

Built to Scale: How Best-in-Class Contractors Pull Ahead

Torque 2026 • Commercial Contractor Benchmark Report

Built on real data from 1,500+ commercial contractors across North America — benchmarked against the top-performing 20%.

INTRODUCTION

The performance gap is real, and it's measurable

The best commercial contractors are not working harder than everyone else. They are operating on a fundamentally different system — and the gap between them and the rest of the field now shows up in hard numbers.

This report draws on real platform activity from 1,500+ commercial specialty-trade contractors running BuildOps. It compares typical performance against the top 20% — the best-in-class line — across nine operational and financial benchmarks, so you can see exactly where your margin is holding and where it's leaking.



THREE FINDINGS LEAD THIS REPORT

**62%
faster**

Cash collection — service DSO drops from 66 days at the average shop to 25 at best-in-class.

**+65%
revenue**

Per technician — same headcount, dramatically different output at best-in-class shops.

**+14_{pts}
win rate**

The difference between winning nearly 6 in 10 quotes and 5 in 10.

METHODOLOGY

How to read these benchmarks

Built on operational data, not surveys or models — every number reflects real jobs, invoices, work orders, and service agreements processed through BuildOps over the twelve months ending May 2026.

☆ What "best-in-class" means

The threshold of the top 20% of BuildOps customers for each metric, measured independently. A shop in the top 20% for DSO may not be top 20% for revenue per tech.

~ Leading vs. lagging

Leading levers move within weeks; lagging outcomes follow over one to several quarters. Together they answer what to pull first, and how soon it shows.

▢ Trade-specific benchmarks

Each KPI breaks out by trade — HVAC/Mechanical, Electrical, Fire/Life Safety, Plumbing — since commercial trades do structurally different work.

🔍 A note on sample size

Every benchmark is drawn from a statistically significant sample after cleaning. Thin trade-level cells are flagged as directional, not firm.

A note on absolute values vs. improvement

This report's population — commercial specialty-trade contractors running a mix of service and project work — differs structurally from the pure-service samples behind many published benchmarks. Project revenue lengthens cycles and enters the denominator of per-technician and penetration metrics, which lowers our absolute values relative to service-only benchmarks. It does not lower the improvement from average to best-in-class, because that comparison is drawn from a single population and cancels the population-level difference. For that reason we lead with percent improvement throughout: it is the signal that transfers to your shop regardless of your starting point.

Why our absolute numbers may differ from other benchmarks

You may see higher absolute figures elsewhere — for example, service-only revenue-per-technician benchmarks of \$375K–\$450K, or maintenance-penetration targets near 50%. Those figures describe pure-service businesses. Our population includes construction and project work, which enters these metrics' denominators and lowers the absolute level. The improvement percentage is the apples-to-apples comparison; the absolute level depends on your business mix.

⊗ What is not in this report

Project Cost Performance Index and Billing Cycle Time are excluded this edition — Billing Cycle Time is heavily concentrated at zero, and CPI contains extreme outliers. Both return as data coverage improves.

All figures are drawn from the BuildOps Value Engineering Dashboard, trailing twelve months June 2025–May 2026, excluding incomplete records and extreme outliers. Best-in-class = top-20% threshold. Industry average = all platform customers.

The five levels of commercial contractor performance

The benchmarks that follow are most useful when you know where your operation sits today. The framework below maps operational reality to performance level — and tells you what the move to the next level is worth financially.

1

Running on instinct \$150K–\$400K annual value to move up
Paper, whiteboards, tribal knowledge. No standard KPIs are tracked; performance runs on institutional memory rather than reporting.

2

Patched together \$300K–\$800K annual value to move up
Digital tools that don't talk to each other; reconciliation between systems is the day-to-day job. Basic reports exist but aren't reviewed on a set cadence.

3

Connected but reactive \$500K–\$1.5M annual value to move up
Real FSM/ERP in place, but still chasing yesterday's data. Reports surface trends but rarely drive next week's decisions.

4

Running the numbers \$750K–\$2.5M annual value to move up
Integrated, real-time, proactive management. KPIs are reviewed weekly and directly shape staffing and scheduling decisions.

5

Built to scale Sustaining excellence
Best-in-class performance. Platform is a competitive weapon and customer differentiator.

