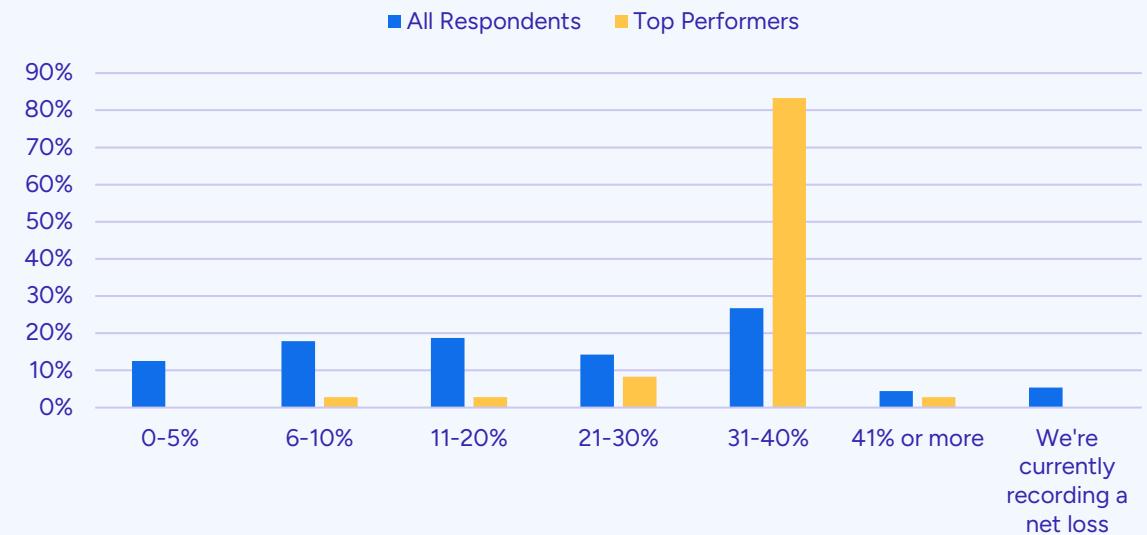
While growth expectations moderated from last year, profitability outcomes diverged sharply. Top performers moved up the margin curve, while fewer retailers reported losses in 2025.

This shift signals a change in how success is being created. Growth is no longer doing the heavy lifting. Operations are.

Recommended Action

Pick one margin lever to tighten immediately: pricing discipline, installation standards, or job-level costing.

What is the expected net profit margin for your business this year?



What is the expected net profit margin for your business this year?



Expectations Reset From Optimistic to Realistic

When we asked retailers in 2025 about their expectations for 2026, growth assumptions were materially higher. A much larger share of the market anticipated double-digit growth, with many planning for 11 percent or more.

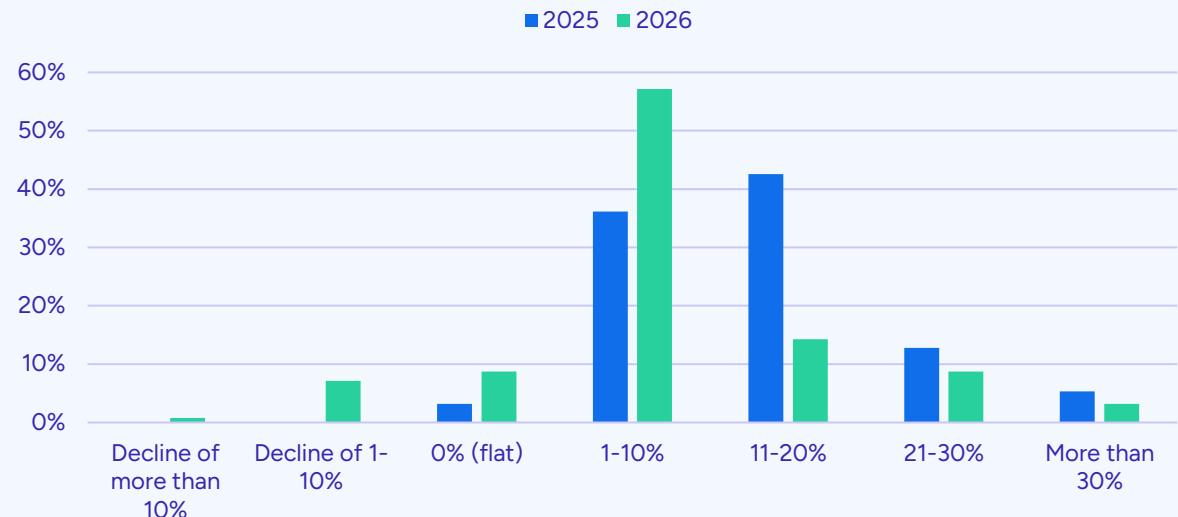
When we asked again in 2026, that outlook had reset.

Most retailers now expect moderate growth in the 1 to 10 percent range.

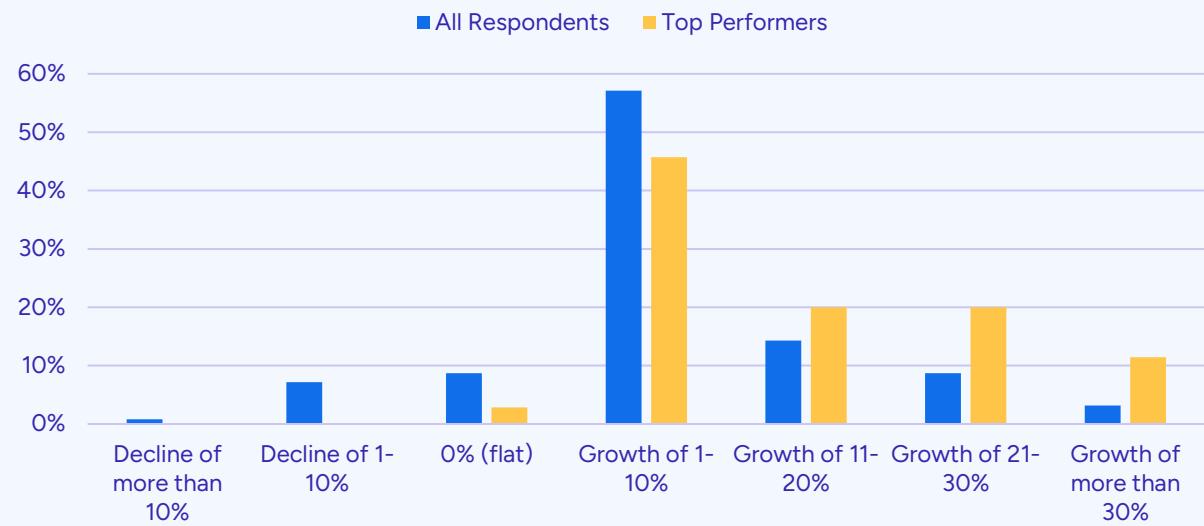
At the same time, top performers continue to stand apart.

Even in a more measured environment, 31 percent of top performers still expect revenue growth of 21 percent or greater. While the broader market has recalibrated expectations, top performers continue to find paths to outsized growth through execution, not optimism.

How much revenue growth do you expect next year?



How much revenue growth do you expect in 2026?



What is your biggest business challenge right now?

The Pressure Points are Operational

Across the industry, the most cited challenges are finding qualified staff, rising material costs, and lead generation. These pressures are widely felt across the market.

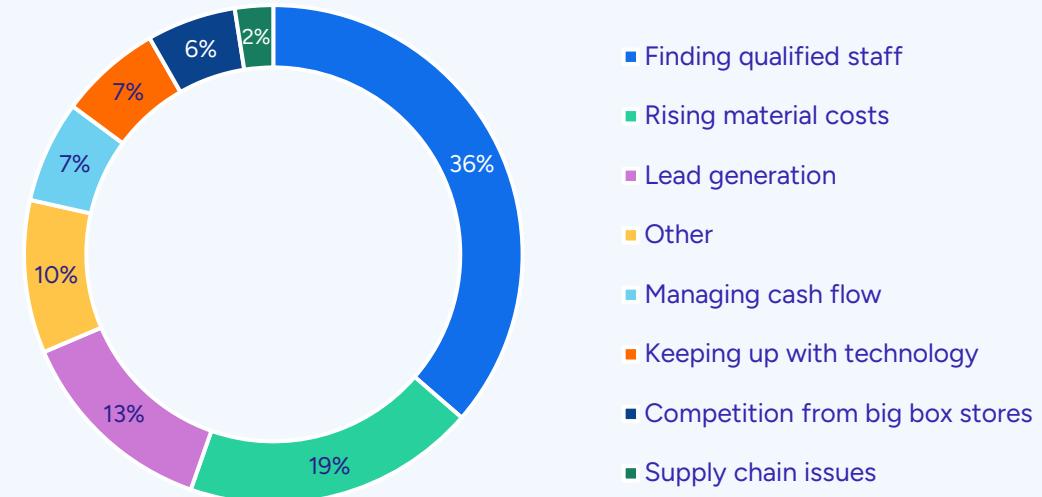
Top performers report many of the same challenges, but with a different emphasis. Compared to the broader market, they are less likely to identify cash flow as a primary constraint, and more likely to focus on execution-related pressures such as staffing, pricing discipline, keeping up with technology, and competition from big box stores.

Importantly, top performers face the same external conditions but experience fewer downstream impacts. Staffing challenges are mitigated through tighter scheduling, clearer installation standards, and better capacity management. Cost pressure is addressed through pricing discipline and scope control. Technology gaps are tackled earlier, before they create operational drag or margin erosion.

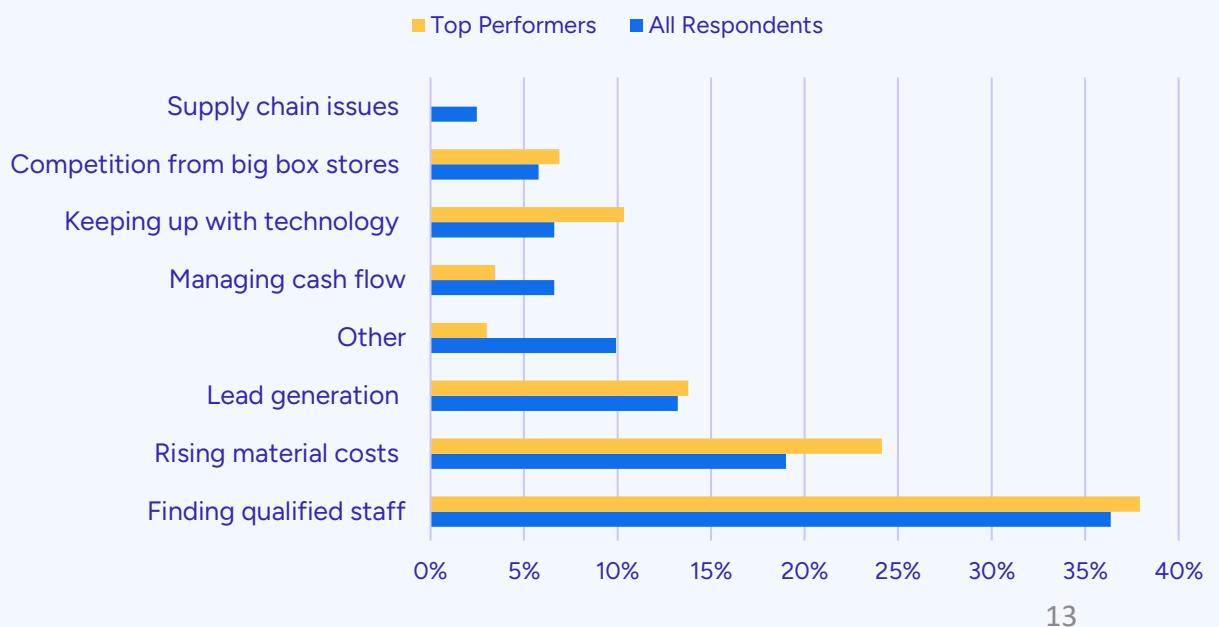
The data suggests that performance differences are no longer driven by demand alone. They are increasingly driven by how effectively retailers execute within a more stable, competitive operating environment.

Recommended Action

If leads feel like the problem, audit response speed and close rate before buying more demand.



What is your biggest business challenge right now?



Cost Pressure is the Dominant External Force

Retailers expect the biggest shifts to come from costs and policy, not demand

When retailers look ahead to the coming year, the forces they expect to shape the industry are primarily external.

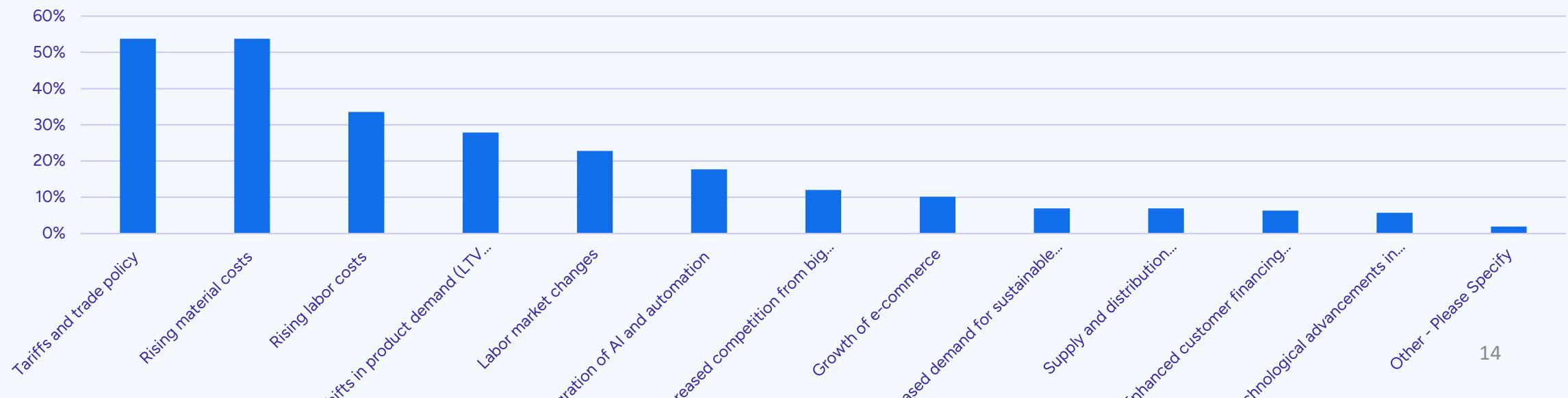
Tariffs and trade policy rank at the top, followed closely by rising material and labor costs. Together, these signals point to a market where cost pressure is likely to remain elevated even as demand stabilizes.

