



**Market, Industry &
Consumer Research Report**

November 16, 2020

Johnson Roofing

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Executive Summary

Johnson Roofing was started in 1941 by Bill and Jack Johnson and remains family owned and operated today. Still represented in their logo today, Appalachian horses are symbolic to the company. When Johnson Roofing first started, Appalachian horses were used to haul shingles with a trailer. Johnson Roofing believes they are focused on safety, knowledgeable employees, strong customer service, and achievement in awards and certifications in comparison to other roofing companies. This research report aims to answer how their target market currently perceives Johnson Roofing. Our team gathered and analyzed data involving the consumers' perception of Johnson Roofing when they see their brand and hear about their services to help gain insight. This report provides an extensive and well-rounded evaluation of the company and local residents' thoughts regarding home ownership and renovations, the importance of quality roofing and service, and brand recognition. Both primary and secondary research were conducted. For secondary research, we analyzed existing market information and surveys that were already conducted that related to the roofing industry and our target market. Primary research was conducted by means of an online survey and personal interviews. Through this foundation of knowledge, we can gain a better understanding of consumer brand perceptions, effectiveness of the branding, the price our target market is willing to pay, and how to improve the company overall for Johnson Roofing to help keep customers and appeal to more customers. All of the research conducted took place in September and November of 2020. The report overall shows that customers value family owned businesses and the quality and care of the employees of the company are a big benefit. The major areas of focus for customers when looking for companies in this industry is the reputation, cost, quality, customer service, and recommendations.

Background

Johnson Roofing's brand encompasses the idea of excellence and outstanding performance of roofing and customer service, both in residential and commercial roofing projects. In order to gain perspective of what customers think of Johnson Roofing, we will analyze two key areas; Consumer brand perceptions and value of service. To measure consumer brand perception, we will analyze how our target market currently perceives Johnson Roofing's brand. This answer lies within gathering and analyzing data regarding the consumer's perception of Johnson Roofing when they see the company's brand. This includes the company logo, taglines, and the emphasis of being a local family owned business. Our research will help us gain a better understanding of consumer brand perceptions of Johnson Roofing among both commercial and residential clients.

In order to adequately gauge Johnson's Roofing brand perception and accurately identify the target market's values, a survey and series of personal interviews were conducted. These surveys and interviews explored and identified ways to better engage and reach individuals within the target market and how effective the brand is being communicated. All steps in the research were conducted with thorough preparation and active participation from the team and Liz Anderson. This includes a research proposal, personal interview guide, survey questionnaire guide, and sampling plan. Our research for Johnson Roofing has been extensive and well-rounded to develop a customer profile and substantial understanding of the roofing industry and the market it lies in. With a foundational background about the company and factors that play into our research, a defined problem statement and well-supported qualitative and quantitative research, our research has proven to provide data that is relevant and beneficial that will aid Johnson Roofing in their business endeavours.

Methodology

When conducting research, primary and secondary methods are both abundantly useful for obtaining sufficient data. Secondary research is usually quicker and easier, but there are often gaps in the data. Primary research data collection and sampling allowed us to fill in those gaps as well as expand on foundational information we gathered in our secondary research. All research was conducted between early September to mid-November 2020. The forms of data collection we chose to find information were online databases to identify the home buying market, trends within the home buying market, trends within the home repair market, roofing industry trends, and information regarding what clients look for when searching for a roofing company to utilize. We analyzed existing market information and surveys already completed. Other forms of data collection that we used included distributing a survey with 18 questions to understand consumers' opinions on Johnson Roofing and what they look for and want in a contractor. Surveys were sent to people above the age of 25, and we received more than 50 completed responses. We included screener questions to ensure that participants were at least 18 years of age for legality. Some of the key questions we asked focused on the importance of workers' compensation; family-owned businesses, special certifications, and specific questions regarding Johnson Roofing's taglines and logo. We also used skip patterns to keep answer responses accurate. An incentive of entering to win a \$100 HEB gift card was included to encourage participation. A winner would be randomly chosen among survey respondents. We also conducted individual interviews that allowed us to get a well-rounded perspective on what consumers look for in a contractor. Each team member interviewed one individual, each utilizing the same set of questions for participants. All interviews were conducted online for the safety of our team members and participants during the pandemic.

Findings

Throughout this advertising research campaign we focused on understanding what key aspects Waco homeowners consider when choosing a roofing company for their roofing needs. To compile a knowledgeable database of information regarding these aspects, we analyzed individual and survey responses that included carefully researched questions. Using both quantitative data from the survey questionnaire and qualitative data from the individual interviews, there were five common themes: Customer values, branding, commercial and residential services, insurance and family/locally owned businesses (See figure 1).

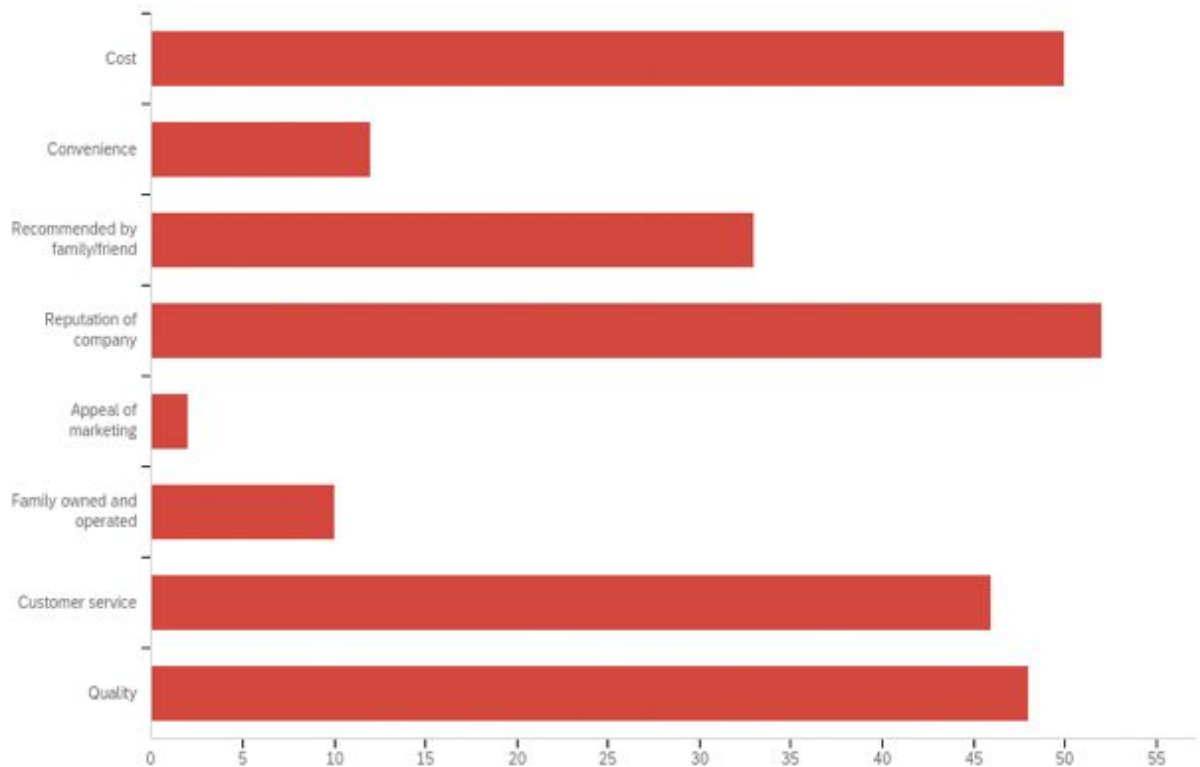
Quantitative Data (Survey Questionnaire Information)

The survey questionnaire consisted of 24 questions, four of which were demographical. The survey questionnaire covered a variety of key aspects of what people find most important regarding roofing services, company branding, company ownership and what they expect out of roofing services. Some questions were more open ended, asking about their general attitudes toward companies that are family owned or knowing the history of a company, while other questions focused specifically on Johnson Roofing branding and roofing services.