What each level looks like in the numbers

The levels are not abstract. Each maps to a band on the benchmarks in this report — the platform average sits around Level 2–3, and best-in-class defines Level 5. The bands below are approximate and each KPI is independent. Read them as a rough locator, then use the scorecard at the back to place yourself precisely.

LEVEL	SERVICE DSO	REV / TECH	WIN RATE	TECH : BACK-OFFICE	MAINT. PENETRATION
1 • Instinct	80+ days	< \$90K	< 45%	< 4.0:1	< 8%
2 • Patched	60–80 days	\$90–110K	45–50%	4.0–5.0:1	8–13%
3 • Reactive	45–60 days	\$110–140K	50–55%	5.0–6.0:1	13–17%
4 • Numbers	30–45 days	\$140–170K	55–62%	6.0–6.75:1	17–21%
5 • Built to scale	≤ 29 days	≥ \$170K	≥ 62%	≥ 6.75:1	≥ 21%

Note: Bands are illustrative locators drawn from the platform's average and best-in-class lines, not hard cutoffs. Because each benchmark is independent, most shops span two or three levels across the nine KPIs — which is exactly where the biggest, fastest gains usually hide.



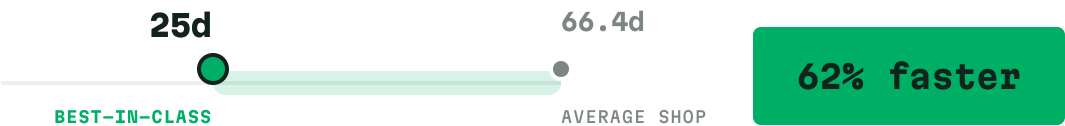
1 PILLAR 1 • CASH VELOCITY

The money comes in faster

A profitable shop can still feel cash-starved. The culprit is almost always the lag between completing work and collecting for it — every day an invoice sits unpaid, the contractor is financing the customer's operation. Best-in-class contractors on BuildOps have nearly eliminated that lag, cutting collection time by more than half.

The impact runs deeper than cash flow. Faster billing means fewer disputes — work is documented while it's fresh — and faster collection means more flexibility to fund growth, equipment, or the next payroll cycle.

Service days sales outstanding



WHAT IT MEASURES

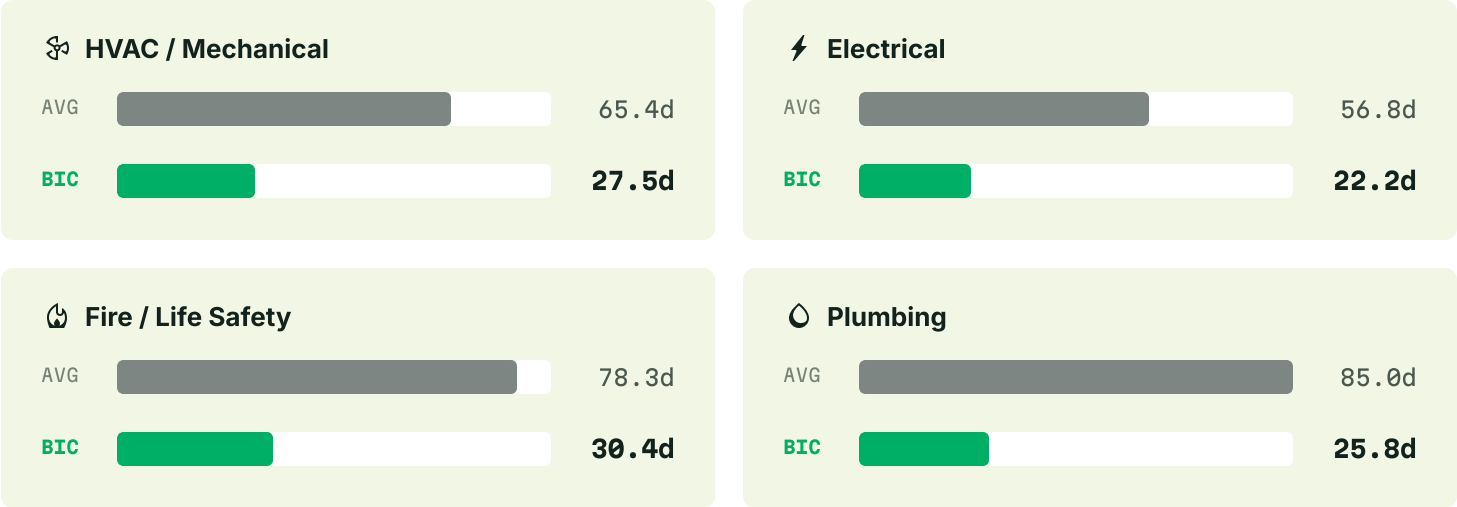
The average number of days between sending a service invoice and receiving payment — the single clearest measure of how fast completed work turns into cash. CFMA places the industry average at 56.6 days; the average BuildOps contractor runs 66.4, while best-in-class customers collect in just 25.