Shifts in product mix and ongoing labor market dynamics add another layer of complexity. Retailers are preparing for continued change in what customers buy and how work gets done.

This reinforces an important distinction. While the most influential forces shaping the market are external, the greatest risks to performance remain internal. Retailers cannot control tariffs or material pricing, but they can control how effectively their business absorbs those pressures through pricing discipline, operational rigor, and execution.

What trends do you expect to have the most significant impact on the flooring industry over the next year?

(Select up to 3)



Growth Strategies Are Shifting Inward

Most retailers plan to grow by improving efficiency and strengthening marketing, rather than expanding locations or acquiring competitors.

Top performers are leaning even further into execution-led growth. They focus on doing more with existing demand, converting volume into profit instead of chasing scale.

Recommended Action

Identify the real constraint in your business: response speed, install capacity, or cash flow timing.

What is your strategy for growth over the next year?

(Select all that apply)

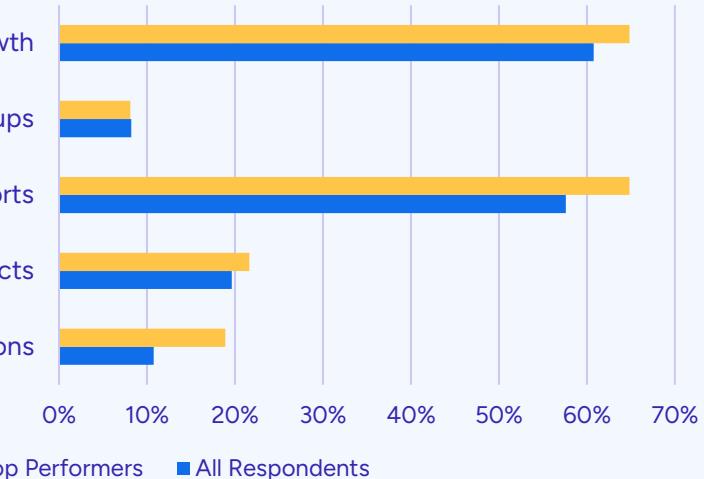
Focusing on efficiency over growth

Joining or leveraging buying groups

Enhancing marketing efforts

Launching new products

Expanding to new locations



What is your strategy for growth over the next year?

(Select all that apply)

70%
60%
50%
40%
30%
20%
10%
0%

Focusing on efficiency over growth

Enhancing marketing efforts

Launching new products

Expanding to new locations

Joining or leveraging buying groups

Acquiring Competitors

■ 2025 ■ 2026

The Customer Reality: Insights from 1,300+ Homeowners



The Homeowner Outlook: A More Resilient Signal Beneath a Normalizing Market

As growth expectations normalize and margin pressure rises, many retailers are becoming more cautious. Homeowner behavior tells a different story.

In October 2025, we surveyed more than 1,300 U.S. homeowners who had recently completed or were actively planning a flooring project. Their responses form the foundation of The Flooring Customer Landscape and provide a clear signal heading into 2026. Homeowners remain engaged, intentional, and willing to spend when value is clear. They research earlier, place greater emphasis on durability than discounts, and are more likely to increase budgets when professional installation and long-term performance are part of the offering.

The buying journey now begins well before a customer enters a showroom and extends through installation and final payment. Retailers that align their sales process, installation standards, and payment options to this reality are better positioned to convert demand into profitable work.

This section highlights what homeowners say matters most and why execution, not demand, will be the defining factor separating winners in 2026.

To explore the full consumer findings in more detail, download the complete [Flooring Customer Landscape report](#).

Download the Full 2025 Flooring Customer Landscape Report



This exclusive report reveals:

- **The new customer journey** — from online research to showroom decision
- **The factors that drive higher spend** and what motivates premium buyers
- **The biggest sales mistakes retailers make** (and how to fix them fast)
- **How to create repeat buyers** through experience, not discounts
- **Actionable strategies** for attracting and converting today's flooring shopper

Demand Exists and Customers Will Spend More for Value

Demand is strong. Value, not price, determines spend.

Today's flooring customers are actively planning projects and are willing to invest more when value is clear. Price still matters, but it is no longer the primary decision driver. Durability, appearance, and professional installation consistently outweigh discounts in shaping purchase decisions.

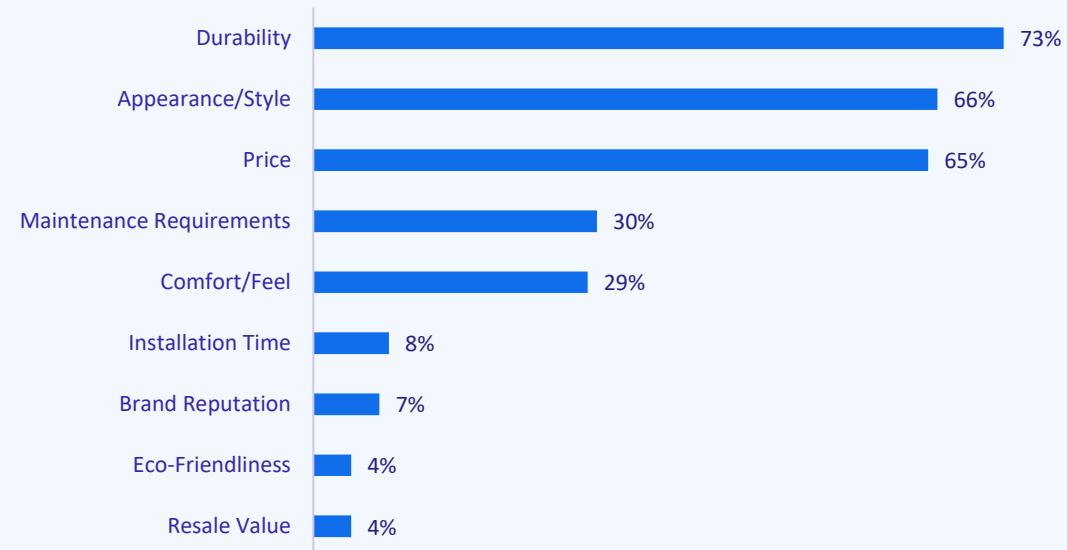
Customers are not asking for the cheapest option. They are looking for confidence that their investment will last, look right, and be installed correctly. When retailers lead with these outcomes, customers are more open to expanding project scope and budget.

This gives retailers permission to stop leading with discounts and instead lead with scope clarity, professional installation, and long-term performance.

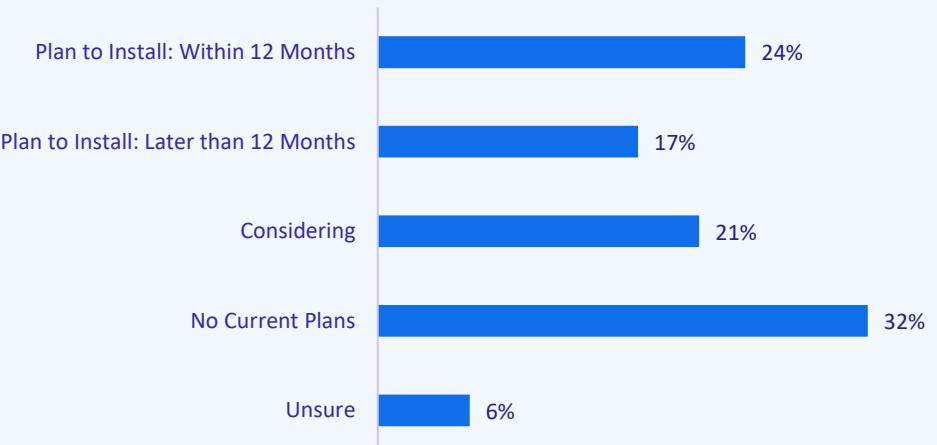
Recommended Action

Pressure-test your own caution against customer intent. Review the last 10 lost deals and identify how many were lost due to price versus those lost to uncertainty around installation, scope, or long-term performance.

Most Important Factors When Selecting Flooring



Plans to Install Flooring in the Future



Most Buying Decisions Happen Before the First Conversation

The buying decision starts long before the showroom.

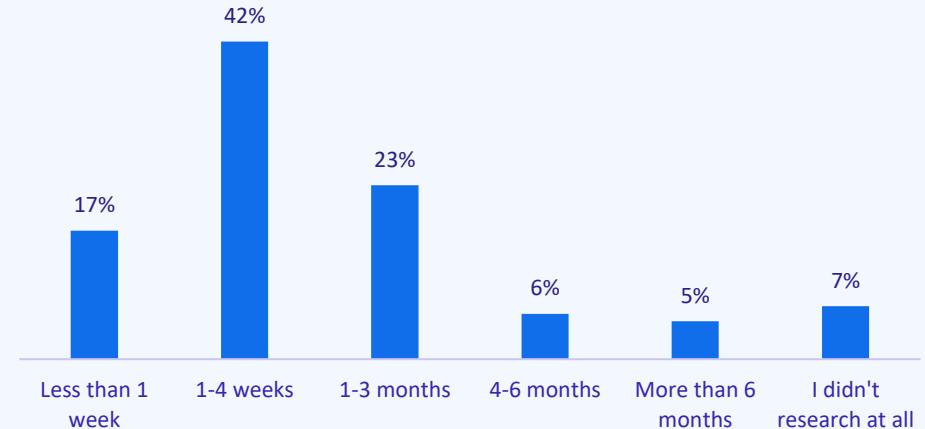
Flooring customers arrive informed and intentional. Nearly all buyers research extensively before contacting a retailer, often for weeks or months. By the time they enter a showroom or make a call, many have already narrowed their options and are prepared to buy.

This creates a narrow window to win the sale. Digital presence, reviews, and first impressions are no longer marketing considerations. They are prerequisites for closing the deal.

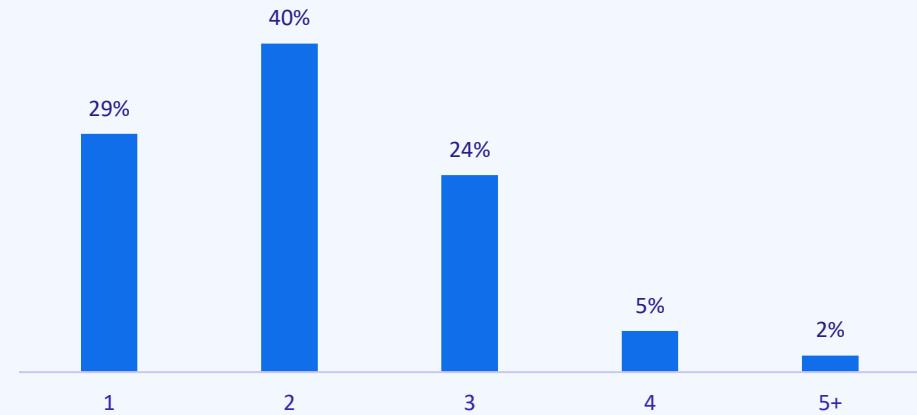
Recommended Action

Audit your sales conversations. Ensure durability, installation quality, and warranty protection are discussed before price. If discounts come up first, reorder the conversation.

Length of Research Before Making Flooring Purchase



Number of Retailers Visited or Contacted Before Purchase



Payment Flexibility Reduces Friction and Expands Deal Size

Payment options enable better decisions at checkout.

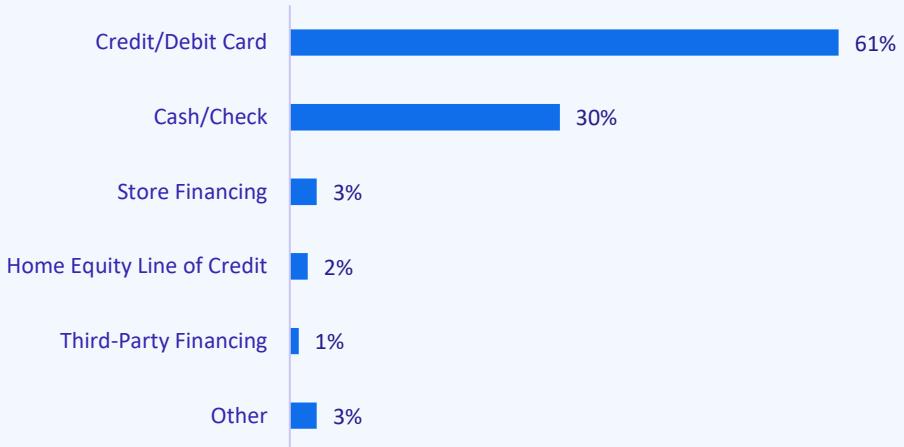
Customers increasingly expect modern, flexible payment options as part of a professional buying experience. While card payments are now table stakes, many customers value financing options that help manage cash flow and reduce friction at the point of purchase.

Importantly, customers may not explicitly ask for financing, but they consistently indicate that payment flexibility influences their comfort level and willingness to move forward. When offered clearly and confidently, flexible payment options enable larger projects without eroding trust or resorting to discounts.