The survey was sent out to an email list of 1,319 of the Greater Waco Chamber of Commerce. Additionally, our team reached out to Baylor professors, the Child Advocacy Center of Waco and other Wacoans in the surrounding area. Altogether, we received 62 responses to the survey, 61 of which fully completed the survey. The age demographic of the survey was mostly between 31-61+, as 28.85% people responded they were either 51-60 years old and 61 and over. The third age category with %23.08 was 41-50 years old. Out of 54 people, 79.63% were full time employees, while 7.41% were either retired or preferred not to say. Only 5.56% of

respondents were employed part-time. Lastly, the household income quantitative data showed that the majority of survey respondents made somewhere between \$50,000 to \$200,000 a year.

Figure 1- Top five factors to consider when selecting a roofing company



When asked about five considerations that would persuade customers to choose a roofing service, the top choice was the reputation of the company. 20.55% of responses had this choice in their answer. The second most common was cost (19.76%), which was closely followed by quality (18.97%) and customer service (18.18%). It seems that brand plays a major role in reputation, but when asked about whether customers were familiar with the Johnson Roofing taglines “Pursuing Excellence since 1941” and “Protecting What Matters Most”, more than 54% of the total respondents voted no, compared to 45% who said yes.

Figure 2- Breakdown of percentage of top five factors (Continuous of Figure 1)

#	Answer	%	Count
1	Cost	19.76%	50
2	Convenience	4.74%	12
3	Recommended by family/friend	13.04%	33
4	Reputation of company	20.55%	52
5	Appeal of marketing	0.79%	2
6	Family owned and operated	3.95%	10
7	Customer service	18.18%	46
8	Quality	18.97%	48
	Total	100%	253

When asked about how they first learned of Johnson Roofing, 72% of respondents said it was by local advertising (billboards, TV commercials, radio broadcasts and newspaper ads).

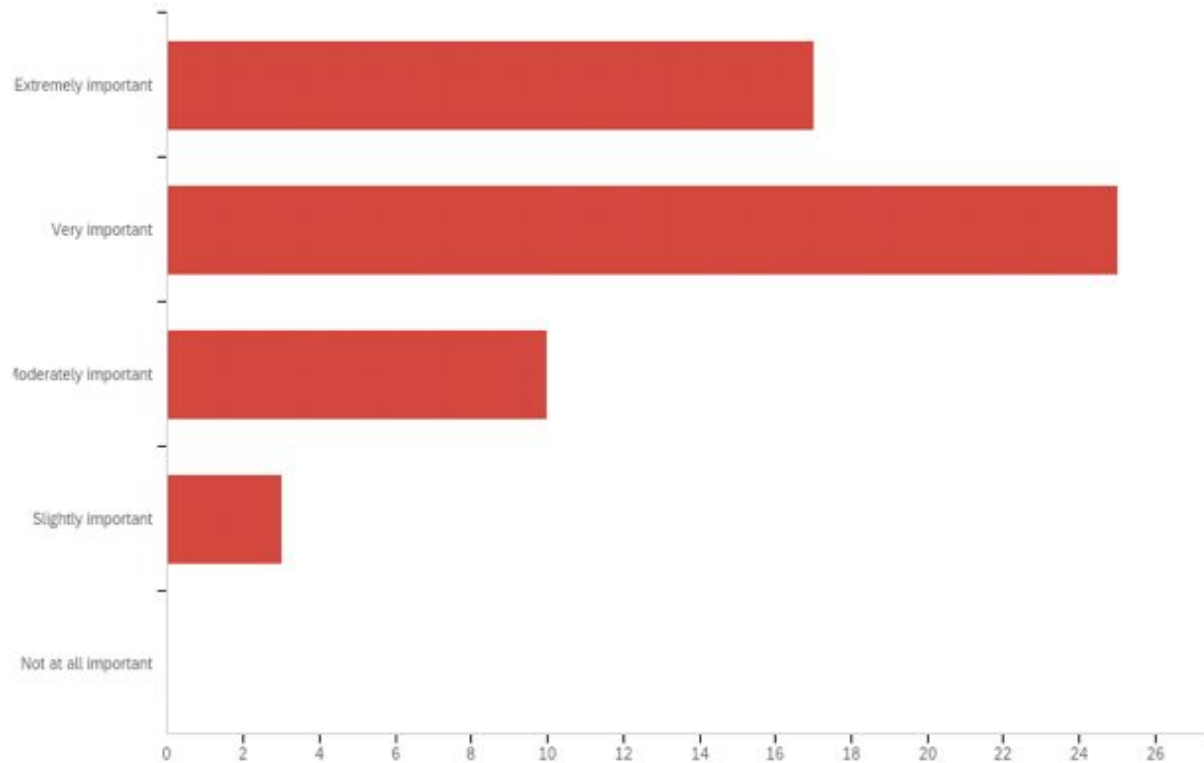
Figure 3- Breakdown of how surveyors heard of Johnson Roofing

#	Answer	%	Count
1	Family/Friends	10.00%	5
2	Local Advertising (Billboards, TV commercials, radio broadcasts, Newspaper ads)	72.00%	36

3	Social Media Platforms (Instagram, Facebook, Twitter)	0.00%	0
4	Online Advertising	0.00%	0
5	Other	18.00%	9
	Total	100%	50

Another critical aspect is that customers found that locally owned businesses they previously knew the history of moderately to extremely important. Over 45%, or 33 out of 55 respondents perceived that investing in a local business is very important, while 30.91% found it extremely important that they prefer local businesses. There was a 42% response that contracting with a family owned business was moderately important when using services.

Figure 4- Importance of knowing the history of locally owned businesses

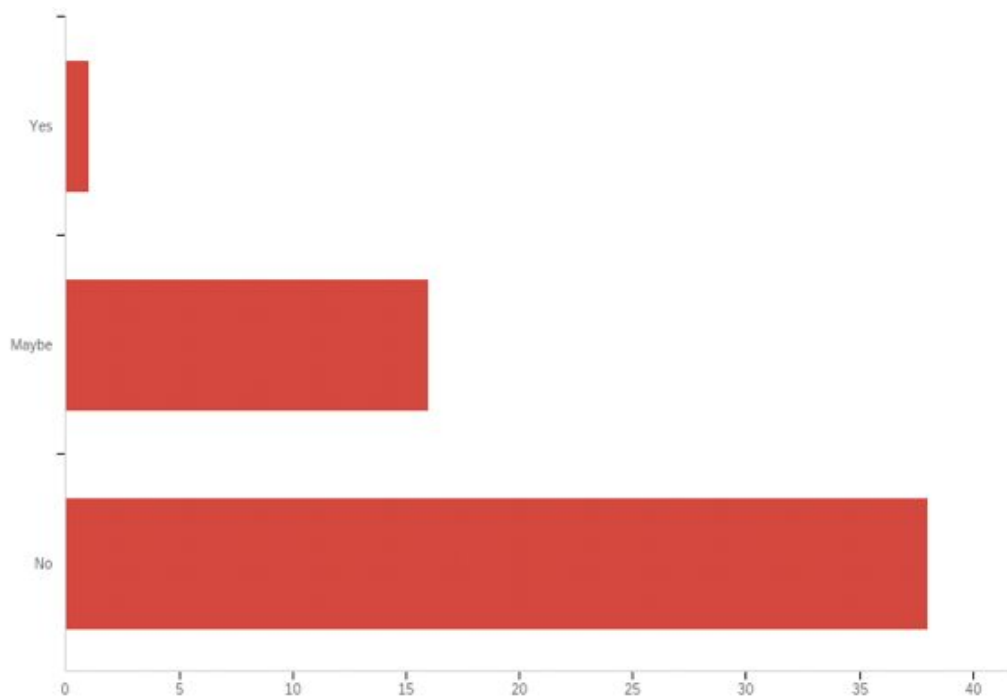


In the survey questionnaire, some questions addressed aspects of services that applied to Johnson Roofing directly and brought up interesting findings. When asked about how important it is that a roofing company has insurance for their employees, 43 out of 55 respondents answered it was extremely important that a roofing service has insurance for their employees (see Figure 5). Another important finding in the survey was that most respondents (69.09%) found that a roofing company that has worked on commercial jobs is not too big of a company to complete residential jobs. Other respondents answered maybe (29.09%) while only one answered yes (see Figure 6).