WHY IT MATTERS

- Every 30 days of DSO on \$10M in revenue represents roughly \$820,000 in working capital tied up in unpaid invoices — cash you've earned but can't deploy.
- A rising DSO is usually the first visible symptom of documentation and billing-process breakdowns, showing up long before it hits the P&L.
- DSO improvement compounds: cutting 40 days off a 66-day cycle doesn't just free cash once — it restructures your cash flow permanently.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)



Note: Fire/Life Safety and Plumbing carry the longest average collection cycles (78–85 days).

Closing the gap

i WHY YOU'RE NOT THERE YET

A long DSO is almost never a collections problem. It is a documentation and billing-cadence problem: techs leave without complete notes, photos, signatures, or PO numbers; invoices go out once or twice a week instead of daily; and open work orders have no clear owner. Every 30 days of DSO on \$10M in revenue ties up roughly \$820,000 in working capital.

☆ WHAT BEST-IN-CLASS DOES DIFFERENTLY

They treat billing as part of the service call, not an office task. Documentation is complete before the truck leaves, invoices generate within hours, and leadership reviews aging receivables weekly.

⦿ WHERE TO START

Measure the average days between job completion and invoice creation, then work every completed work order still unbilled after 48 hours.

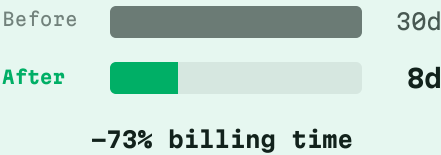
>> WHAT MAKES IT STICK ON BUILDOPS

Required fields enforced at close, automatic invoice triggers on completion, and Revenue Finder surfacing unbilled completed work remove the manual chase that lets DSO drift back up.

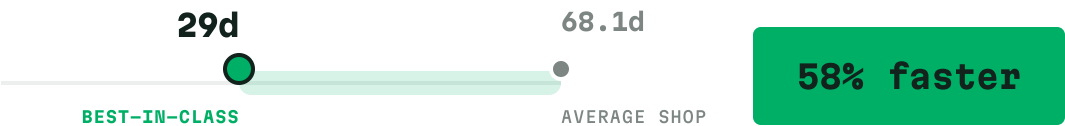
JL MINTER

Cash that used to sit in the field now lands in the bank inside a week and a half.

A 73% cut to billing time — the gap between finishing a job and sending the invoice, closed almost entirely.