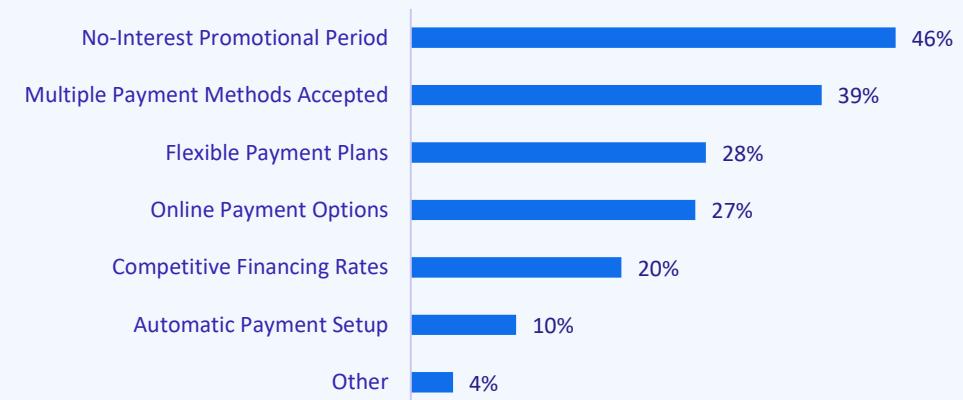
Recommended Action

Review your website, reviews, and first-response experience as if you were a first-time buyer. If a customer cannot quickly understand what you do, how you install, and why you are credible, you are losing before the conversation starts.

Payment Method Used for Flooring Purchase



Most Important Payment Options for Flooring Purchase



Getting It Right the First Time Drives Loyalty and Margin

Experience and Execution Determine Whether Customers Return.

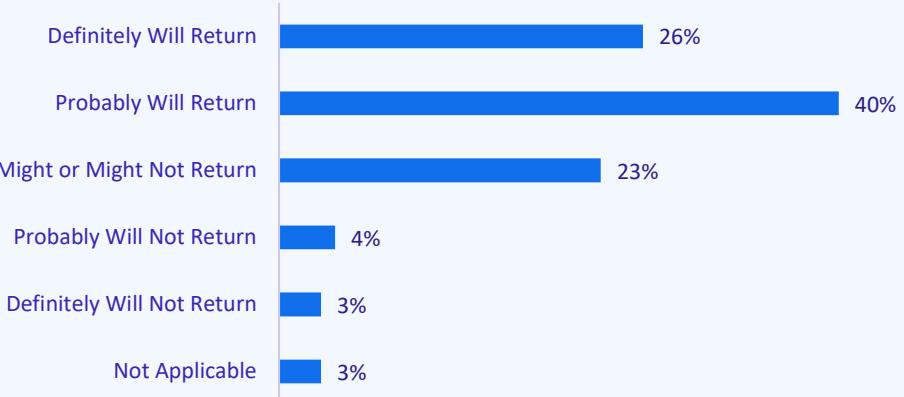
Most flooring customers say they would return to the same retailer for future projects, but that loyalty is earned through experience and execution, not price alone. Helping customers choose the right product and delivering a high-quality installation the first time builds trust that extends beyond a single transaction.

Installation quality, service, and guidance are central to repeat business. Retailers that treat installation as a core part of the customer experience, rather than a downstream operational task, are better positioned to protect margin and generate durable, long-term growth.

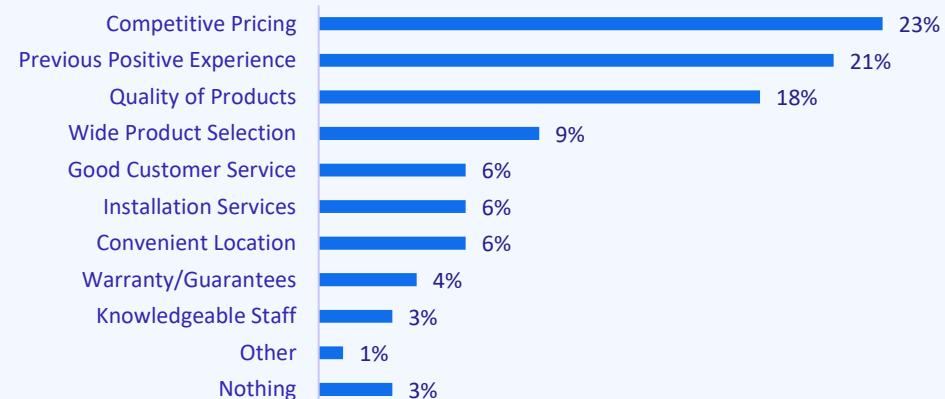
Recommended Action

Introduce financing and payment options early in the sales process as flexibility, not as a response to price objections. Track how often payment options are mentioned before final pricing.

Likelihood to Return to the Same Retailer for Future Flooring Needs



Factors that Would Influence Choosing the Same Retailer Again



Winning The Customer Experience



Improving the Customer Experience Is the Top Priority for 2026

As customers become more informed and selective, the buying experience has become a key differentiator.

This section breaks down how top performers win at three moments that matter most:

- Before the first inquiry
- During the first response
- At close and handoff to installation

How are you adapting your business in 2026 given current market trends? (Select all that apply)



Residential Remodel Is the Revenue Engine

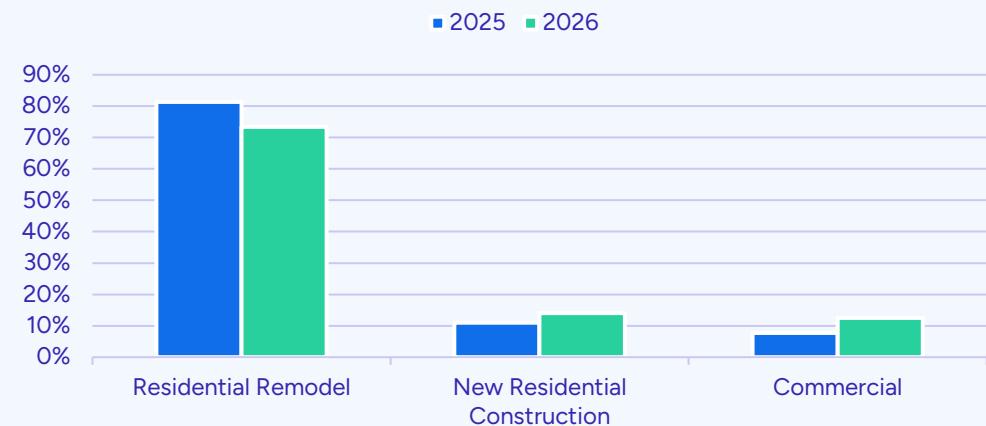
Residential remodel still drives most flooring revenue, both today and looking ahead to 2026. The difference is how retailers are positioned within that mix. Top performers rely slightly less on remodel work and have greater exposure to new residential construction. Commercial remains a smaller share for both groups.

This matters because different mixes reward different strengths.

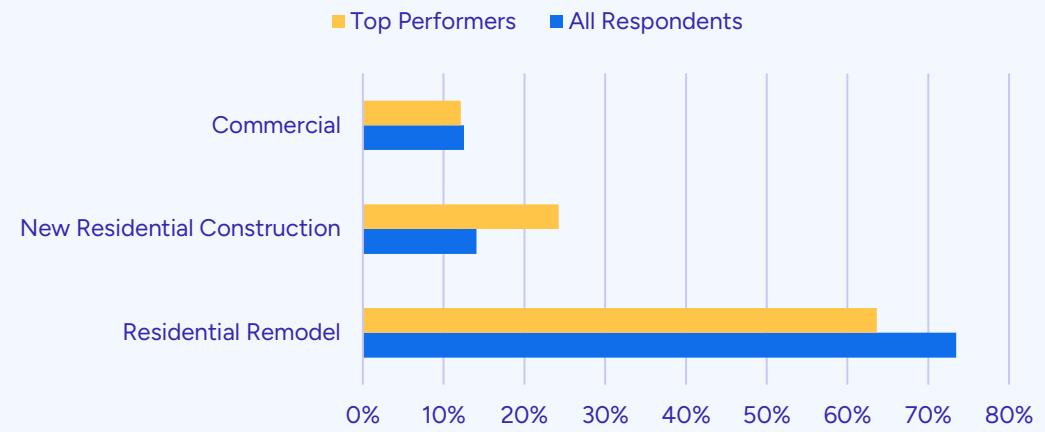
Remodel-heavy businesses win by expanding scope and selling additional services. New-construction-focused businesses win by standardization, consistency, and tight operational control.

The takeaway is simple: your end market determines how you grow. The strongest retailers align their sales approach, installation execution, and operations to where most of their revenue actually comes from.

What end market is responsible for the majority of your revenue?



What end market is responsible for the majority of your revenue?



Growing Revenue and Margin by Expanding Project Scope

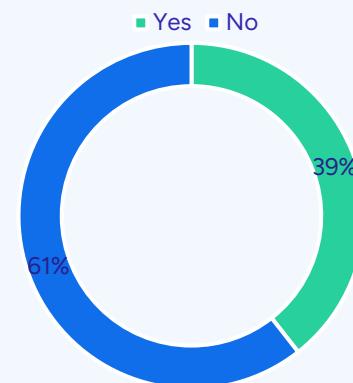
Top performers expand project scope more intentionally than the rest of the market. Bath remodels are the most common adjacent service, followed by kitchen remodels and window treatments.

Bath projects align naturally with flooring upgrades, offer clearer scope, and support stronger margin control. Kitchen and window services extend wallet share once homeowners are already committed to renovation.

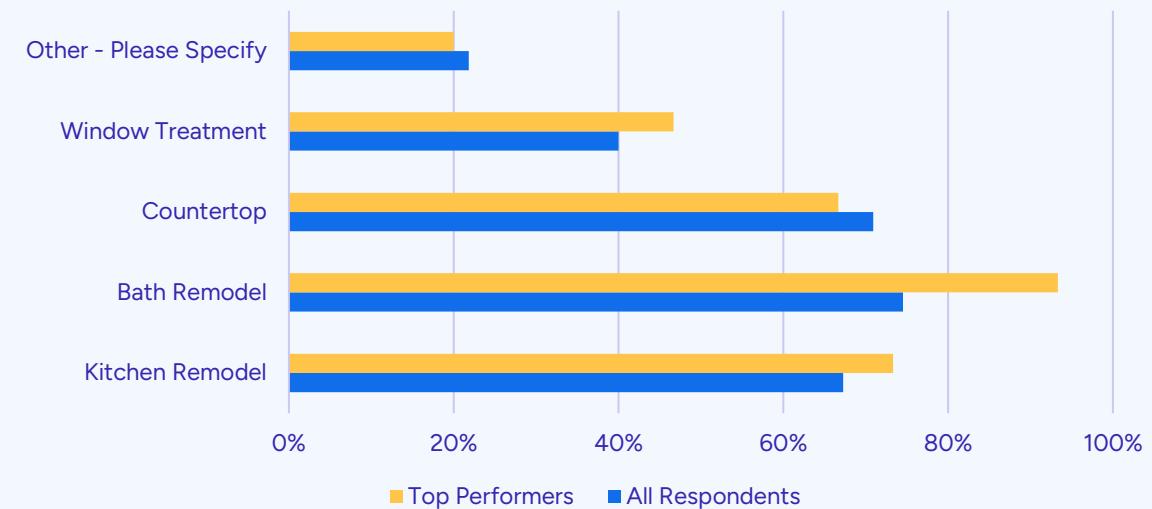
Top Performer Behavior

Lead with high margin bath and window treatment as the primary scope-expansion wedge, then layer kitchen or countertop where fit exists.

Do you offer remodeling or other services in addition to flooring?



What additional services do you offer?
(Select all that apply)



Winning the Customer Experience Starts Before the First Conversation

For residential remodel customers, the buying experience begins well before a showroom visit or sales call. As homeowners spend weeks researching online, early touchpoints often determine which retailers are even considered.

Top performers recognize this shift and are investing accordingly. Marketing tools and website visualization capabilities rank among their top priorities for 2026, reflecting a clear understanding that buying decisions now start before a customer ever speaks with a salesperson.