Figure 5- How important is it that a roofing company has insured employees?

#	Answer	%	Count
1	Extremely important	78.18%	43
2	Very important	14.55%	8
3	Moderately important	7.27%	4
4	Slightly important	0.00%	0
5	Not at all important	0.00%	0
	Total	100%	55

Figure 6- Are commercial roofing companies too big to do residential jobs?



One last important finding presented from the quantitative data collection in the surveys was the importance of roofing company brands when deciding on a roofing company. 40.74% of

respondents found that a roofing company's brand is very important when selecting a roofing company. 27% found it moderately important, while 16%, or nine customers found it slightly important that a roofing company has a solid brand they would buy into when choosing a roofing company.

Figure 7- How important is a roofing company's brand when selecting one?

#	Answer	%	Count
1	Extremely important	9.26%	5
2	Very important	40.74%	22
3	Moderately important	27.78%	15
4	Slightly important	16.67%	9
5	Not at all important	5.56%	3
	Total	100%	54

Qualitative Data: Personal Interview Findings

Through personal interviews, we asked our participants various questions to understand what is important to individuals within Johnson Roofing's target market when choosing a roofing company. These themes included what consumers value, importance of insurance, commercial and residential experience and Johnson Roofing brand impression. Following our personal interviews, the phone calls were transcribed and data was analyzed to identify prominent themes.

Customer Values

The most common response regarding what customers value most was customer service. Based on the responses, it is evident that customers desire a service that they will not only trust, but will execute a job with diligence. Participants also discussed values such as attention to detail, innovation, integrity, and transparency.

Branding

Upon review of the logo, most respondents came to the conclusion that the connection to roofing was unclear. While the logo communicates some sort of history, participants were unsure of the meaning. "I wouldn't know the connection when it comes to roofing. It wouldn't actually draw me to anything. In terms of roofing, there's not a clear connection there," said one respondent. The taglines communicate the family value and prominent history and seemed to positively resonate with most participants.

Commercial and Residential Services

While only some respondents were aware that Johnson did both commercial and residential work, most agreed that their experience commercially makes their residential services that more appealing. "I assume they're not going to mess this up which is- with a smaller

business. I might be a little more concerned that they don't have the experience or they maybe haven't had the training,” said one respondent. Another respondent noted that their commercial experience made them wonder if it would cost more for residential projects. The fact that Johnson Roofing has extensive residential and commercial experience gives them a competitive advantage. Respondents were eager to hear that Johnson Roofing isn't strictly commercial.

Insurance

Most respondents expected the workers to be insured and would be hesitant to hire a company whose workers are not insured. Respondents agreed that they would be willing to pay more for roofing services if they knew the workers were insured. Having workers safe and insured was a common sentiment in the interviews. When it comes to large purchases, such as roof work, respondents would feel more at ease with safe practices.

Family/Locally Owned Business

Our respondents unanimously agreed that there was a difference between local/family owned businesses rather than those that aren't, whether those differences are significant as a deciding factor vary between the interviewees. One respondent felt that family businesses are interesting in that the company is passed down, but that model does not guarantee success if the successors don't maintain the work ethic and connections established by the founder. The most common opinion on family owned businesses was that they are more approachable due to their connection to the community. Additionally, respondents expressed that, overall, local businesses seem more trustworthy as they are often members of the community rather than just a corporate face.

Conclusions

During this Johnson Roofing research campaign, we focused on two key aspects: consumer brand perception and value of service. After we gathered and analyzed the data, we better understand the consumer brand perception of Johnson Roofing in both residential and commercial customers. We found that the slogan and its meaningful history, when described to respondents, accurately convey what Johnson Roofing wants, making a good connection with participants. Most survey and interview respondents had heard of Johnson Roofing before but did not know the backstory behind the logo or slogan but had positive responses to them.

Based on our research, data collection, and analysis with our team members of Johnson Roofing, we concluded that the top five factors when choosing a roofing company are:

1. Reputation (20.5%)
2. Cost (19.755)
3. Quality (18.9%)
4. Customer Service (18.2%)
5. Recommendation (13%)

These five factors indicate that the consumers find community opinions about the company to be very important. Cost is very relevant to consumer opinion as well, but good quality work and a company that is certified and trusted makes them more likely to be willing to spend more. Recommendations from family, and friends and other trusted sources are important when it comes to making a final decision.

The overall research from our quantitative findings showed us that consumers look for companies with good insurance. Our surveys provided additional insight, suggesting that people care about whether the company is a family-owned business. Additionally, we were surprised that participants willing to pay more if those criteria (quality, insurance, etc.) were met.

Recommendations & Next Steps

We concluded that reputation and cost were the two most important factors for customers when deciding on a roofing company. Responses from research data showed that potential clients placed a large emphasis on cost, but are also willing to pay above the average price to ensure that workers are insured. Johnson Roofing should take advantage of the market's desire for quality work and advertise that the price point the customers are paying is reasonable for the care that is put into each job. Since the largest value when deciding on a company to take care of roofing needs is reputation, we highly recommend Johnson Roofing to become more active in the community. Specifically, increase their respectability, recognition and community approval through donating and working with nonprofits like the Animal Birth Control Clinic. As a family owned business, potential clients are wanting to see Johnson Roofing supporting and giving back to the community. Outside of donations and volunteering at Waco nonprofits, Johnson Roofing could greatly increase their favor in the community by supporting or providing funding for school activities. By openly supporting school sport teams, after school programs as well as sponsoring events like Relay for Life Wacoans would feel more comfortable choosing Johnson Roofing despite the lower prices offered by any competitors.

Appendices

INTERVIEW QUESTIONS:

Warm-up questions

1. What values in a business are most important to you?
2. If a company's philosophy is consistent with yours, would you like this company more?
3. Is a family business more trustworthy? What makes a company trustworthy?
4. How about a locally owned business? Are they more trustworthy?

Interview Questions

1. Does the amount of time a company has been in business matter to you?
2. Do recommendations/reviews of a company matter to you?
3. What are your thoughts on family owned businesses compared to a company that is not family owned?
4. What specific things do you look for when deciding on a roofing company? (Cost, reputation, convenience, family owned and operated, Customer service, quality)
5. How important is a roofing company's brand (logo, motto, community presence) when deciding on a roofing company?
6. Thinking about companies that provide roofing services, what companies come to mind?
7. Does the fact that Johnson Roofing met the most stringent requirements to obtain a UL Certified Sheet Metal Department appeal to you?
8. Prior to this Interview, did you know that Johnson Roofing does both commercial and residential work?
9. Do you feel that a roofing company who works on commercial jobs is too big to work on residential jobs? Why or why not?
10. Does having extensive commercial experience make Johnson Roofing more appealing for residential roofing services?
11. What first comes to mind when you look at the Johnson Roofing logo?
12. How visually appealing is the logo?
13. What does Johnson Roofing's tagline "Pursuing excellence since 1941" tell you about the company?

14. What about “Protecting What Matters Most”?
15. Does the Johnson Roofing logo and taglines convey a message that seems credible?
16. How important is it that a roofing company has insurance for their employees?
17. Would you pay more if the contractors working on your home were insured?
18. Are you more likely to hire a roofing company that has a digital roofing assessment and minimal or no contact procedures?

-END OF INTERVIEW-

SURVEY QUESTIONNAIRE

This survey will take approximately 5-7 minutes. It is powered by Qualtrics.

Please answer the questions honestly as they apply to yourself.

1. How important is it to contract business that is locally owned?
 - a. Not important
 - b. Slightly important
 - c. Moderately important
 - d. Very Important
 - e. Extremely important
2. How important is it to contract business that is family owned?
 - a. Not important
 - b. Slightly important
 - c. Moderately important
 - d. Very Important
 - e. Extremely important
3. How important is the history of a business when deciding on a contractor?
 - a. Not important
 - b. Slightly important
 - c. Moderately important
 - d. Very Important
 - e. Extremely important
4. How important is a roofing company’s brand (logo, motto, community presence) when deciding on a roofing company?
 - a. Not important
 - b. Slightly important
 - c. Moderately important
 - d. Very Important
 - e. Extremely important
5. How important is it that Johnson Roofing has met the most stringent requirements to obtain a UL Certified Sheet Metal Department?