Project days sales outstanding



WHAT IT MEASURES

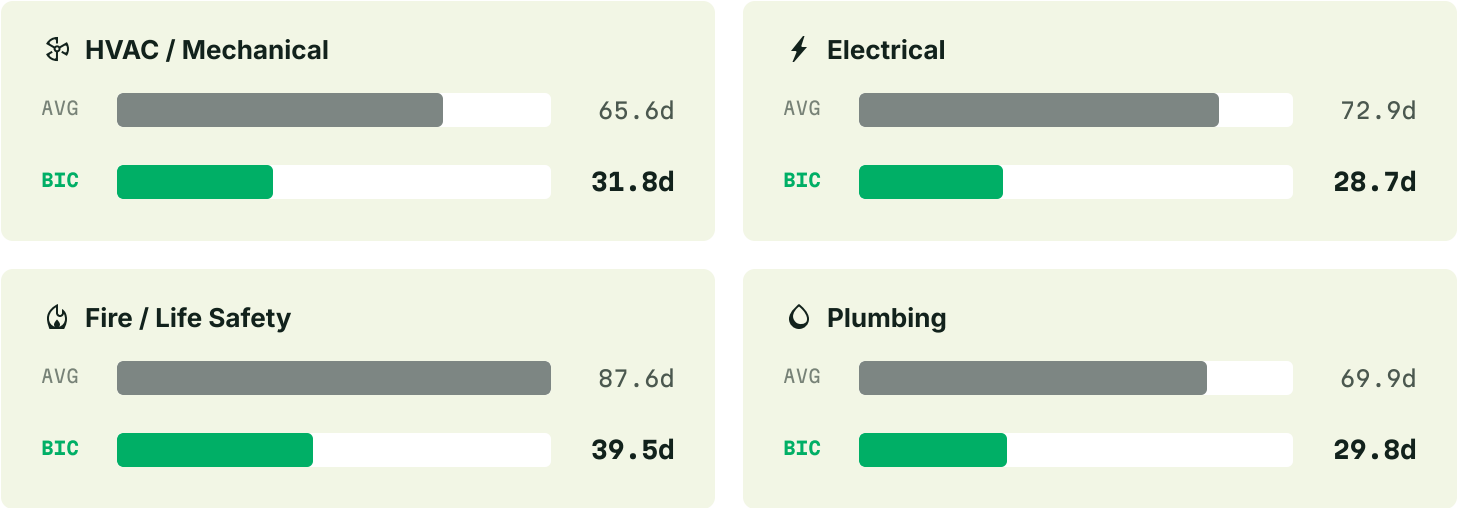
The average number of days between sending a project progress bill or final invoice and receiving payment. Project work carries structurally longer payment cycles than service work — retainage, progress-billing schedules, GC approval workflows — but best-in-class operators have cut that cycle dramatically.

WHY IT MATTERS

- On a \$5M project portfolio, moving from 68 days DSO to 29 days releases over \$530,000 in working capital — without closing a single additional job.
- Retainage and change-order delays compound: each one adds days that rarely get recovered once a project closes out.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)



Closing the gap

WHY YOU'RE NOT THERE YET

Project delays trace to documentation gaps — missing labor reports, unsigned change orders, incomplete lien-waiver packages — plus retainage and pending change orders with no live status or owner. On a \$5M project portfolio, cutting the cycle from 68 to 29 days releases over \$530,000.

WHAT BEST-IN-CLASS DOES DIFFERENTLY

They submit progress bills on schedule from live field data, log change orders at the point of work, and review WIP and AR aging weekly.

WHERE TO START

Pull your aged AR over 60 days and tie each item to the one missing document or approval blocking it.

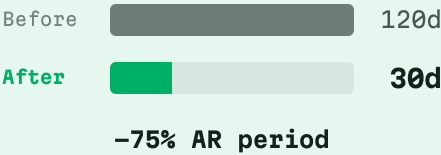
WHAT MAKES IT STICK ON BUILDOPS

Daily field reports, change orders that flow from field to billing, and WIP dashboards that surface unbilled work before it ages keep the project billing cycle short.

OMNIA MECHANICAL GROUP

Four months of waiting for project payment became one.

A 75% reduction in accounts-receivable period — capital that used to sit in unpaid invoices now cycles back into the business four times faster.





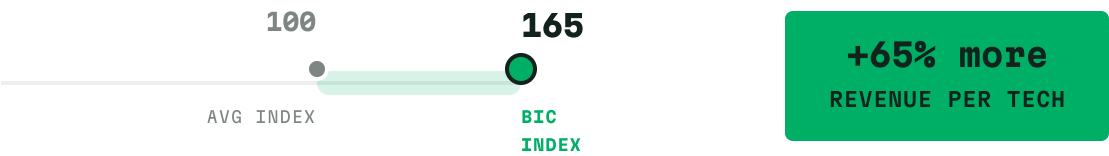
2 PILLAR 2 • FIELD PRODUCTIVITY

Every technician is worth more

Labor is the most expensive, most constrained resource a specialty-trades contractor has. The question isn't how many people you can hire — it's how much each person can produce. Leaders here don't have larger crews. They have better-utilized ones.

The gap is mostly a system problem, not a people problem. When techs spend time on calls, paperwork, and waiting for information, billable hours evaporate. Best-in-class operators have closed that gap — and the revenue difference shows up in the numbers.