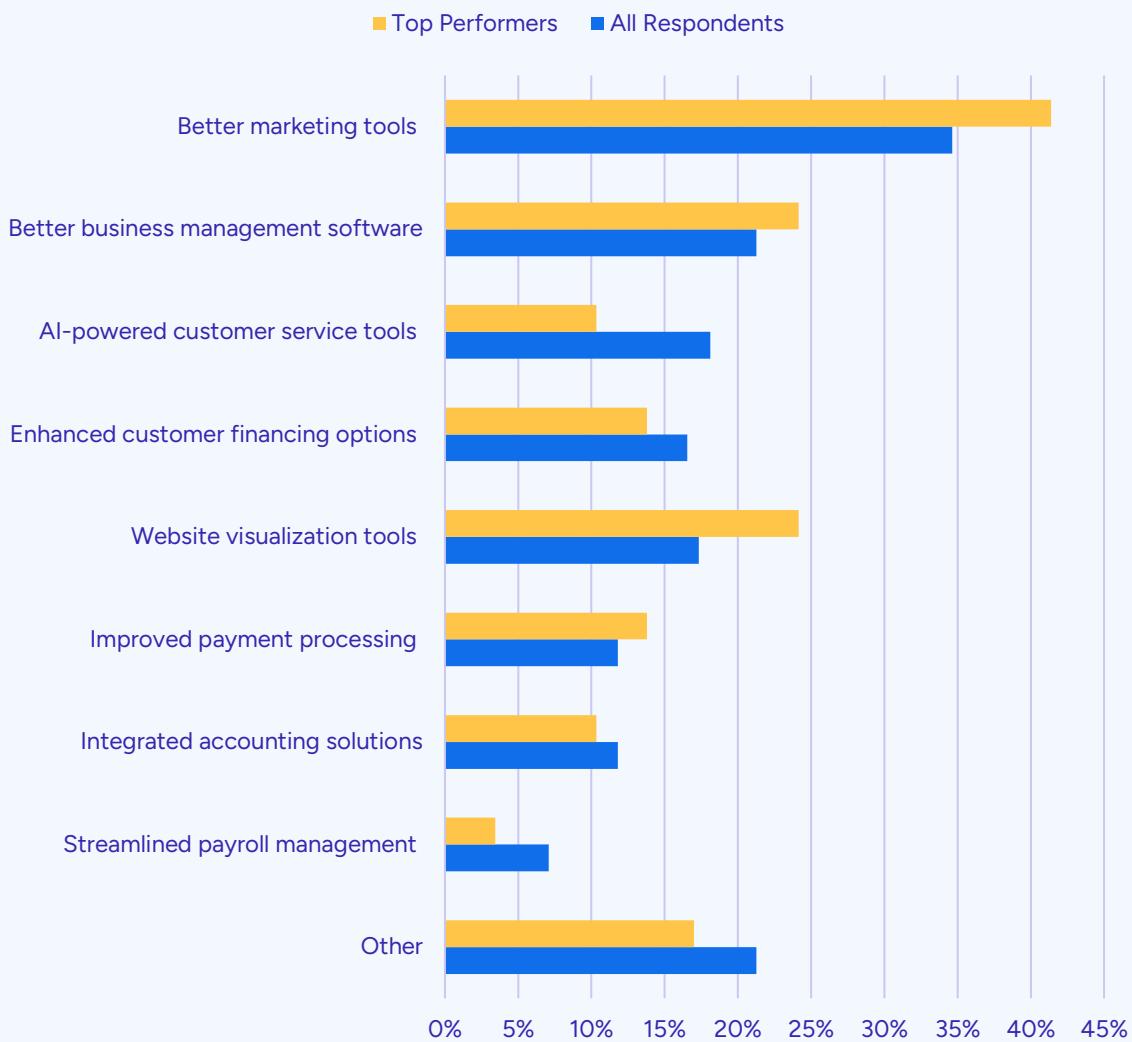
Strong early touchpoints build credibility during the research phase. Visualization tools help customers compare options, understand scope, and gain confidence ahead of the first conversation. These investments reduce friction, shorten sales cycles, and attract customers aligned with higher-value remodel projects.

Top performers treat digital presence and response speed as sales infrastructure, not marketing tasks.

Recommended Action

Review your website and first-response experience as if you were a first-time buyer. If customers cannot quickly understand what you do, how you install, and why you are credible, you are losing before the first conversation.

What would help your business the most in 2026? (Select up to 3)



Inquiries Are Few. Each One Is High Value.

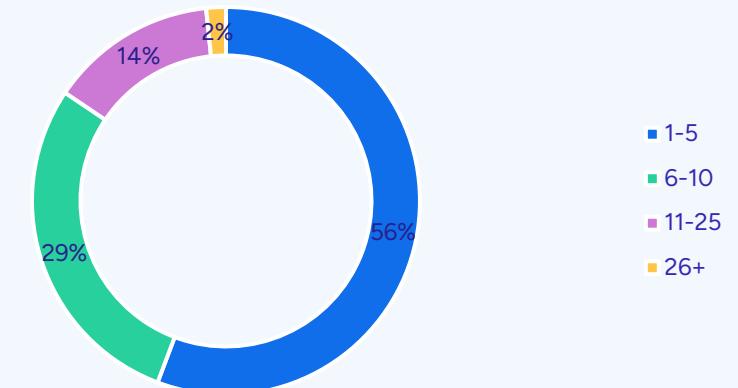
Most retailers receive a limited number of inquiries each day, but each represents a meaningful revenue opportunity.

With informed buyers and high intent, missed calls, slow responses, or inconsistent follow-up carry an outsized cost. Because inquiry volume is limited, execution matters more than scale. Missed calls and delayed responses do not just slow growth. They often eliminate the opportunity entirely.

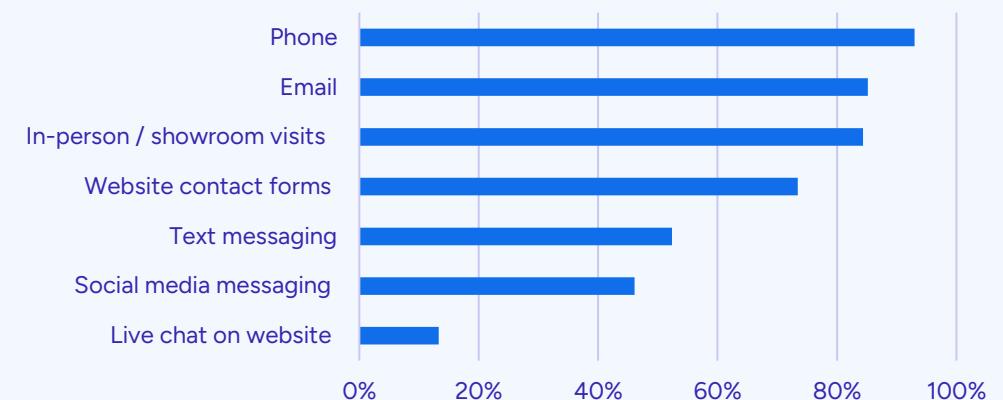
Recommended Action

Audit how inquiries are handled across phone, web, and text. Measure response time and follow-up consistency for the first 24 hours.

How many customer inquiries do you receive per day on average?



How do you currently handle customer and sales inquiries?
(Select all that apply)

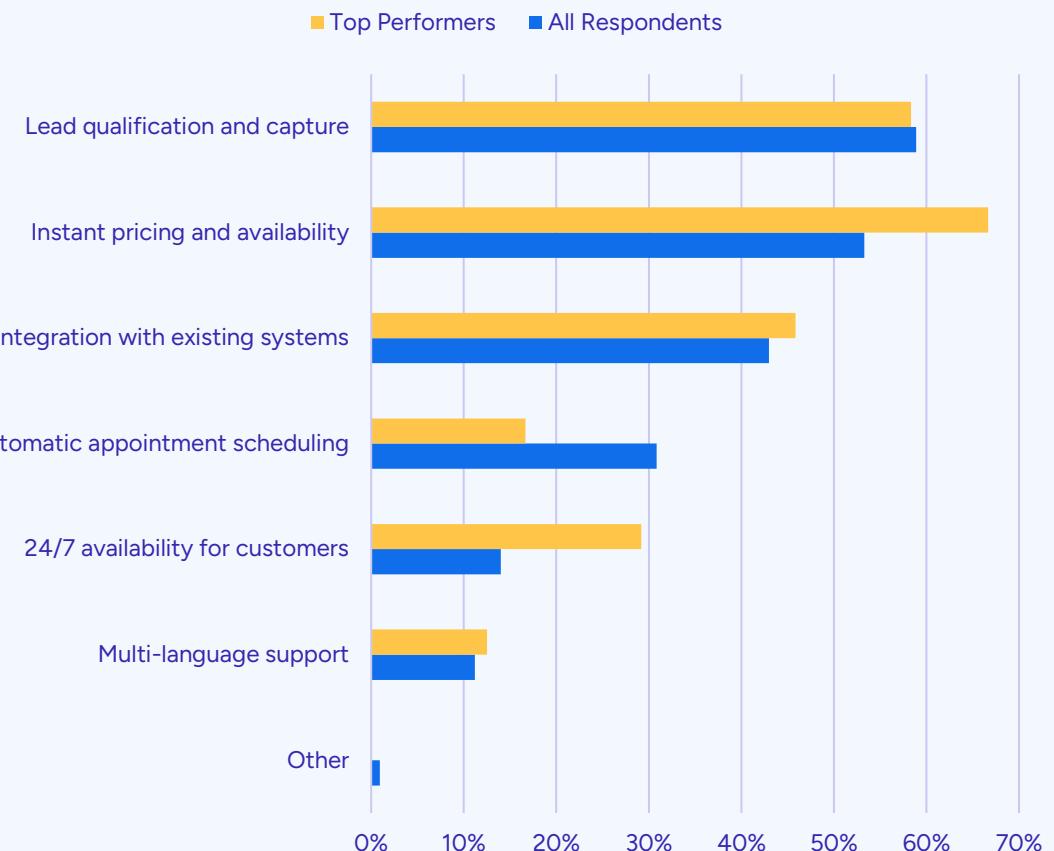


What Matters Most in the First Interaction

The most valued customer service capabilities center on speed, clarity, and structure:

- Lead qualification and capture
- Instant pricing and availability
- Integration across systems
- Top performers place even greater emphasis on reducing uncertainty early in the process.

What customer service software capabilities would be most valuable to you? (Select up to 3)



Recommended Action

Set clear response and quoting standards (e.g., respond in minutes, quote same day).

Converting Informed Buyers Into Customers

For most residential remodel retailers, inquiry volume is modest, but conversion rates are high. The majority of respondents report that more than 30% of inquiries turn into won jobs, indicating that incoming leads are already highly qualified.

This aligns with homeowner behavior. Most customers research for weeks before reaching out and typically contact only one or two retailers. By the time they engage, they are not browsing options. They are deciding who they trust to deliver.

As a result, each inquiry is disproportionately valuable.

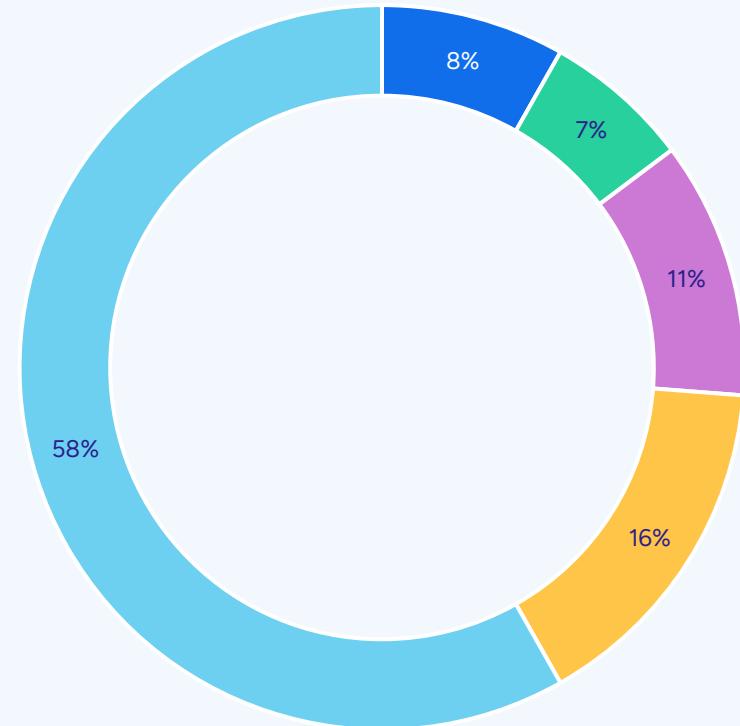
Missed calls, slow responses, or inconsistent follow-up do not simply delay a sale. They often eliminate the opportunity entirely.

Recommended Action

Track response time and win rates to ensure consistency and process adherence for every inquiry.

What percent of these inquiries turn into won jobs?

■ Less than 15% ■ 15%-20% ■ 21%-25% ■ 26%-30% ■ More than 30%



Financing Is Widely Offered, but Underutilized

Most retailers now offer customer financing, and that trend continues. Eighty percent of respondents provide financing options, making availability a baseline expectation rather than a differentiator.

The gap is in usage.

Most retailers report that financing is used on less than 5% of residential remodel sales, with only a small share applying it to more than 10 to 15% of projects.

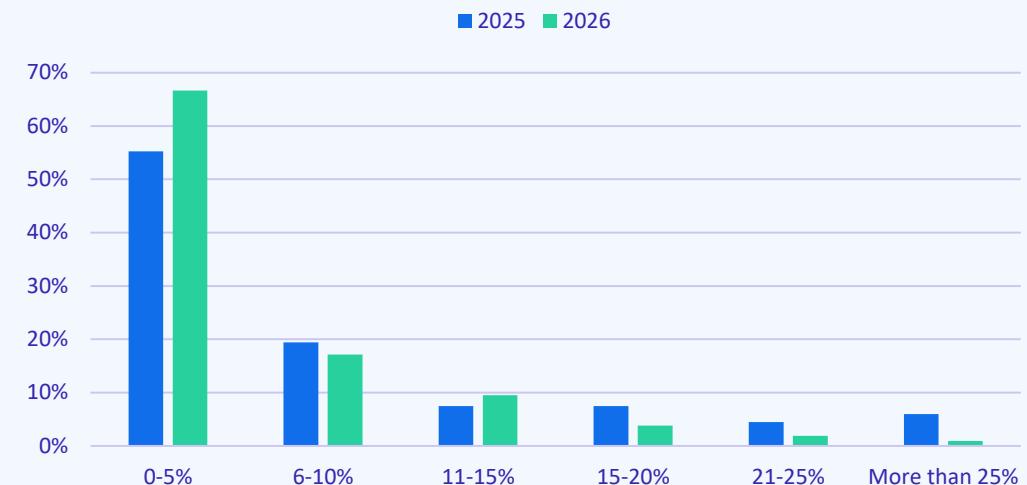
This disconnect reflects how financing is positioned. In many cases, it is introduced late in the sales process or framed as a response to price objections, rather than as part of the buying experience.

Top performers take a different approach. They introduce financing early, position it as flexibility rather than necessity, and use it to support conversations about scope, upgrades, and long-term value. When discussed upfront, financing helps customers consider larger projects without relying on discounts.

Recommended Action

Ensure your team is armed with the right tools, training, and talk tracks to introduce financing and prequalification early in the sales process.

What percent of your total residential remodel sales use financing?