- a. Not important
 - b. Slightly important
 - c. Moderately important
 - d. Very Important
 - e. Extremely important
6. How important is it for a roofing company to have an option for a digital roofing assessment?
- a. Not important
 - b. Slightly important
 - c. Moderately important
 - d. Very Important
 - e. Extremely important
7. How important is it for a roofing company to have a minimal or no contact protocol?
- a. Not important
 - b. Slightly important
 - c. Moderately important
 - d. Very Important
 - e. Extremely important
8. How important is it that a roofing company has insurance on their employees?
- a. Not important
 - b. Slightly important
 - c. Moderately important
 - d. Very Important
 - e. Extremely important
9. Prior to this survey, did you know that Johnson Roofing does both commercial and residential work?
- a. Yes
 - b. No
10. Do you feel that a roofing company who works on commercial jobs is too big to work on residential jobs?
- a. Yes
 - b. No
 - c. Maybe
11. What factors would persuade you to choose a roofing service? Rank in order of priority.
- a. Cost
 - b. Convenience
 - c. Recommended by family/friend
 - d. Reputation of company
 - e. Appeal of marketing
 - f. Family owned and operated

- g. Customer service
 - h. Quality
12. Are you familiar with Johnson Roofing's taglines "Pursuing excellence since 1941" and "Protecting What Matters Most"?
- a. Yes
 - b. No
13. Does having extensive commercial experience make Johnson Roofing a good choice for residential roofing?
- a. Yes
 - b. No
 - c. Maybe
14. Do you believe that because Johnson Roofing does so much commercial work, residential work can seem subsidiary?
- a. Yes
 - b. No
 - c. Maybe
15. Out of these roofing services which would you choose to contract for a roofing project?
- a. Cen-Tex Roof Systems
 - b. Honey's Roofing LLC
 - c. Parsons Commercial Roofing
 - d. Johnson Roofing
 - e. Not sure
16. Are you more likely to hire a roofing company that has a digital roofing assessment and minimal or no contact procedures?
- a. Yes
 - b. Maybe
 - c. No
17. Would you pay more if the contractors working on your home were insured?
- a. Yes
 - b. Maybe
 - c. No
18. Have you heard of Johnson Roofing prior to this survey?
- a. Yes
 - b. No
19. How did you first learn of Johnson Roofing?
- a. Family/Friends
 - b. Local Advertising (Billboards, TV commercials, radio broadcasts, Newspaper ads)
 - c. Social Media Platforms (Instagram, Facebook, Twitter)
 - d. Online Advertising

- e. Other
- 20. Which categories would your roofing projects fall under?
 - a. Residential
 - b. Commercial
 - c. Both
- 21. What is your gender?
 - a. Male
 - b. Female
 - c. Other/Prefer not to answer
- 22. What is your household income?
 - a. Less than \$25,000
 - b. \$25,000 - \$50,000
 - c. \$50,000 - \$100,000
 - d. \$100,000 - \$200,000
 - e. More than \$200,000
 - f. Prefer not to say
- 23. What is your employment status?
 - a. Employed Full-Time
 - b. Employed Part-Time
 - c. Currently searching
 - d. Retired
 - e. Prefer not to say
- 24. What age range category do you fall under?
 - a. 20–30 years old
 - b. 31-40 years old
 - c. 41-50 years old
 - d. 51-60 years old
 - e. 61 +

Thank you for completing our survey. Would you like to enter a raffle for a ____ gift card?

- a. Yes
- b. No

-END OF SURVEY-

TRANSCRIBED INTERVIEW #1 (Kaitlyn Clink: November 11, 2020)

Interviewer: First I need to ask you if I have your permission to interview you and record you.

Participant: Yes, you do.

Interviewer: So some warm up questions, um, what values in a business in a business are most important to you?

Participant: Um, trustworthiness and just attention to detail.

Interviewer: Yeah. Is a family business more trustworthy than, say one that's not family owned?

Participant: I wouldn't say so. No.

Interviewer: Okay. And we'll just jump right into it. Okay, the first question. Does the amount of time a company has been in business matter to you?

Participant: Yes, I believe so. It just kind of shows the dedication and the fact that they have provided a good enough service, they've allowed him to stay open for many years. So yes, it speaks to me. Yeah.

Interviewer: Okay. Um, do you recommendations and reviews of a company matter to you?

Participant: Yeah, I, I usually do read reviews, whenever I'm hiring some sort of contractor just to kind of see the kind of filters through there, see if there's any kind of common thread yet take with a grain of salt. But I do like, take a little bit from the reviews.

Interviewer: Okay, awesome. This was kind of part of the warm up, but what are your thoughts on family owned businesses compared to a company that is not family?

Participant: With family owned, I think that's a great thing that you can pass it down to generations working together. But that doesn't necessarily lead to success by any means. Especially maybe when you're handing from one generation to the next. If one generation worked really hard to build it up, the next generation just wasn't there doing that. And sometimes you just kind of lose that connection. So I don't necessarily think it gives a bigger advantage to the family base or takes away from it by any means. I think it's just different.

Interviewer: Yeah. Okay, awesome. What specific things do you look for when deciding on a roofing company? So based on cost or convenience, customer service?

Participant: So I've never shopped for a roofing company before. So this is one thing I'm not, luckily, I've not had to hire a roofer. But I would definitely look at his previous work, you know, like, how reliable- like what's the quality of their work? Like, what in the past? What are some previous projects you've worked on? What are, you know, some reviews about the quality of the work or attention to detail? Like when you're coming out to quote how detailed you are in that. I mean, obviously, price always comes into play. But I would be willing to pay more if I knew a company was going to do a high quality job. Yeah. In comparison to someone who gives me the lowest price, but the quality is below par.

Interviewer: Okay, how important is a roofing company's brand including their motto and their community presence? So, when you're deciding on one-we've established that you haven't before, but if you were to, is their brand important to you at all?

Participant: Yeah, I would say so. Especially if they were very prominent, let's say in Waco, like, they are just, they're they're known in the company or in the in the in the community. They're involved in the community, maybe they have a lot of local projects. And many like businesses are hiring them as well. I think that kind of like, in a sense that word of mouth, that brand would kind of sway me more positively.

Interviewer: Um, this one might be tough. Thinking about companies that provide Roofing Services, what companies come to mind? If any at all do.

Participant: I, I guess none in this instance because I've actually never had to shop in this area.

Interviewer: Does the fact that Johnson roofing has met the most stringent requirements to obtain a UL certified sheet metal department appeal to you? Does that make a difference if you were to hire a roofing company?

Participant: Absolutely. I think certifications are a big thing, especially like metal roofs. I know I have a metal roof. I know it's one thing, you have to make sure you get someone who's really qualified to do it, because they will last a very long time. But it has to be installed correctly. Yeah, I think certifications just just give you more confidence in their abilities that they know what they're doing.

Interviewer: Awesome. And so prior to this interview, did you know that Johnson roofing does both commercial and residential work?

Participant: I do not.

Interviewer: So that's really important to them. They wonder if people know that they do both sides. For the next question, do you feel that a roofing company who works on commercial jobs is too big to work on residential jobs?

Participant: Absolutely not. I think a lot of times you'll have different, you know, sections of the companies for people who focus on residential, and who focus more on the commercial. So I don't see why that would deter me from hiring them.

Interviewer: Yes. Does having extensive commercial experience, make Johnson roofing more appealing for residential roofing services? Yes or no?

Participant: I think I think in a way, yes. Because there's a lot of code that goes into dealing with different corporations and commercial building. Yeah, you have to code on that and you're meeting one of their standards, then you are probably going to be okay, at handling the residential as well.

Interviewer: What comes to mind when you see a horse in the middle of this roofing company's logo, does anything come to mind?