Revenue per technician



WHAT IT MEASURES

Annual revenue generated per field technician — the cleanest single measure of billable output. Service Performance Insight places the North American average at \$207K; best-in-class BuildOps customers generate roughly 65% more than the platform average. (Denominator is total field headcount, including project techs — the reason the absolute figure runs lower.)

WHY IT MATTERS

- A technician who spends 20 minutes a day on paperwork, parts lookups, or office calls loses roughly 85 hours of billable time per year — for a 20-tech shop at \$150/hour, recovering that adds \$255,000 in annual revenue capacity without adding a single head.
- Because it's driven by utilization and job value rather than technician effort alone, it's one of the fastest levers to move once diagnosed.

A NOTE ON METHODOLOGY

Revenue per technician here is total revenue divided by field headcount. In project-heavy commercial work this dilutes the figure — project revenue spans periods and crews, and project technicians sit in the denominator. Pure-service benchmarks published elsewhere run higher (often \$375K–\$450K) because they exclude construction and project work; a service-only view is available on request. The transferable signal is the improvement from average to best-in-class, measured within a single population.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)

HVAC / Mechanical AVG \$123.6K BIC \$193.4K	Electrical AVG \$72.1K BIC \$110.9K
Fire / Life Safety AVG \$86.4K BIC \$137.8K Plumbing AVG \$88.4K BIC \$152.2K	

Note: Figures reflect annualized revenue for the trailing twelve months; the improvement percentage — average to best-in-class within the same data set — is the primary metric to benchmark against.

Closing the gap

 WHY YOU'RE NOT THERE YET

Low revenue per tech is a management-system outcome, not a technician-effort one. It's driven by windshield time, parts not staged before arrival, office calls for information, callbacks, and admin that eats billable hours.

 WHERE TO START

Measure utilization, not output. Break down where the billable day is lost: drive time, parts delays, callbacks, admin.

 WHAT BEST-IN-CLASS DOES DIFFERENTLY

They protect technician time as the scarce resource it is — measuring utilization (billable share of the paid day; 85%+ is the target) before judging performance.

 WHAT MAKES IT STICK ON BUILDOPS

Job history and live pricing in the tech's hand, OpsAI drafting visit summaries, Smart Dispatch cutting drive time, and parts visibility reducing return trips convert recovered minutes into billable hours.

“BuildOps gets our crews out the door faster and keeps them off the phone. Even 15 minutes a day adds up to hundreds of thousands over a year.”

COLLIN DROVDAHL, OPERATIONS MANAGER • [JOLMA ELECTRIC](#)