Do you provide your customers with an option to finance their purchase?



Tariffs Increase Pressure. Communication Determines Impact.

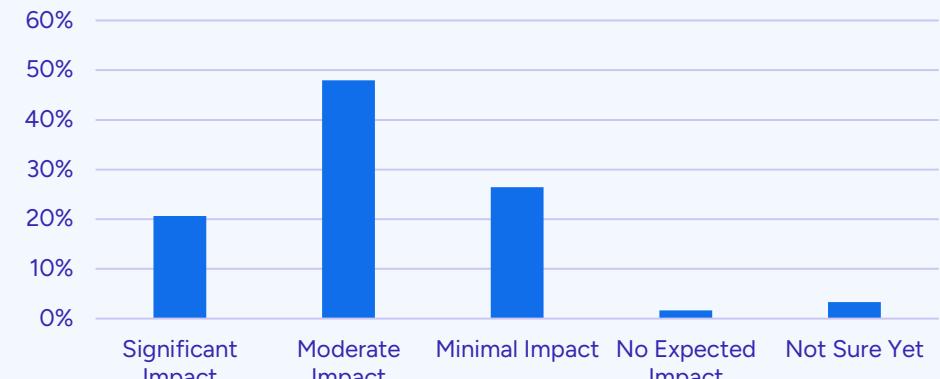
Most retailers expect tariffs to affect costs in the next 6–12 months. Common responses include pricing adjustments, supplier changes, and inventory strategies.

Top performers differentiate by communicating changes earlier and more clearly, protecting trust while managing margin.

Top Performer Behavior

Define price-validity windows and substitution policies before issues arise, while strategically stocking inventory of commonly sold materials when possible.

To what extent do you expect tariffs to impact your company's costs or operations over the next 6-12 months?



What actions have you taken or are considering?



Installation: Where Customer Experience Becomes Margin Reality



Installation is where profit becomes real

Material margin is largely determined at the point of sale.

Installation margin is realized after the sale.

Once a job is sold, installation is where profit is either protected through disciplined execution or eroded through rework, delays, and claims. As growth expectations normalize across the industry, this distinction has become increasingly important.

In partnership with the World Floor Covering Association (WFCA), this section examines installation through a margin protection lens. It draws on claims data, installer certification standards, labor models, and pay structures to highlight why installation quality has an outsized impact on both customer outcomes and profitability.

It also reflects two of the most significant pressures facing flooring retailers today: rising material costs and the ongoing challenge of finding and retaining qualified installers. Increasingly, both pressures surface not at the point of sale, but in installation performance and accountability.

"Installation quality is not just a craftsmanship issue. It's a business issue. Retailers who invest in certified installers and consistent installation standards are protecting their customers, their reputation, and their margins."



Scott Humphrey
CEO, World Floor Covering Association

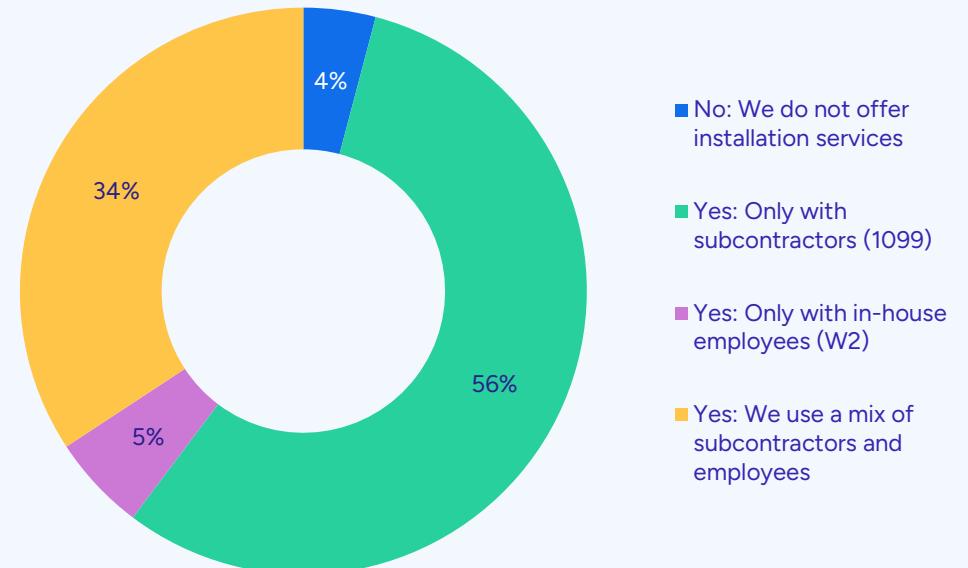
Most retailers manage installation through a mix of in-house teams and subcontractors

Nearly all respondents offer installation services, with the majority relying on subcontractors, either exclusively or alongside in-house teams.

This mix reflects practical realities. Subcontractors provide flexibility. In-house installers offer greater control. Many retailers use both to balance capacity, cost, and coverage.

What matters for margin is not which model a retailer chooses. It is how consistently installation expectations, scope, and accountability are managed across that mix.

Do you offer installation services?



Recommended Action

Define one set of installation standards that applies to every job, regardless of whether installers are in-house or subcontracted.

Installation Issues Are Infrequent, but High Impact

Most retailers do not experience frequent installation-related claims.

Over half of respondents report that 10% or less of their claims are tied to installation issues. For many businesses, installation problems are infrequent and manageable.

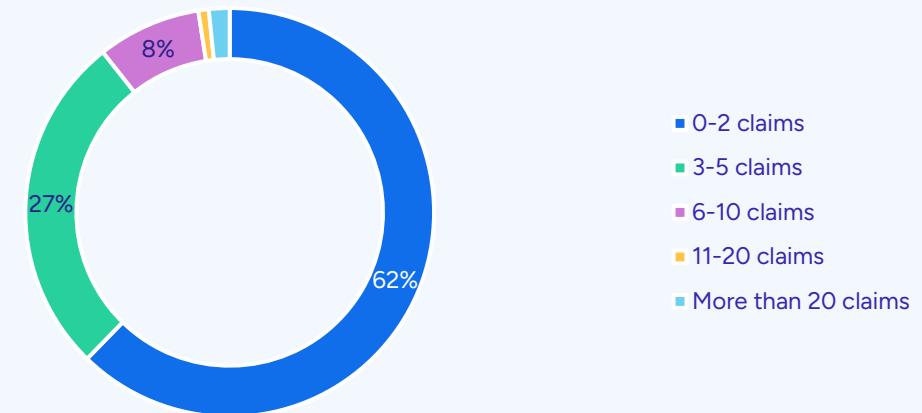
However, a meaningful subset of retailers experience installation as a major source of claims. For these businesses, a small number of failures creates outsized exposure.

Installation-related claims are often more disruptive than their frequency suggests. They lead to rework, labor rescheduling, material replacement, and customer dissatisfaction, amplifying their impact on margin.

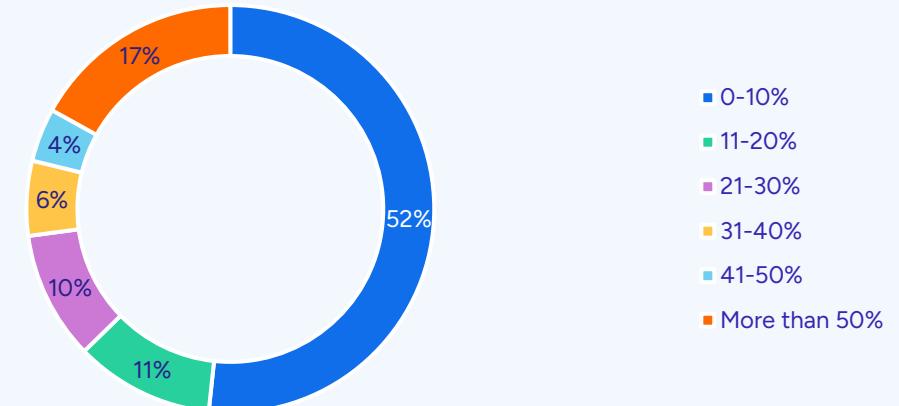
Recommended Action

Identify the last five installation claims and trace the root cause. Look for patterns in scope clarity, installer standards, or handoff rather than treating each claim as isolated.

What is the approximate number of claims per 100 installations?



What percentage of your claims are tied to installation issues?



When Installation Fails, It Fails Expensively

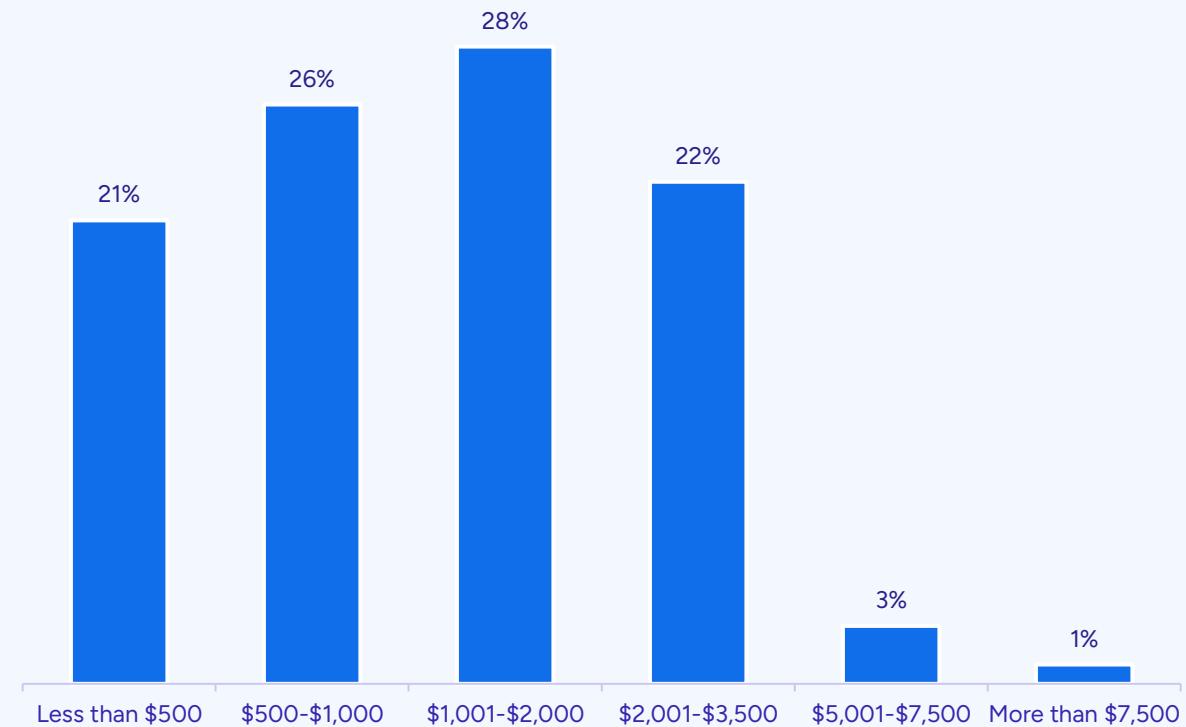
Claims are infrequent for many retailers, but costly when they occur.

Installation-related claims are not always frequent, but their financial impact is significant.

When they occur, claims often require labor rework, material replacement, and additional service time that add up quickly. For many retailers, the cost of a single claim can erase the profit from multiple successful jobs.

This is where installation becomes a margin issue. Not because problems happen every day, but because the impact is high when they do.

What is the average cost per claim (including product, labor, and service time)?



Certification Matters More to Top Performers

Installer certification is widely viewed as important, but top performers place greater weight on it. They are less likely to treat certification as optional and more likely to enforce it consistently.

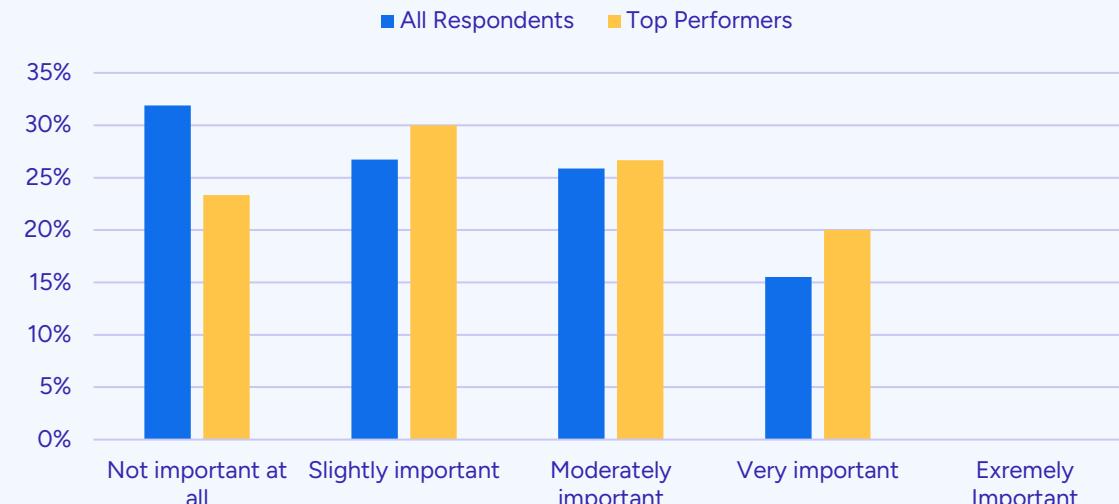
For top performers, certification is a baseline operating standard, not something that varies by installer or job.

As installation becomes a larger driver of margin, inconsistent enforcement creates real risk.