Participant: Hmm. I wouldn't know the connection when it comes to roofing it wouldn't actually draw me to anything. In terms of roofing, there's not a clear connection there, it'd be more I'd have to look into the history of their company and just kind of figure out why they chose a brand themselves with a horse. There's probably a story behind it, but it wouldn't be obvious.

Interviewer: Next question is what does Johnson Roofing's tagline pursuing excellence since 1941 tell you about the company?

Participant: That they are someone who's stood the test of time. And we as companies go in and out all the time? I mean, you have to be at a certain level of success if you're keep your business going for 80 plus years. Yeah, that would, especially if this is like more of a local company and not like a big corporation, the fact that keep your local company running across my generations, that would be something for me. Yeah.

Interviewer: Awesome. We're almost done. Just a couple more questions. So when are there other kind of taglines that they place on their website and things is "protecting what matters most"? What are your opinions on that? What does that tell you about the company?

Participant: Um, I'd say they're trying to pull kind of more of a family value into their work, like, obviously, you're working on your home. So which, you know, that's where your family lives. So I'd say they're trying to like, relate to you that they hold those family values as well.

Interviewer: Do those messages and tag lines convey a message that seems credible? Yes or No, in your opinion.

Participant: Um, I don't know, I'm trying to market that at least it'd be more of my interactions with whether it's someone who gives me the quote or someone I'm talking to. If they actually hold those values or not more than just the slipknot itself, right?

Interviewer: Yes. How important is it that a roofing company has insurance on their employees?

Participant: Very important. Yeah, I mean, especially if you are doing something in like very blue collar very, like, roofing is a high risk a job? I would be, I'd be very wary of hiring anyone who doesn't have insurance on their employees.

Interviewer: Would you be willing to pay more if the contractors and employees were insured?

Participant: Yes.

Interviewer: Um, last question. Are you more likely to hire a Roofing roofing company that has a digital roofing assessment, and minimal or no contact procedures? I think they're alluding to the pandemic, just you don't have to have contact with actual employees, as well as the digital roofing assessment. So taking a look at everything before they go on site.

Participant: You're saying would I be more willing to hire someone like that offers that? Yeah. Um, for me, I think it's a very positive thing, especially in this time right now at the pandemic, but like, on a normal basis, I would want to meet face to face with someone that's just the way I interact. So witnesses, I wouldn't I wouldn't use that service. But I can see where the positive for the

Interviewer: Ok that is the end of the interview. Thanks so much for your time!

TRANSCRIBED INTERVIEW #2 (Caroline Hancock: November 13th, 2020)

Interviewer: What values in a business are most important to you?

Participant: What values? Huh? Oh, my goodness. Um, I would say Customer service is very important. Yeah, customer service is important to me. And um, yeah going into that, that the business does what it says it's going to do, you know, if it's a service provider that they're going to be here when they say they're going to be here, things like that.

Interviewer: If a company's philosophy is consistent with yours, would you like this company more?

Participant: Yes, I would say definitely, of course.

Interviewer: Is a family business more trustworthy? Slash, what makes a company trustworthy?

Participant: That's interesting. Yeah, I like to use family businesses. And to do things locally, as much as possible. Yeah. Instead of sort of the big brands, because you feel like you're not talking to a human and not purchasing things from a human and at least, with a family business. Maybe it's not true, but you feel like you're contributing to the livelihood of a family.

Interviewer: Does the amount of time a company has been in business matter to you?

Participant: Oh, yeah, I kind of it does. I mean, I like to work with people who have been around for a while and established.

Interviewer: Do recommendations and reviews of a company matter to you?

Participant: Oh, yeah. 100%, I usually will go with personal recommendations from other people like myself who have families.

Interviewer: We kind of touched on this, but what are your thoughts on a family owned business compared to a business that's more commercial?

Participant: Yeah, I mean, sometimes you can't help but go with a commercial business, because that may be all that's available. Or say you need a repair on something like an air conditioning system, and they have more employees, and so they are able to come out sooner. But I prefer to use a family business. It always feels more trustworthy. Yes.

Interviewer: What specific things do you look for as far as cost, reputation, convenience, family owned and operated, customer service and quality if anything, if you were looking to contract like a roofing Service for your house?

Participant: I would say that, um, I don't know, with roofing typically, I don't know at least in my experience it and a lot of times it can be sort of an emergency situation, and you need to get somebody out there before it starts pouring rain or something. And so, I mean, I would look for the business to go out of their way for me and especially with their availability, because that's usually a sort of stressful situation.

Interviewer: How important is a roofing company's brand such as a logo, motto, community presence when deciding on a roofing company?

Participant: Well, I mean, there are definitely companies that I automatically think of in Waco for certain things like with air conditioning repair. I always think of Lockridge priests, they volunteer. They advertise on the local news station and even specifically on the weather portion. And, and so does Johnson roofing. They also have a big ad campaign, where if you're like watching the weather, on the local news, so um, I mean, I don't know that it's necessarily important to me from a values perspective, but there are certain ones where it's very obvious like I initially think to call them.

Interviewer: You mentioned Johnson Roofing, besides them do any other roofing companies come to mind?

Participant: Gosh, I think they're definitely there's a Cen-Tex roofing company. That also has like a huge marketing campaign that you know, you hear and see them a lot. I also will see they're like trucks and vans like around town, in my neighborhood, especially after a storm.

Interviewer: Does the fact that Johnson Roofing met the most stringent requirements to obtain a UL Certified Sheet Metal Department appeal to you?

Participant: No. I think that's very nice. I'm sure but yeah, definitely not gonna be a deal breaker.

Interviewer: Prior to this focus group, did you know that Johnson Roofing does both commercial and residential work?

Participant: Yes, that I know. Yeah, definitely.

Interviewer: Do you feel that a roofing company who works on commercial jobs is too big to work on residential jobs?

Participant: Well, that would definitely be my assumption. And so that's where I would probably ask for a personal recommendation. If I were thinking about hiring them, I might, you know, call a friend or text a friend and be like, Hey, have you ever used them for your house? Or when you were doing that remodel? Did you use Johnson roofing? That's the next step I would take. Yeah, because they always do seem really big to me.

Interviewer: Does having extensive commercial experience make Johnson Roofing more appealing for residential roofing services?

Participant: Definitely. I assume they're not going to mess this up which is- with a smaller business. I might be a little more concerned that they don't have the experience or they maybe haven't had the training.

Interviewer: *Shows Roofing Logo* What first comes to mind when you look at the Johnson Roofing logo?

Participant: If I saw that, if I saw that without their name, I wouldn't know what it was.

Interviewer: What first comes to mind when you see their logo?

Participant: Um, that maybe they sell boots?

Interviewer: How visually appealing is the logo?

Participant: I mean, it's cute. I also kind of think of cigarettes, like Marlboro.

Interviewer: What does Johnson roofings tagline, pursuing excellence since 1941 tell you about the company?

Participant: I mean, it does. Hmm. I mean, it tells me that they probably started out as a family owned business and just really expanded and which is great. And, again, makes me think that they have a lot of experience and probably that they're providing good training for their, for their people, for their workers.

Interviewer: And then what about the tagline protecting what matters most?

Participant: That's warm and fuzzy? I like that. Yeah. And that actually gives me a I don't know, the field that they could work on my house as opposed to on the target building.

Interviewer: Does the logo and taglines convey a message that seems credible?

Participant: I think so. I think the logo is maybe a little strange with the horses. I don't get it. But maybe there's a story there. But I don't know.

Interviewer: How important is it that a roofing company has insurance on their employees?

Participant: Oh my gosh, huge, I think.

Interviewer: Would you pay more if you knew that the contractors working on your home were insured?

Participant: Yeah, I would, for sure. Especially for a roof.

Interviewer: Are you more likely to hire a roofing company that has a digital roofing assessment and minimal or no contact procedures?

Participant: Um, I don't really care. Because I've had workers in my home since COVID. And they're really great about wearing masks and things.

Interviewer: Those are all the questions, thank you for your time!

END OF TRANSCRIBED INTERVIEW #2

TRANSCRIBED INTERVIEW #3 (Jessica Gray, November 15, 2020)

Interviewer: Do I have permission to interview you and record it?