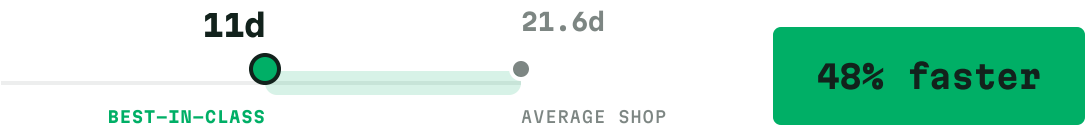
 20 min/day × 20 techs × 250 days



\$ ~\$255K/yr

illustrative, at a \$150 blended rate

Days to complete a job



WHAT IT MEASURES

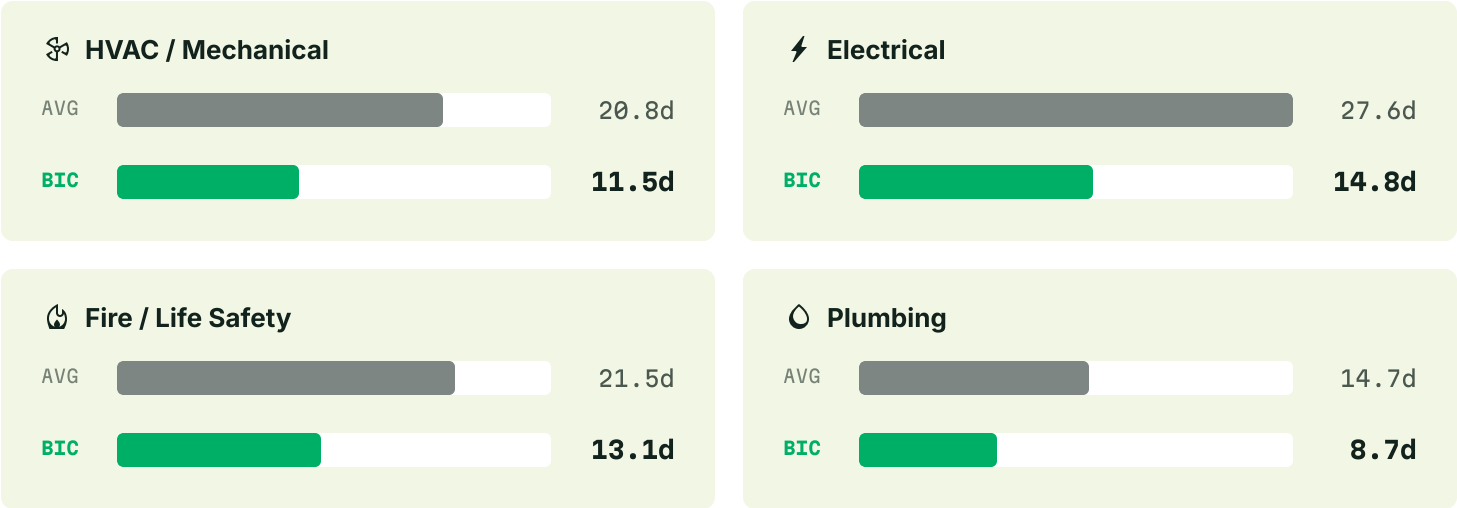
The average elapsed days from when a job is opened to when it is closed — how efficiently work moves through the entire operation, from dispatch through field execution to documentation and close. Best-in-class contractors cut this by 48%, from 21.6 days to 11.2.

WHY IT MATTERS

- Every day a job stays open is a day it isn't billing and a crew that isn't free for the next job — and for project-heavy contractors, slow closure cascades into WIP aging, the silent cash-flow killer.
- A shorter close cycle compounds: more jobs move through the same crew and system in a year without adding headcount.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)



Closing the gap

i WHY YOU'RE NOT THERE YET

Jobs stay open because the paperwork trails the work — unfinished documentation, waiting on approvals, and manual close steps leave completed jobs technically open.

☆ WHAT BEST-IN-CLASS DOES DIFFERENTLY

They close in the field: required fields enforced at completion, real-time job costing, and a daily review of stalled jobs.

📍 WHERE TO START

List every job open more than 30 days and identify the single step blocking close for each one.

>> WHAT MAKES IT STICK ON BUILDOPS

Structured digital work orders with enforced fields, live job costing, and Smart Dispatch surfacing stalled jobs keep the close cycle short.

"We used to be two weeks behind on job costing. Now we're up to date daily."

JASON THOMPSON, FOUNDER AND PRESIDENT • [LAYER ONE](#)



14d behind



Daily

Work orders per technician per day



WHAT IT MEASURES

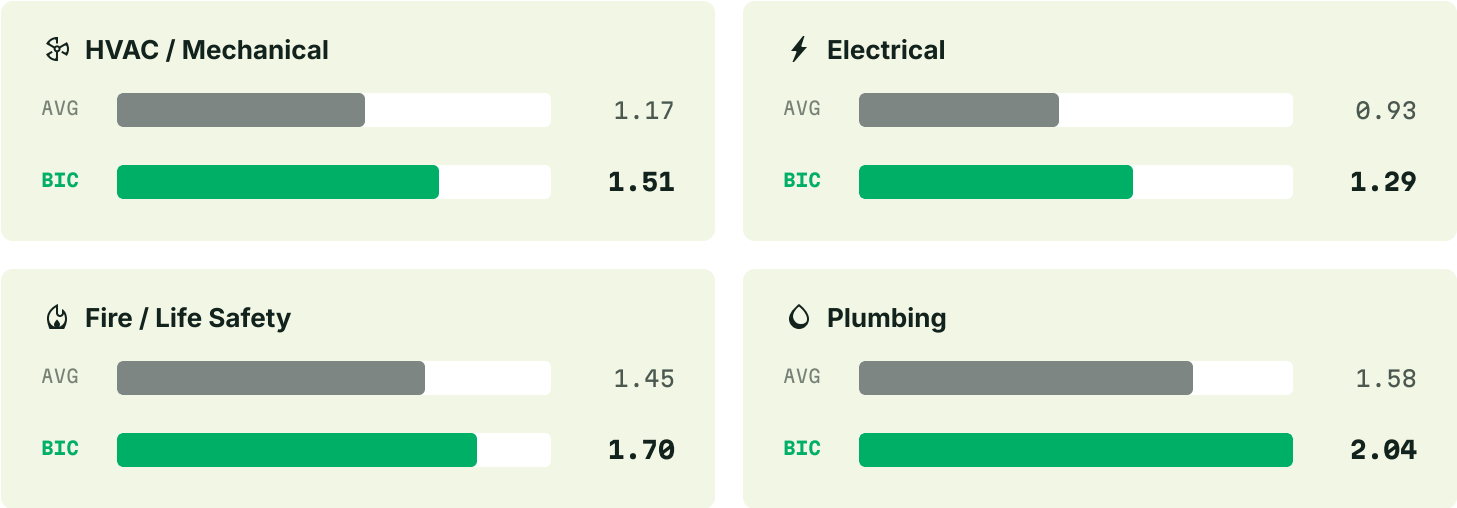
The average number of work orders completed per technician per workday. Commercial work orders often span multiple days or multi-trade visits, so the absolute figure runs lower than residential benchmarks — the improvement within the commercial population is what matters.