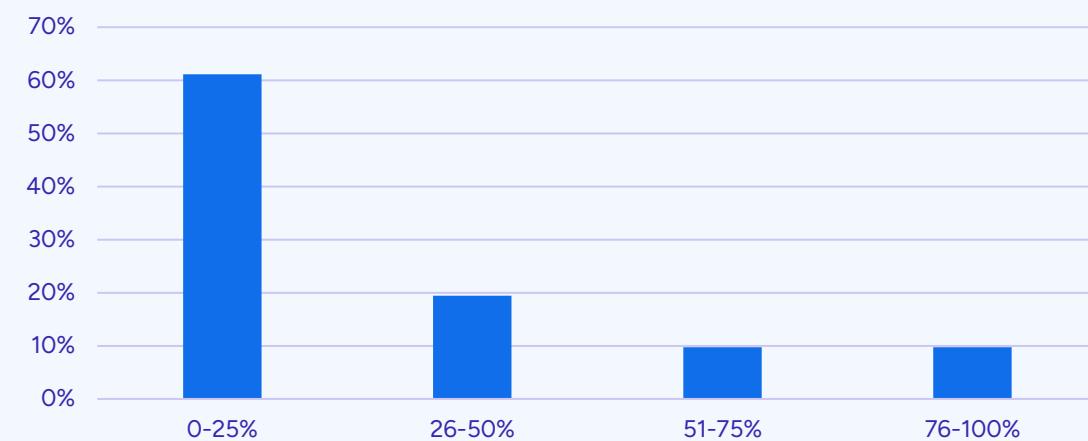
Top Performer Behavior

Set a minimum install standard: certified installers or certified supervision on remodel jobs.

How important is installer certification when selecting or recommending an installer?



What percentage of the installers you use hold a recognized certification (CFI, NFIC, etc.)?



Retailers are Willing to Pay More for Certified Installers

Certification is viewed as an investment in consistency and risk reduction.

Certification is not just a nice idea. It has real financial value.

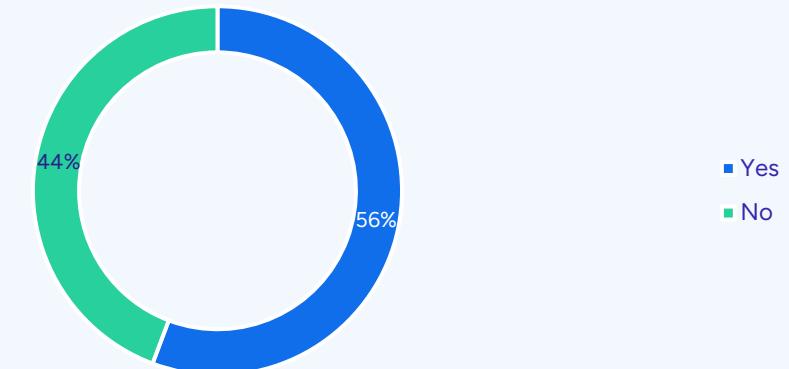
More than half of retailers say they would pay more to work with certified installers. For most, that premium is small but worthwhile.

Retailers see the trade-off clearly. Paying a bit more upfront helps avoid bigger costs later, like rework, delays, and unhappy customers.

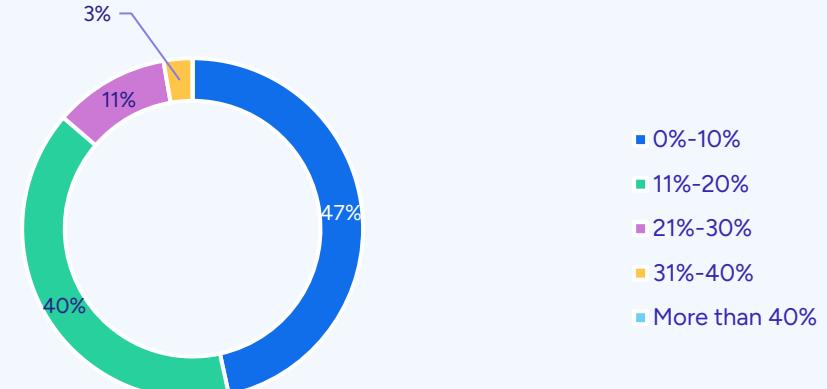
When some installers are held to higher standards and others are not, problems creep in. That inconsistency is where margins get exposed, especially when labor is tight and material costs are high.

Certification works best when it is treated as a standard for everyone, not an exception.

Would your company be willing to pay certified installers a higher rate than non-certified installers?



How much more would you be willing to pay a certified installer?



Installer Pay Varies Widely Across the Market

Pay dispersion reflects differences in experience, efficiency, and execution standards.

Installer pay rates for residential remodel projects vary widely across the market.

Most retailers cluster within a narrow square-foot pricing range, but there is meaningful dispersion above and below that band. Hourly models introduce additional variation, reflecting differences in installer experience, job complexity, and local labor conditions.

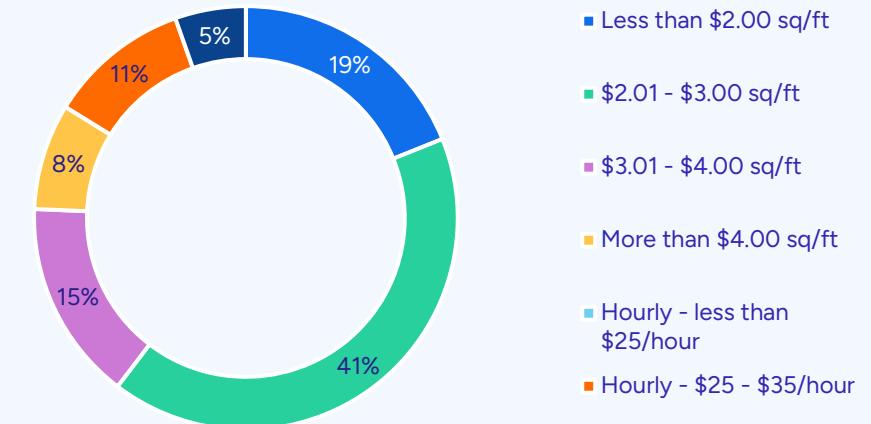
What matters is not the absolute rate. It is what that rate signals.

Wide variation in installer pay often corresponds to differences in quality, speed, and reliability. Higher rates are frequently associated with experienced installers who deliver more consistent outcomes. Lower rates can work in disciplined systems, but they introduce risk when scope, standards, or oversight are unclear.

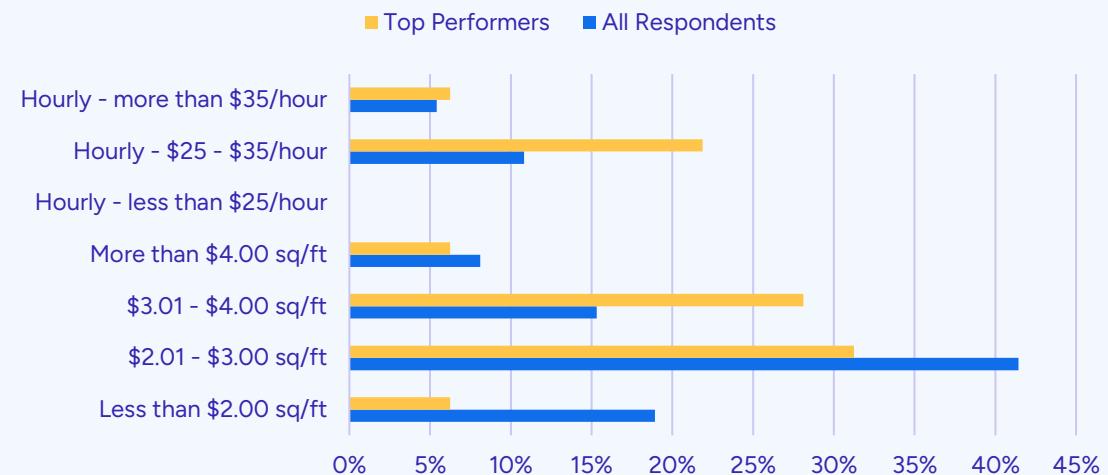
Top Performer Behavior

Top performers tend to pay toward the middle or upper end of the market. This reflects a deliberate trade-off. They accept slightly higher labor cost in exchange for fewer surprises, less rework, and more predictable installation outcomes.

What is the typical installer pay rate for residential remodel projects?



What is the typical installer pay rate for residential remodel projects?



Technology Maturity: From Nice-to-Have to Non-Optional

Satisfaction Is High, but Gaps Remain Where Integration Matters Most

Most retailers say they are satisfied with their current technology, especially standalone systems like point of sale and accounting.

The gap shows up when systems need to work together. Satisfaction drops with business management and marketing tools, where manual work and disconnected processes are more common.

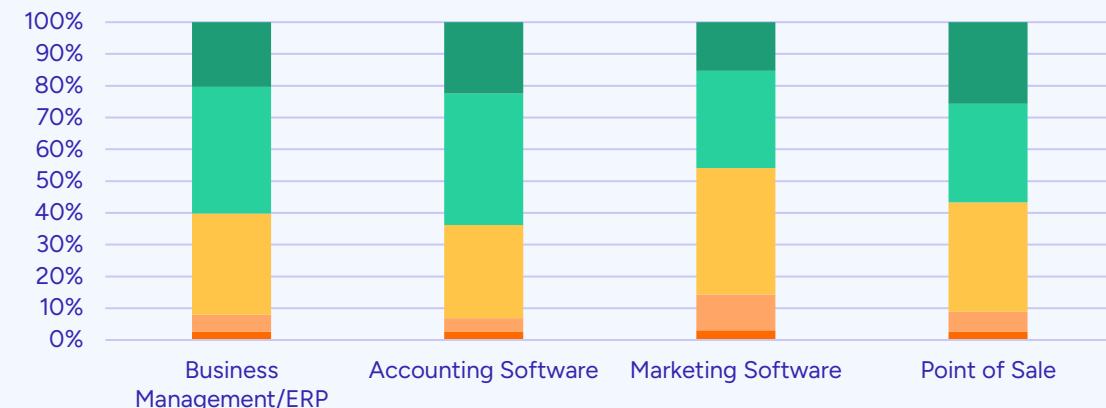
Top performers stand out. They report higher satisfaction across every major category, particularly with systems that connect sales, operations, and financial tracking. The difference appears to be less about the tools themselves and more about how well they fit into day-to-day work.

Top Performer Behavior

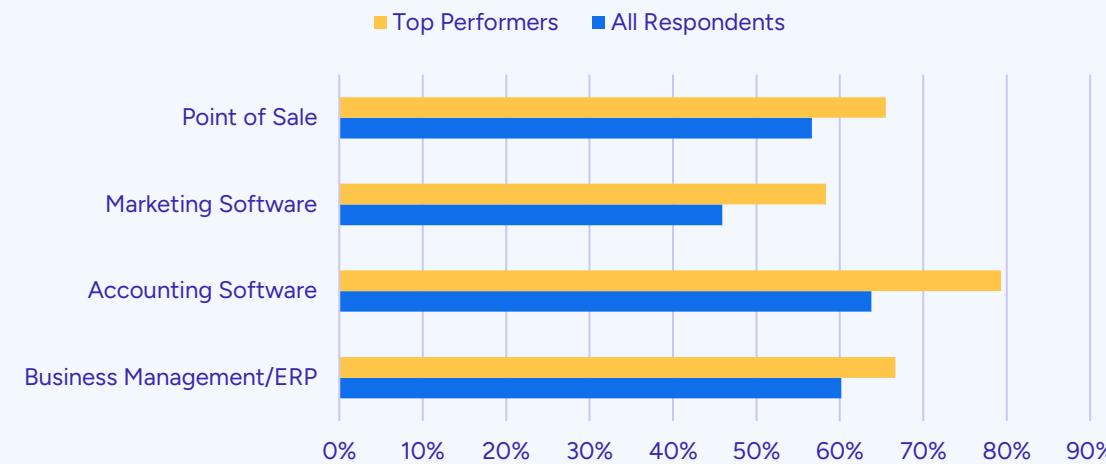
Prioritize system integration early, reducing friction between quoting, inventory, installation, and accounting.

How satisfied are you with your current software solutions?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied



Percent of respondents that are satisfied or very satisfied with their technology stack



Retailers Are Investing Where Execution Breaks Down

As retailers plan for 2026, technology priorities line up closely with day-to-day execution challenges.

Marketing tools, business management software, and website visualization rank highest because they address common breakdowns in lead handling, project coordination, and customer confidence. These investments are practical, not experimental.

Top performers show a clear pattern. They invest in technology that improves the customer experience from the first interaction through installation and payment.

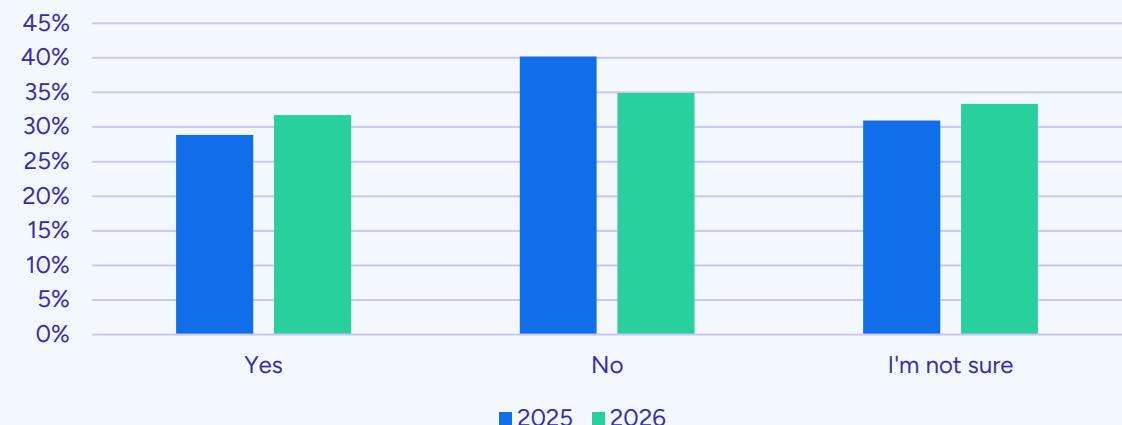
Recommended Action

Map your last five operational issues to the systems involved. If problems span multiple tools, integration is the constraint.