Respondent: Yes

Interviewer:: We are going to start off with some warm-up questions. The first question is what values in a business are most important to you?

Respondent: I would look at their reputation, yeah that is key. I would look at their reviews and ratings, um, I would see if there had been any complaints.

Interviewer: My next question is, if a company's philosophy is consistent with yours, would you like this company more?

Respondent: Philosophy? Um, yes, absolutely.

Interviewer:: Is a family business more trustworthy? And if so, what makes it more trustworthy?

Respondent: Yes it is more trustworthy, and because I feel like they have spent lots of hard hours working on it themselves and they are more committed to it. They have more ownership to it and are more committed to the result.

Interviewer: Alright. How about a locally owned business? Is that more trustworthy to you?

Respondent: Locally owned businesses would be better. They are servicing the local community, that's where their area is.

Interviewer: We are finished with the warm-up questions and now I am going to ask you the interview questions. Um, does the amount of time a company has been in business matter to you?

Respondent: Yeah, a little bit, yes. I mean if they have been in business for many many years, you know that they service the community well for many years and they have a good reputation.

Interviewer: Do recommendations and reviews of the company matter to you?

Respondent: Yes.

Interviewer: We kind of talked about this earlier, but what are your thoughts on family owned businesses compared to a company that is not family owned?

Respondent: Well I mean, I don't mind buying from big companies and businesses but I do like a smaller family owned because you know they are more committed.

Interviewer: What specific things do you think you would look for when deciding on a roofing company?

Respondent: Like I said before, to me the reviews and the company's reputation is the most important thing to me for something like that.

Interviewer: Ok. How important is a roofing company's brand when deciding on a roofing company?

Respondent: Just, I mean as long as there is some kind of branding, that is important. But it's not, like, it doesn't make me say "Hey, I'm going to go to this company because of the branding". It's just important to have branding. Yeah.

Interviewer: When you are thinking about companies that provide roofing services, what companies come to mind?

Respondent: Hmm I'm not sure. Nope. No companies come to mind specifically.

Interviewer: Does the fact that Johnson Roofing met the most stringent requirements to obtain a UL Certified Sheet Metal Department appeal to you?

Respondent: No. I do not know what that would mean. I don't think that would matter to me.

Interviewer: Prior to this focus group, did you know that Johnson Roofing does both commercial and residential work?

Respondent: Um. Nope.

Interviewer:: Do you feel that a roofing company who works on commercial jobs is also too big to work on residential jobs?

Respondent: Nope. I do not see why they could not just do both.

Interviewer: Does having extensive commercial experience make Johnson Roofing more appealing for residential roofing services?

Respondent: Nope. As long as they are good at their residential business is what I am more concerned about.

Interviewer: I am currently showing you a picture of the Johnsons Roofing logo. What first comes to mind when you look at the Johnson Roofing logo?

Respondent: I have never seen this logo before. I am not sure what the horses have to do with their branding but it makes me think that maybe they want their customers to think that their roofs are as strong as horses. Maybe something to do with horse power, I don't know, not sure.

Interviewer: Do you think this logo is visually appealing?

Respondent: I think that it looks ok. I would have to look into the company more and maybe their beginning and history and it would explain it more.

Interviewer: What does Johnson Roofing's tagline "Pursuing excellence since 1941" tell you about the company?

Respondent: Tells me that they have lots of experience, what it doesn't tell me is anything about them like where they are located or where they are from and, you know, what kind of quality they have.

Interviewer: Another tagline they use is “Protecting What Matters Most”. What does this tagline tell you about the company?

Respondent: Not very much. I think maybe they should be more clear or have a more clarifying tagline because I am not sure what message they are trying to show me and convey.

Interviewer: Does the Johnson Roofing logo and taglines convey a message that seems credible?

Respondent: I am not sure. I am not sure what exactly they are trying to say. I think maybe if they want to be more credible they can focus maybe more on how they impacted the community or maybe something like their reputation more.

Interviewer: How important is it that a roofing company has insurance on their employees?

Respondent: Important, yeah.

Interviewer: Um, would you pay more if the contractors working on your home were insured?

Respondent: Um, I would just expect that would be the case. I guess I would not pick a company if I knew they were not.

Interviewer: Ok this is the last question that I have for you tonight. Do you think you are more likely to hire a roofing company that has a digital roofing assessment and minimal or no contact procedures?

Respondent: No. I would just be more concerned about their reputation and quality and things like that.

Interviewer: Ok that is all of the questions I have for you and that is the end of our interview. Thank you so much for your time!

END OF TRANSCRIBED INTERVIEW #3

TRANSCRIBED INTERVIEW #4 (Rachel Ren, November 08, 2020)

Interviewer. Today’s interview is about Johnson Roofing and we are going to start off with several warm-up questions. The first question is: what values in a business are most important to you?

Respondent: Innovation, execution and integrity.

Interviewer. The second question is: if a company's philosophy is consistent with yours, would you like this company more?

Respondent: Yes. Absolutely.

Interviewer. Is a family business more trustworthy? And what makes a company trustworthy?

Respondent: Yes, a family business is more trustworthy. It makes the company policy clear and executable.

Interviewer. How about a locally owned business?

Respondent: Locally owned business usually serves the local community, normally could run for a long time.

Interviewer. We are finished with our warm-up questions. Now I am going to ask you the interview questions: does the amount of time a company has been in business matter to you?

Respondent: Yes. I'm more willing to trust a company with good reputation, credibility, and long company history.

Interviewer. Do recommendations/reviews of a company matter to you?

Respondent: Yes. I will seek recommendations and reviews of the company before I make the decision.

Interviewer. What are your thoughts on family-owned businesses compared to a company that is not family-owned?

Respondent: If it is a locally run business, family owned for a long time usually is a plus. And family-owned businesses can focus more on developing relationships with the consumers, which is the company not family owned cannot offer.

Interviewer. What specific things do you look for when deciding on a roofing company? (Cost, reputation, convenience, family owned and operated, Customer service, quality)

Respondent: Cost and Customer reviews. Cost is one of the biggest parts. And I will highly rely on the customer reviews from the website like yelp etc.

Interviewer. How important is a roofing company's brand (logo, motto, community presence) when deciding on a roofing company?

Respondent: Doesn't really matter. I will consider Community Presence.

Interviewer. Thinking about companies that provide roofing services, who comes to mind?

Respondent: Not sure. Haven't had the situation that needed roofing services. But I will use google and ask neighbors to get recommendations.

Interviewer. Does the fact that Johnson Roofing met the most stringent requirements to obtain a UL Certified Sheet Metal Department appeal to you?

Respondent: Oh yeah! Sounds good! They have good quality.

Interviewer. Prior to this focus group, did you know that Johnson Roofing does both commercial and residential work?

Respondent: Emmm. Nope.

Interviewer. Do you feel that a roofing company who works on commercial jobs is too big to work on residential jobs?

Respondent: I have no idea. As a customer I don't really care. But if they have commercial experience, I think at least the company may have a good reputation.

Interviewer. Does having extensive commercial experience make Johnson Roofing more appealing for residential roofing services?

Respondent: Not sure the cost, normally commercial business cost a bit more compared to residential.

Interviewer. What first comes to mind when you look at the Johnson Roofing logo?

Respondent: Straightforward.

Interviewer. How visually appealing is the logo?

Respondent: I have to say not really good. I don't like that color combination and the fonts.

Interviewer. What does Johnson Roofing's tagline "Pursuing excellence since 1941" tell you about the company?

Respondent: Long history, good reputation.

Interviewer. What about “Protecting What Matters Most”?

Respondent: Good slogan.

Interviewer. Does the Johnson Roofing logo and taglines convey a message that seems credible?

Respondent: I don’t really know why a roofing company uses horses in their logo. But at least I know it is a Christian company.

Interviewer. How important is it that a roofing company has insurance on their employees?

Respondent: Great. They also care about their employees.

Interviewer. Would you pay more if the contractors working on your home were insured?

Respondent: Maybe. It depends. Every worker who comes to work on my house is insured by the company; makes me feel safe.

Interviewer. Are you more likely to hire a roofing company that has a digital roofing assessment and minimal or no contact procedures?