WHY IT MATTERS

- Small daily-throughput gains compound significantly — a 34% improvement sustained across a 20-tech team for 250 days adds thousands of billable events a year.
- Completion rate is also a leading indicator of customer satisfaction and, for maintenance accounts, of on-schedule PM visits that drive renewal.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)



Note: Work-order volumes for commercial contractors are structurally lower than residential service benchmarks (which average 3.0–5.0 WOs/day) because commercial work orders frequently represent multi-day project visits or complex maintenance events rather than single-call service appointments. The improvement percentages shown here reflect like-for-like comparisons within the commercial contractor population.

Closing the gap

i WHY YOU'RE NOT THERE YET

Throughput leaks to routing and coordination — dead time between jobs, wrong tech/skill match, and callbacks that consume a slot without producing a completion.

☆ WHAT BEST-IN-CLASS DOES DIFFERENTLY

They optimize the daily board — routing to minimize transit, matching skills to jobs, and preventing the callbacks that eat capacity.

⦿ WHERE TO START

Track completed work orders per tech per day for a month and isolate the days lost to travel and rework.

>> WHAT MAKES IT STICK ON BUILDOPS

Smart Dispatch routing, scheduling-conflict detection, and mobile completion that reduces revisits protect daily throughput.

WHAT THE GAIN LOOKS LIKE

Across a 20-technician crew working 250 days a year, +34% daily throughput adds roughly 1,950 completed work orders annually.

No new hires, no added trucks — the same crew moving through more work per day.

PLATFORM-WIDE • ALL CUSTOMERS

COMPLETIONS PER YEAR • 20 TECHS



+1,950 completions/yr



3 PILLAR 3 • OFFICE EFFICIENCY

Scale without adding overhead

In a manual operation, the office grows every time the field does — more scheduling, more billing, more coordination. Best-in-class operators have broken that relationship: the field can grow without proportional back-office headcount, because the platform does the coordination work the office used to do by hand.

At best-in-class, one back-office employee supports nearly 7 field technicians. At the platform average, the ratio is about 4.8:1 — roughly 40% more administrative overhead per technician.