What would help your business the most in 2026? (Select up to 3)



Are you planning to invest in new software or technology over the next year?



Technology Interest Is Shifting Toward Integration and Insight

Retailers' technology priorities are shifting away from standalone tools and toward systems that provide visibility into the business.

Across the industry, interest is focused on point of sale, inventory management, automated marketing, and analytics. These areas reflect a need to understand what is happening, not just process transactions.

Top performers take this a step further. They show greater interest in integrated platforms that connect sales, operations, and the customer experience into a single workflow.

Top Performer Behavior

Invest in systems that surface issues early rather than reacting after problems escalate.

What types of software are you most interested in?

(Select up to 3)



What types of software are you most interested in?

(Select up to 3)



Current State of Accounting Tools and Challenges

Most retailers use modern accounting software, with QuickBooks Online serving as the standard for those not on fully integrated systems.

Even with widespread adoption, accounting remains a major source of friction. Many retailers struggle to track job profitability, manage inventory accurately, and reconcile data across systems.

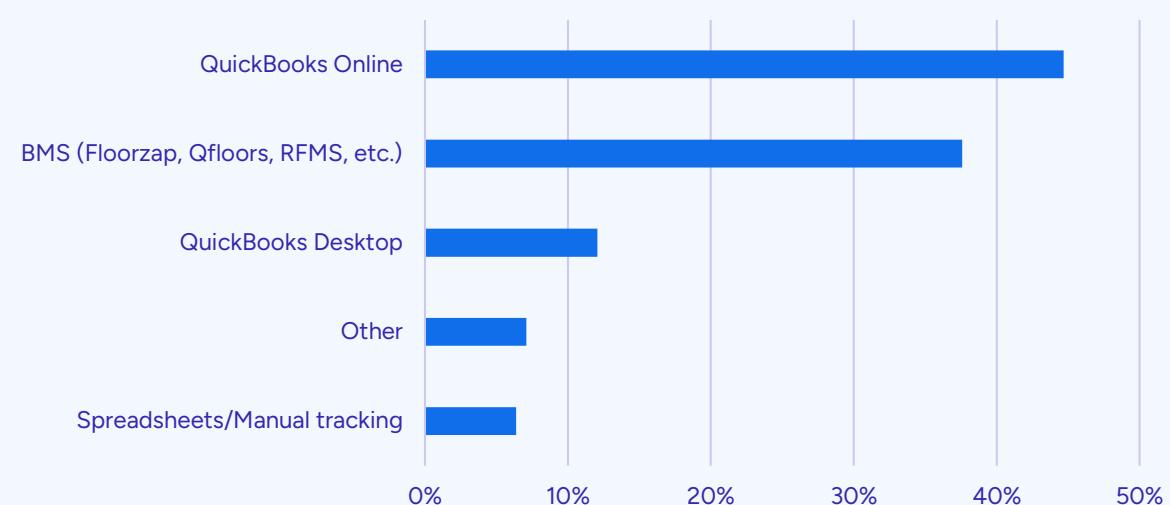
The problem is not the accounting software itself. It is the lack of connection between accounting, sales, inventory, and job management. When those systems do not talk to each other, financial insight arrives too late to guide decisions.

Top Performer Behavior

Treat accounting as a real-time operating system, not a month-end reporting tool.

What accounting software do you currently use?

(Select all that apply)



What accounting challenges do you face?

(Select all that apply)



Top Performers Invest in Software Earlier

The timing of technology investment is a key difference between top performers and the rest of the market.

Top performers are much more likely to invest in software when they reach 3 to 10 employees. At this point, coordination gets harder, informal processes start to break down, and visibility gaps appear.

Instead of relying on manual workarounds, top performers put systems in place early. This reduces dependence on individual effort and helps prevent problems from compounding as the business grows.

Retailers that wait until headcount is higher often adopt software reactively, after inconsistency and inefficiency are already built into the operation.

Top Performer Behavior

Invest to prevent chaos, not to clean it up later.

At what size did your business feel the need to invest in software?



Reducing the Risk of Software Adoption

Retailers are not resisting technology. They are trying to avoid the wrong technology.

Cost is a factor, but the bigger concerns are choosing the wrong system, dealing with complex implementations, and disrupting day-to-day operations. Many retailers delay change not because they doubt the value of software, but because they worry about the time and risk involved in switching.

Very few believe spreadsheets are enough or that software does not matter. The hesitation is about confidence in the solution and the implementation.

This creates a clear advantage for platforms built specifically for flooring. When software is designed around existing workflows, integrates cleanly with accounting, and can be adopted without operational disruption, the risk of change drops dramatically.

In that environment, technology becomes an enabler of execution rather than a source of friction.

Recommended Action

If adoption feels risky, start by replacing one manual process that creates daily friction. Momentum builds once the payoff is visible.

What's holding you back from investing in software today?



Top Performer Checklist



Top Performers Benchmark Checklist

Top Performers in this year's study aren't defined by size or geography. They're defined by operating behavior.

Use the checklist below as a practical self-assessment. Use this checklist to identify one or two gaps to address this year.

Top performers do not fix everything at once. They fix what creates the most variability first.

1. Financial Visibility & Control

- We can see job-level profitability without waiting for month-end
- Cash flow is actively managed, not just reviewed
- We know which jobs, products, and services drive margin vs. noise
- Pricing decisions are based on data, not just competitor moves

2. Installation Quality & Risk Reduction

- Installation issues are tracked and reviewed, not written off
- We actively manage installer quality (certification, standards, accountability)
- Claims and rework are treated as operational failures, not "cost of doing business"
- Install schedules and scopes are clearly communicated and controlled

3. Operational Efficiency

- Core processes (sales → install → invoicing → payment) are standardized
- Manual workarounds and spreadsheets are the exception, not the system
- We can scale volume without adding proportional admin headcount
- The business doesn't rely on one person "keeping it all together"

4. Technology as an Operating System (Not Just Tools)

- Our systems talk to each other (or live in one place)
- We trust the data we see day-to-day
- Technology helps us spot issues earlier, not just move faster
- New hires can get productive without months of training

5. Pricing, Payments & Cash Flow Discipline

- We price to value and durability, not just to win the deal
- Payment options reduce friction without creating cash flow risk
- We collect more money upfront or faster than we used to
- Discounts are intentional, not reactive

6. Customer Experience That Supports Profit

- We show up clearly and credibly during the customer's research phase
- Our value proposition is easy to understand before a customer walks in
- We compete on trust and outcome, not just selection or price
- Fewer deals fall apart late due to confusion or friction

7. Leadership Focus & Decision-Making

- We spend more time improving systems than putting out fires
- Decisions are made with forward-looking data, not just past results
- We know where tightening the business will have the biggest impact
- Growth is a choice—not a necessity to survive

Scoring Yourself

- 20+ checks: You're operating like a top performer already
- 14–19 checks: You're close — tightening a few areas could materially improve outcomes
- <14 checks: The market reset is an opportunity, but also a warning

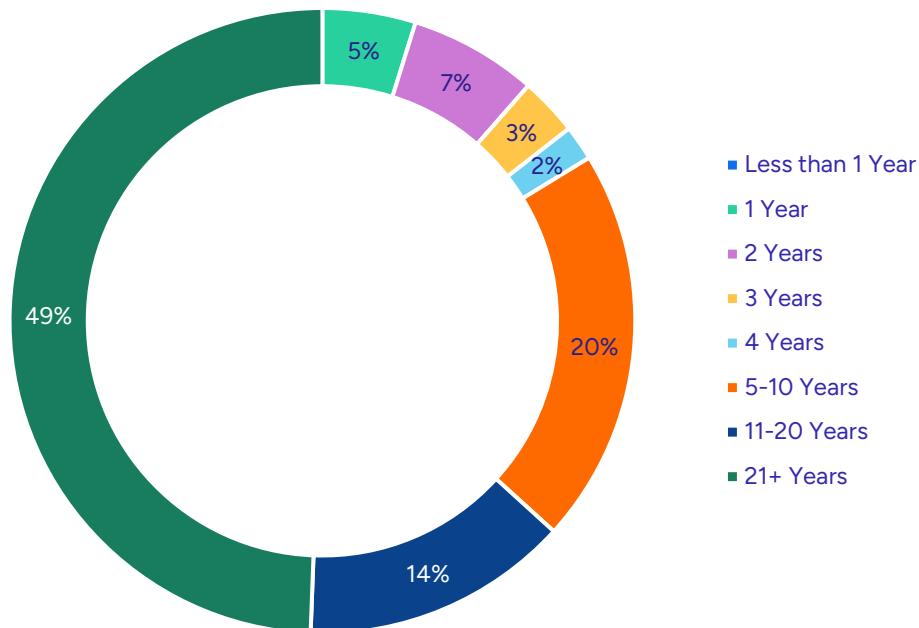


Participant Overview

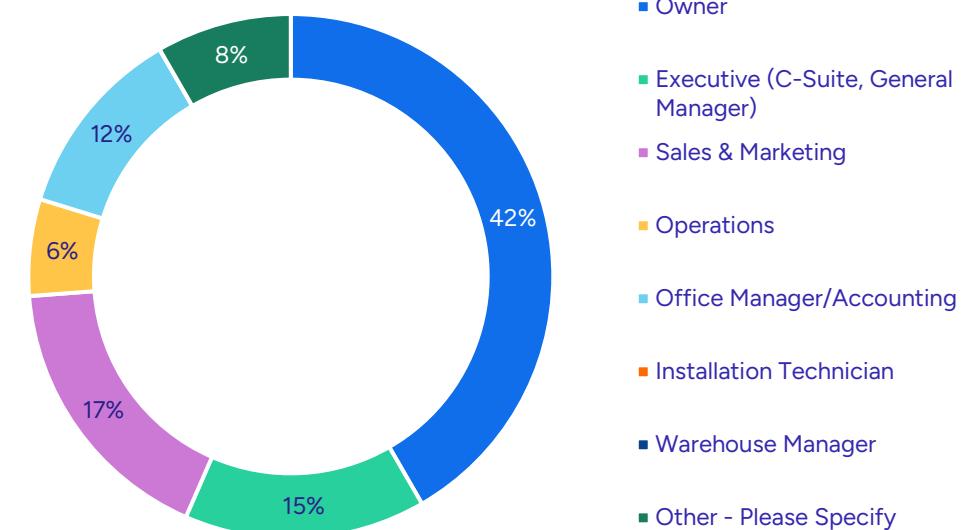


How many years have you worked in the flooring industry?

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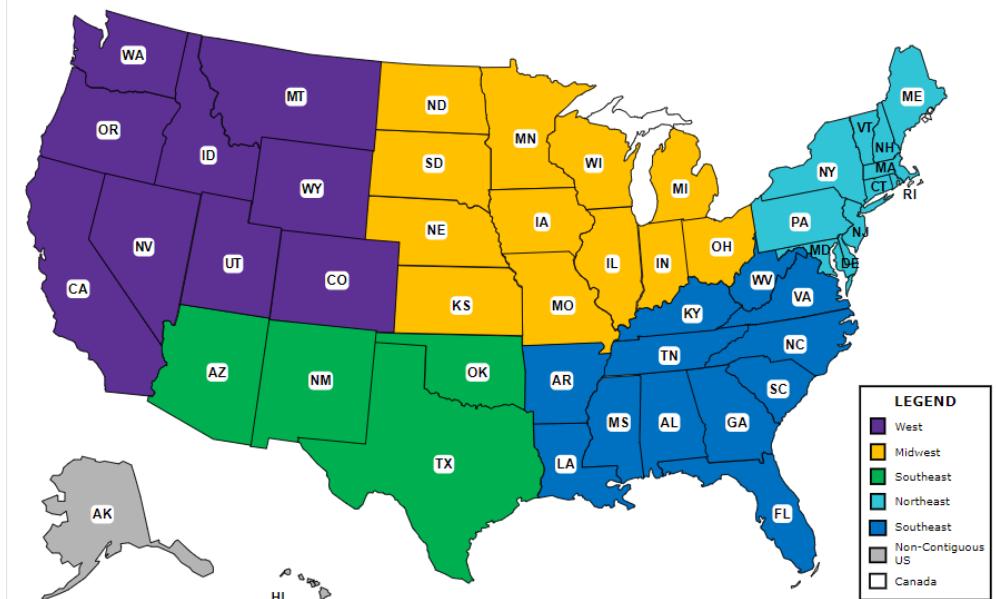
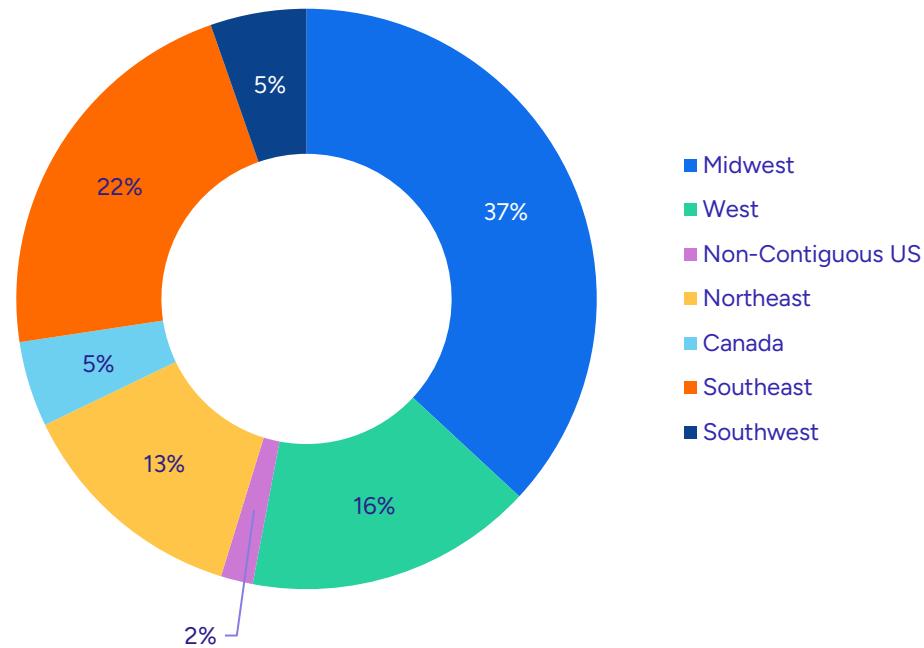


What is the primary role you perform for your business?