Respondent: I have no preference. Like I said, cost, quality and reputation.

Interviewer. Okay, we are done. Thanks for your time and patience.

END OF TRANSCRIBED INTERVIEW #4

TRANSCRIBED INTERVIEW #5 (Trong Mai, November 09, 2020)

Interviewer. Before we start, do I have your permission to record this phone call?

Respondent: Yes.

Interviewer. To start, what values in a business are most important to you?

Respondent: For me, I think transparency, trust and customer satisfaction are the most important.

Interviewer. Would you trust a family business more than one that isn’t? Why or why not?

Respondent: I think it depends on the family haha... For the most part I think they are better because you know the people and it just feels more dependable than a company who you don’t know if that makes sense.

Interviewer. So those were just some warm-up questions. I will now be asking you some interview questions.

Respondent: Okay, great.

Interviewer. Does legacy or how long a company has been around mean anything to you?

Respondent: I definitely think if it’s a good business then they’ll be able to stick around longer than just a start-up or something, so yes 100%.

Interviewer. And in terms of family owned businesses that have been around versus one that is not owned, what is your opinion?

Respondent: I mean, when it comes down to it I really just look for the quality of their work and how much care they put into it and how well they treat their customers. I guess overall, a family owned business would be more trustworthy, but again, I don’t really think it’s a huge factor to where I’ll only buy from a certain type if that makes sense.

Interviewer. Yeah, definitely. So the next question is: Do reviews on a business matter to you? Do you look at reviews at all?

Respondent: I am such a huge review person. Whenever I buy something, even if it's something small like... I don't know... groceries, I'll read reviews of almost every product I buy, whether personally or professionally. If it were something big like roofing services, cause that's what you said this call is for, then I think I would need a ton of reviews before I make a decision. I'm a really careful person with my money so I like to know if it's worth it or not.

Interviewer. I know you kind of stated your opinion on this, but what do you look for when searching for a roofing company?

Respondent: So actually, me and my boyfriend, Russ, just got our own place and if we were looking for a roofing company reviews would be the most important thing. Reviews and seeing how happy people were with their work also price. I would try to get the best bang for the buck. Oh and if they had pictures of their past jobs I would look at those a lot too.

Interviewer. My next question is how important is a company's brand? For example, their presence in the community and motto. Also with a roofing company in mind.

Respondent: So I feel like motto is less important to me, it would be nice if it was catchy though. When looking about branding, if they are well known and have a good reputation in the community, I definitely would be more swayed to choose them. I am not a sheep, but if all my neighbors were telling me that they had good experiences with a certain company I probably would choose them as well, just because I know for sure it would be a good experience. Like I said, I'm just really big on reviews.

Interviewer. Aside from Johnson Roofing, do you know of any other roofing companies you would use?

Respondent: No, not really.

Interviewer. Does the fact that Johnson roofing has met the most stringent requirements to obtain a UL certified sheet metal department appeal to you?

Respondent: I feel like qualifications are definitely the bare minimum of a roofing company. Like I would not hire someone without knowing that they are completely capable of doing the job.

Interviewer. Before this interview, did you know that Johnson roofing does both commercial and residential work?

Respondent: I did not.

Interviewer. Yes! So they actually do both. A follow up question would be do you feel that a roofing company who works on commercial jobs is too big to work on residential jobs?

Respondent: I don't know a whole lot about the specific differences between the two, but I tend to like things that are more specialized. I don't know, I'm just weird like that so for me if there was a place that only did residential I would lean more towards them just because they've had more experience doing what I personally need them to do.

Interviewer: So before the interview I sent you the logo. Can you tell me what you think about it? What comes to mind when you see it?

Respondent: Um... honestly, I don't really think of anything... They just look like horses and I probably wouldn't know they were a roofing company if they didn't have it labelled there. It reminds me of the mustang logo, which is fine, but I don't see the point. I would just guess the owner really likes horses and I respect it. Haha, It doesn't make sense to me, but I am not gonna knock them for it.

Interviewer: What does Johnson Roofing's tagline pursuing excellence since 1941 tell you about the company?

Respondent: I like that they included the year they were founded. I do like it when businesses advertise how long they've been in the game. For me, this motto or saying tells me that they know what they're doing. They've been in the industry for a while and know what's good.

Interviewer: That was a really great answer, thank you. So referring to the other taglines that they place on their website like "protecting what matters most"? What are your opinions on that?

Respondent: If I thought about it for a while it makes sense because the roof goes over the house, but first impression it would fit a security company better. I like the pursuing excellence tagline better and I think it goes better with their whole horse deal they have going on.

Interviewer: A couple more questions and we're done. How important is it that a roofing company has insurance on their employees?

Respondent: I think how a company treats their employees is really reflective of how they are as a whole. Their employees are human too and I am very big on worker protection, so if they were insured, that would be a huge plus for me.

Interviewer: Would you be willing to pay more if the contractors and employees were insured?

Respondent: Oh most definitely.

Interviewer: We've made it to the final question! Would you be interested in a digital roofing assessment that was done with minimal/no contact? Would it draw you into a company more?

Respondent: I don't think so... If anything, their roof assessment shouldn't have anything I need to do right? I would want to be inside while they did it and just called me after. I wouldn't trust something that was just a video call if that's what you're asking.

Interviewer: Okay well thank you so much for your time! That was the last question, have a nice rest of your day.

END OF TRANSCRIBED INTERVIEW #5

TRANSCRIBED INTERVIEW #6 (KJ Burkley, Nov. 12th, 2020)

Interviewer.: Okay. So, um, first question that I have is what values and a business are most important to you.

Respondent.: Good question. I think for most people when they see companies they look for product, they seek it primarily for particular product that they're looking for. And I think that still drives a person to figure out what they want to do. But even in some of those businesses that are geared towards particular products, you still want a company that's going to have integrity. I think good customer care is always a good selling point for me when considering what product to get from any company. And I think on a company basis, they're relying on their integrity or their

service I think that's those are two important things that are two important elements in seeking the right business.

Interviewer.: If a company philosophy is consistent with yours, would you like this company more?

Respondent.: Okay, now when you say philosophy are you talking about philosophy in general, or philosophy regarding business products?

Interviewer.: Business products.

Respondent: So, since I'm not a business man, I think then it would be important for me- my philosophy in that regard would be, how, how much stock with a large company business and corporation, put into their customer base, how much do they really value them, their customer because that's what makes the business and how far would they go to make sure that customers are satisfied. I think that would be if a company shares that similar philosophy, I think that would be a point to where I would say 'hey that company is okay. Okay.'

Interviewer: Is a family business more trustworthy? or what makes a company trustworthy?

Respondent: I think there's some pros and cons to family businesses. But for the most part, if you look at the percentage of what people purchase from, they're not always buying from family owned businesses. I think, to restate your question or get back to your question, it's not necessary that it's family owned but I think there's something unique about a family owned company that may be a good selling point.

Interviewer: How about a locally owned business?

Respondent: All right, now that's something different because you look at locally owned. I think that itself- I think that's an important aspect of business selection if it's locally owned. With a national franchise, you might not ever see the dollars in the community, but I think you will see it greatly from locally owned so for me, locally on would be a good point for me to go head on and use that.

Interviewer. Okay. So for the interview questions. First question, Is this the amount of time a company has been in business matter to you?

Respondent.: Again, I think it has to do with the type of product that you're trying to get. I think that's a value. So for you talking about a cleaners business that just started, and they have a grand opening. You know, I will try that cleaners out. But when you talking about someone who is starting a business as a dentist coming out of dental school, and maybe just getting started to get everything in place, I think I would want to have someone more substantial that's established for a while before I go in because you just don't know what you're going to get. So I think the length of time is an important thing to consider. For me it would be. I think I need someone more established.

Interviewer. So, basically businesses that have to do with more smaller, maybe less important materialistic things like clothes and shoes retail but when it comes to stuff like, 'Where am I gonna buy my car?', or something like that you want someone you can trust.

Respondent: Absolutely.

Interviewer. Do recommendations or reviews of a company matter to you?