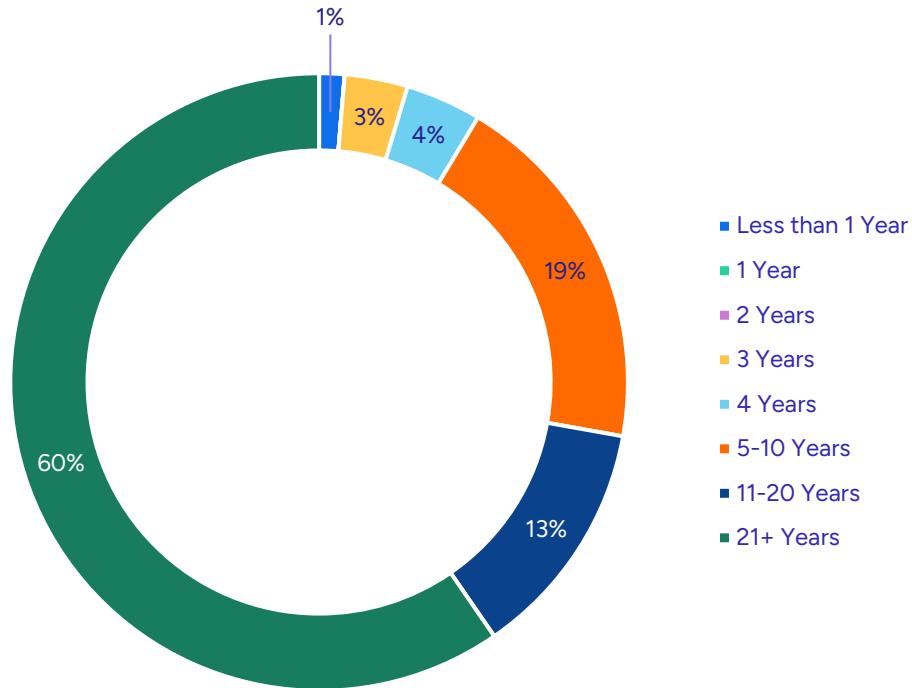
In what state/province is your business located?

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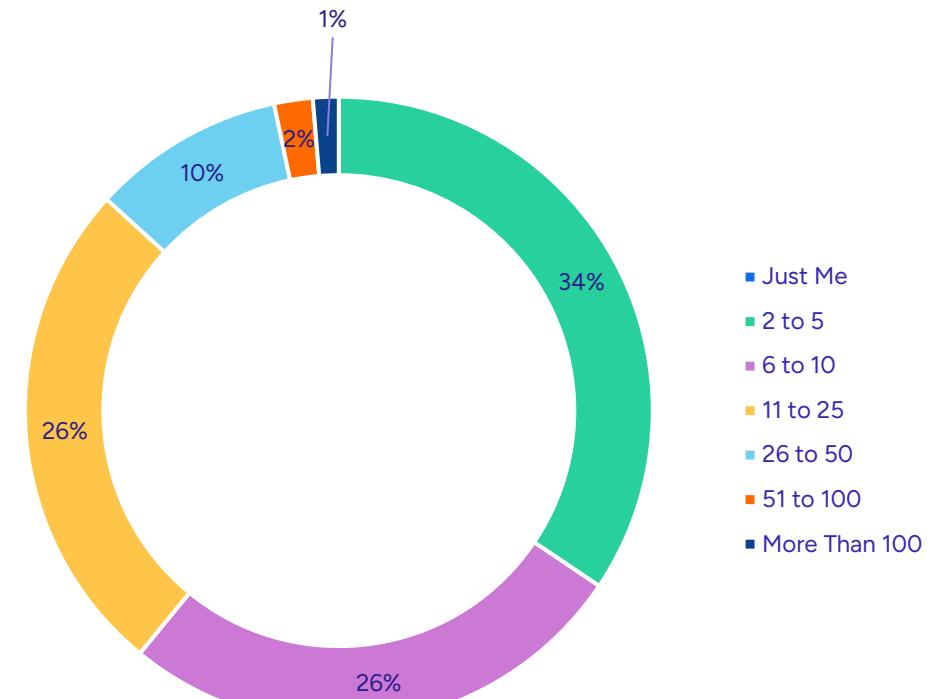


How many years has your business been in operation?

How many years has your business been in operation?

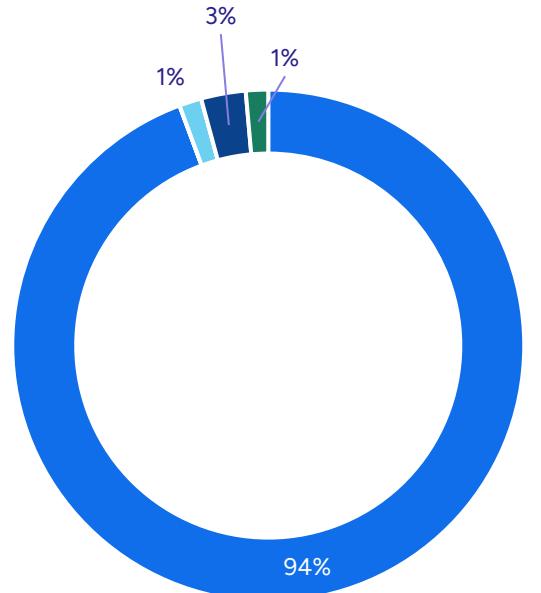


How many employees work for your business?



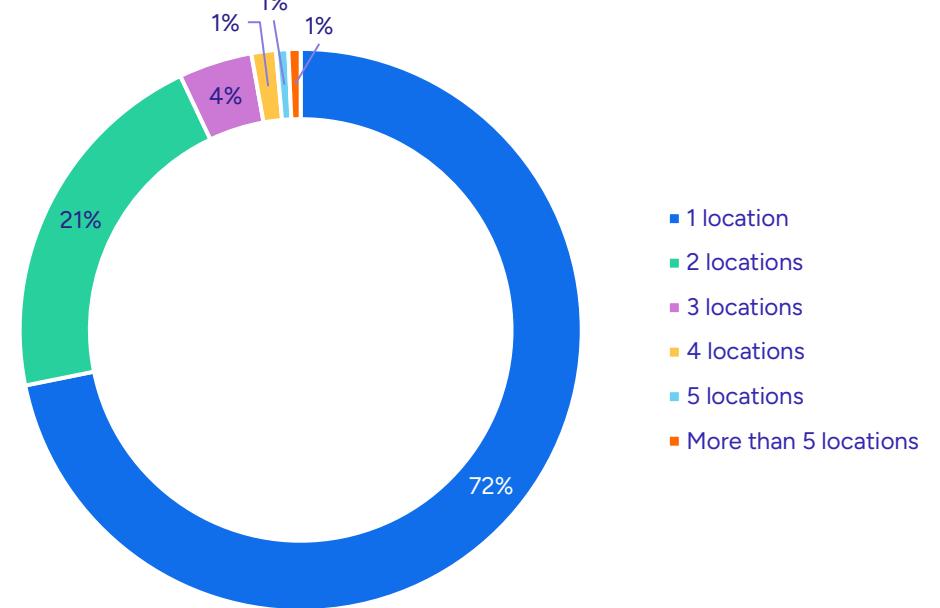
What best describes your business?

What best describes your business?



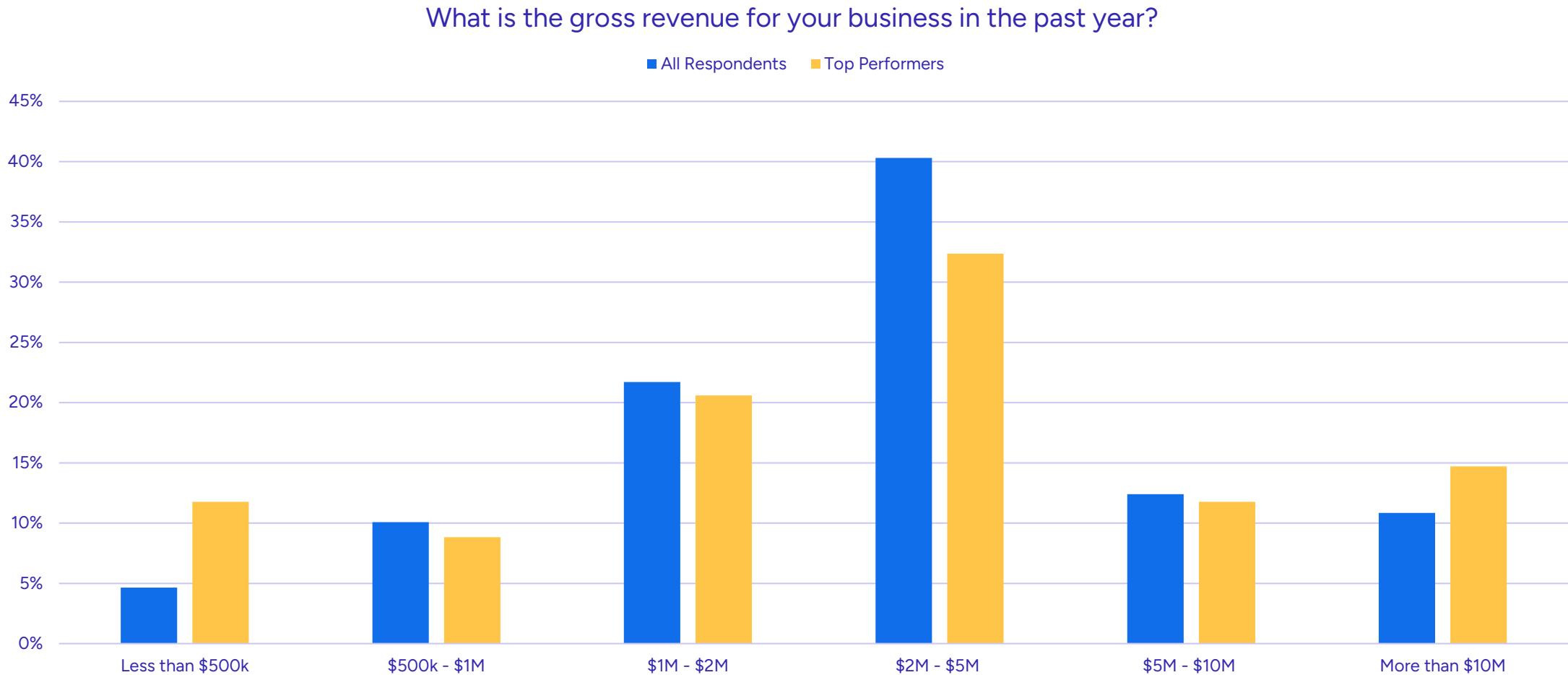
- Independent Retailer (with showroom)
- Mobile-Only Retainer (no showroom, in-home sales model)
- Online Retailer
- Franchise
- Wholesaler/Distributor
- Manufacturer
- Contractor/Installer
- Other - Please Specify

How many retail locations do you have?



- 1 location
- 2 locations
- 3 locations
- 4 locations
- 5 locations
- More than 5 locations

What is the gross revenue for your business in the past year?



Turn Execution Into a Competitive Advantage

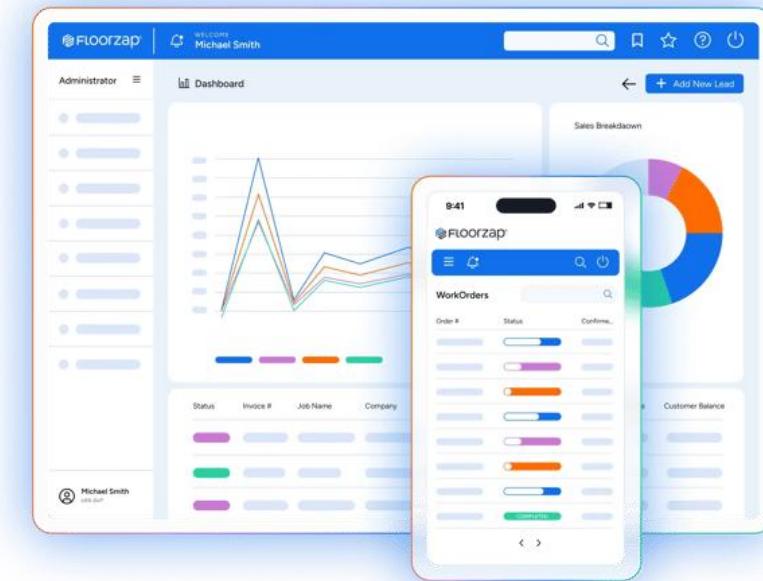
Top performers are not winning by chasing demand.

They are winning by tightening execution across customer experience, sales, installation, and operations.

Floorzap is built for that reality.

- See job-level margin before problems show up
- Connect sales, installation, inventory, and accounting in one workflow
- Reduce rework, delays, and manual handoffs
- Convert existing demand into higher-margin projects

See how top-performing flooring retailers run their business.



[**Schedule a Floorzap Demo**](#)

Thank You