Respondent: I think they do, because it appeals to the customer base as to what kinds of experiences people have had. And I think those reviews are important. In fact I think because companies solicit those reviews because they want to build it out there to build up their business base. So yes, they are important to me.

Interviewer. What are your thoughts on family owned businesses compared to a company that's not family owned?

Respondent:: I'm more inclined to, I'm more inclined to give a family owned business a shot. Because I know that the bureaucracy of business from global cases or even national; with national chains, they're going to get their funding regardless of their income, but I'm willing to give family owned businesses a shot.

Interviewer. What specific things do you look for when deciding on a roofing company? So examples could be cost, reputation, convenience, family owned, customer service.

Respondent:: So, what to consider when it comes to that big of a decision is to consider this: Number one customer service, and then price, because roofing is such a specialized service that you can run the risk of companies inflating the cost, because they know you have a need that needs to be fixed. And particularly these days because most roofing concerns can be handled through homeowners insurance that companies are going to get their money regardless of what you get done on your roof. It's just whether or not your insurance is going to pay or can you pay the deductible. So, to me it's that cost. After the customer care- how gentle, how friendly are they when they come out to give you a quote, how willing are they to work with you, with your schedule- flexible scheduling and things of that nature- how confident in their work and if they're going to say how long it's going to take. So I think first customer care and then cost.

Interviewer. How important is a roof company's brand? So, brand includes logo, motto, and community presence- all of those things to consider when deciding on a roofing company for whatever roofing needs that you have.

Respondent:: So, brand is not really important to me because when we get to the issues of roofing, you're going to ask somebody you know, "Do you know anybody who does good roofing, and you're going to go on customer care or word of mouth testimony from someone else- "Hey, they did a good job on my roof or whatever"- that's usually how it works so we really don't have to worry about the brand. What does matter is how satisfied customers who've gotten their services that can give a testimony about- 'hey, I would trust them to do- If I trust him to do my house, then I think they'll do a good job for you.'

Interviewer. Think about companies that provide Roofing Services. What companies come to mind?

Respondent: So you want a list or names?

Interviewer. Yeah, any roofing companies. Maybe you've had experience with some.

Respondent:: Right, right, right.

Interviewer. Anyone you know in general.

Respondent:: Yeah, Centex roofing here in town. Of course you got Johnson roofing. And then you've got this was way back from when I grew up, down the street we live down the street from

a roofing company called Parsons roofing- Johnson is right there in Robinson on the way and so we used to pass it all the way coming to Waco. Those are three but I'm sure they're more, because everybody does roofing. Yeah.

Interviewer. Does the fact that Johnson roofing meet the most stringent requirements to attain a UL certified sheet metal department appeal to you? So, This is basically Johnson Roofing has many certifications that when it comes to not only just with their products and things like that, but also with advertising as well but this is one of the products that they have so does that, you know, does that matter to you that they've met those requirements to obtain a UL certified sheet metal depart sheet department.

Respondent: Not really because I really don't know anything about the, the sheet metal piece that they would, you know, they use and it really didn't matter to me.

Interviewer. Prior to this interview, did you know that roofing does both commercial and residential work?

Respondent: I knew that.

Interviewer. Do you feel that our roofing company who works on commercial jobs is too big to work on residential jobs?

Respondent: No.

Interviewer. Does having extensive commercial experiences make Johnson roofing more appealing for Residential Roofing Services?

Respondent: No. I mean, the bottom line is what makes any company appealing to their customer base is customer satisfaction. It's how well people are talking about the services so it doesn't matter if they're in a big corporation or if they're private sector or commercial-commercial versus residential. If residential people have used their service and they're giving good word of mouth, that's what's going to get them prompted to get the services. So it really doesn't matter that they do something for the Alco building or that they've done commercial work over at Baylor- it doesn't matter, or Hillcrest-I don't care. What does matter is if somebody down the street got Johnson in the yard and they've done this roof and you ask them, "Have they done a good job? Did you like them? Do you recommend them" and they say, "yes man they done an excellent job and that we ended on good fashion- a very professional good customer care.' That's the kind of stuff that's gonna pull people in.

Interviewer. And what first comes to mind when you look at the Johnson Roofing logo?

Respondent: Well, when I see that logo I think of a horse race, and the perception is that Johnson roofing is ahead of the pack.

Interviewer. How visually appealing is color? Look at design with all of its aspects..

Respondent: So it's come a long way from the years we used to pass it when I was a kid. It used to be just be one horse on the thing so it's come a long way. I mean it'll get the job done if that's the image they are trying to portray that Johnson is ahead of the pack. Now, I think it'd been more appealing if the lead horse was a different color.

Interviewer. What does Johnson roofings tagline "pursuing excellence since 1941" tell you about the company?

Respondent:: There's a qualifying statement there- "pursuing excellence" but in what? To me it's all about customer care, if you get anything from this interview, it's about customer care. If you're pursuing excellence, in what? excellence that you getting calls from big companies to do roofing, that you have a clientele base that size, or the low person on the totem pole gets that just quality professional care, as you would those who get the big bucks. That's what matters to me. So if they were saying, "pursuing excellence in Customer Care, or satisfying every customer" then, that to me would be a better appeal than pursuing excellence in what.

Interviewer. What about the tagline, "Protecting what matters most?"

Respondent: Well, I mean, protecting what matters most. Since it's a roofing company, then they're protecting whatever is under the roof, and everything like that matters to a family company. That's what comes to mind.

Interviewer. Does the Johnson roofing logo and taglines convey a message that seems credible? So think about this logo in general, and pursuing excellence since 1941, and then think about this logo, and protecting what matters most. And do you think they convey a message that seems credible for people to be able to trust the roofing company with their roofing?

Respondent: So I think the logo itself doesn't capture it, but the message I think is important. Unless you grew up on a ranch with horses and love horses that maybe I can see the value of a horse, but I don't. I got a leak from my roof, and I just want my roof fixed. And they can come by horse drawn cart- I don't care, I just want the roof fixed. So to me, I think the logo doesn't match the message that they're trying to convey or make sense to them but I don't think they're thinking about how it is evoking emotions or appeal to those who are around.

Interviewer. How important is it that a roofing company has insurance on their employees?

Respondent:: Oh, absolutely important. Yeah. Now that's a loaded question, you know, because, not just for a roofing company, but you want to make sure that they take care of their employees, and that they're not employing people to do this very laborious work, and not covering them in case of accident or liability issues. And if they are in fact, maybe this is all general speaking for any company, not just a roofing company. But are they hiring folks to protect them or are they trying to get cheap labor, and that's a big issue for me is that if a company is going to invest in their employees like that, then that's a good point.

Interviewer: Would you pay more if the contractors working on your home were insured?

Respondent:: Again, that's a loaded question, because if I'd have issues with my, my roof, and it's since I've got homeowners insurance, then the insurance company will take care of the bill. I just have to pay the deductible. So then it becomes a measure of whether or not the insurance is going to pay for whatever needs to be done. So let's imagine that my insurance company says, well, we're not going to cover that damage. because your roof is older now and you need to bring it up to par, but we're not going to pay for that. Now if I'm in a situation like I would want to make sure that the company is insured. Because if in fact they do the work, and it is not done well enough and I still got issues with my roof, then I want to be able to get it fixed. And if their insurance is in place, it's going to take care of any suit against them, because at this point my insurance company won't bother it because they said they wouldn't fix it and now we got an

issue. So, I would pay, I think. Now let me go back. It doesn't matter how well the insurance is- if the price is inflated, I'm still gonna shop around. Yeah, I'm going to shop around.

Interviewer. Last question. are you more likely to hire a roofing company that has a digital roofing assessment and a minimum, or no contact procedures, especially during this time?

Respondent: Yes. Yeah, no contact. Probably. But even now KJ, even before coronavirus it was still minimal contact folks they would they would contact you and then go up on your roof and assess what needs to be done, but you the homeowner would not be invited on the roof. So yeah, I think I will be more likely, thinking about safety measures yeah.

Interviewer. Alrighty, that's it. Thank you so much time doing this. Your response is greatly valued. And we appreciate it.

END OF TRANSCRIBED INTERVIEW #6