Technician to back-office ratio



WHAT IT MEASURES

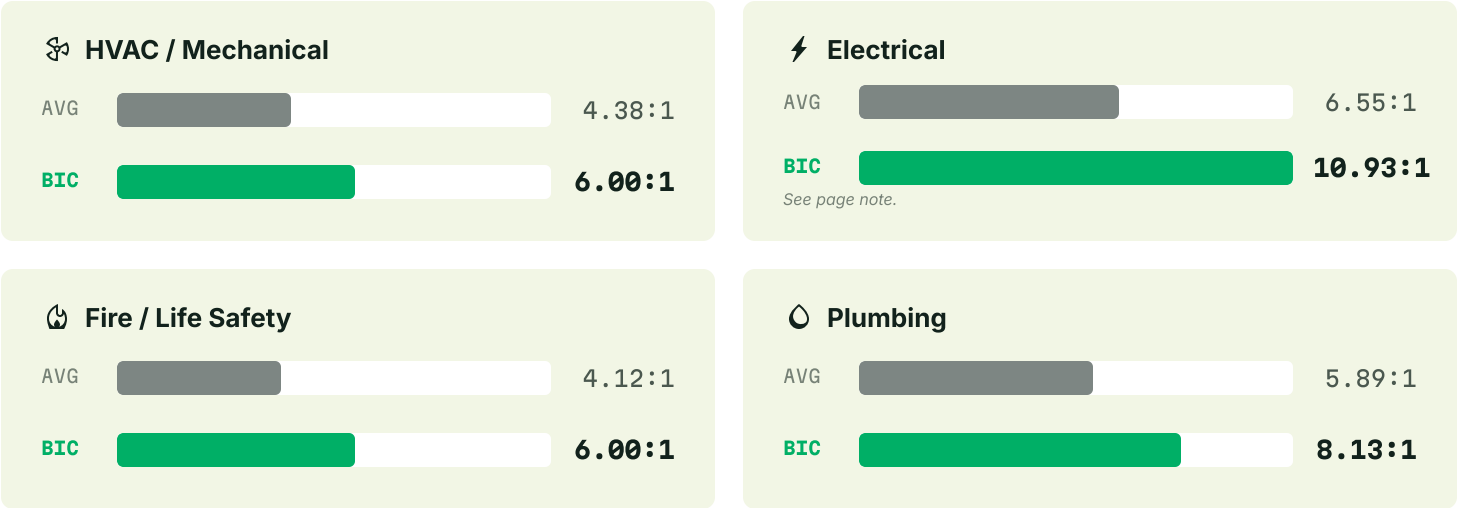
The number of field technicians supported by each back-office employee (dispatch, billing, coordination, admin) — a direct measure of operational leverage. At the platform average of 4.77:1, one back-office resource supports fewer than five technicians; best-in-class operators support nearly seven.

WHY IT MATTERS

- Every back-office hire that isn't needed drops directly to margin — at a burdened cost of \$60K–\$80K per year, even one avoided admin hire is that much preserved operating profit.
- It's a direct read on how much manual, redundant work (re-entry, chasing paperwork) is still happening behind the scenes.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)



Note: Electrical's 10.93:1 reflects a subset of highly automated shops, not the trade broadly — the improvement percentage is the more comparable signal.

Closing the gap

i WHY YOU'RE NOT THERE YET

A low ratio signals manual reconciliation, reactive dispatch, and fragmented systems — every new tech creates proportional office work.

☆ WHAT BEST-IN-CLASS DOES DIFFERENTLY

They let structured field data flow straight into billing, dispatch, and reporting — freeing back-office staff to manage exceptions instead of transcribing routine work.

© WHERE TO START

Map where back-office hours go and find the top three tasks that are manual re-entry between systems.

>> WHAT MAKES IT STICK ON BUILDOPS

One system of record for field and office, automated data flow from job to invoice, and self-serve reporting reduce the manual work that forces the office to grow headcount alongside revenue.

“If we were still on the legacy system we used at my old company, we'd already need another person. BuildOps gives us leverage. Full stop.”

SLOAN MECHANICAL

TECH : BACK-OFFICE RATIO





4

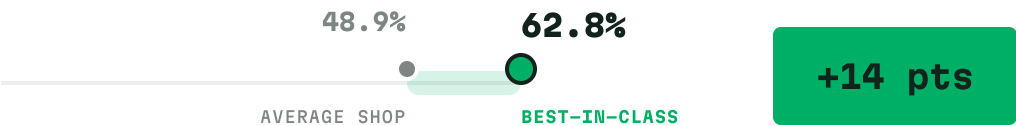
PILLAR 4 • REVENUE GROWTH

Win more of what you chase

Field productivity and cash velocity extract more value from work you already have. Revenue growth expands the base — winning more quotes, building recurring revenue, turning one-time customers into long-term accounts. Best-in-class contractors lead on all three.

BuildOps data captures the entire revenue funnel, from quote to win rate to pull-through revenue from agreements. The gap between average and best-in-class on every growth metric points to the same root cause: speed and information.

Quote-to-close win rate



WHAT IT MEASURES

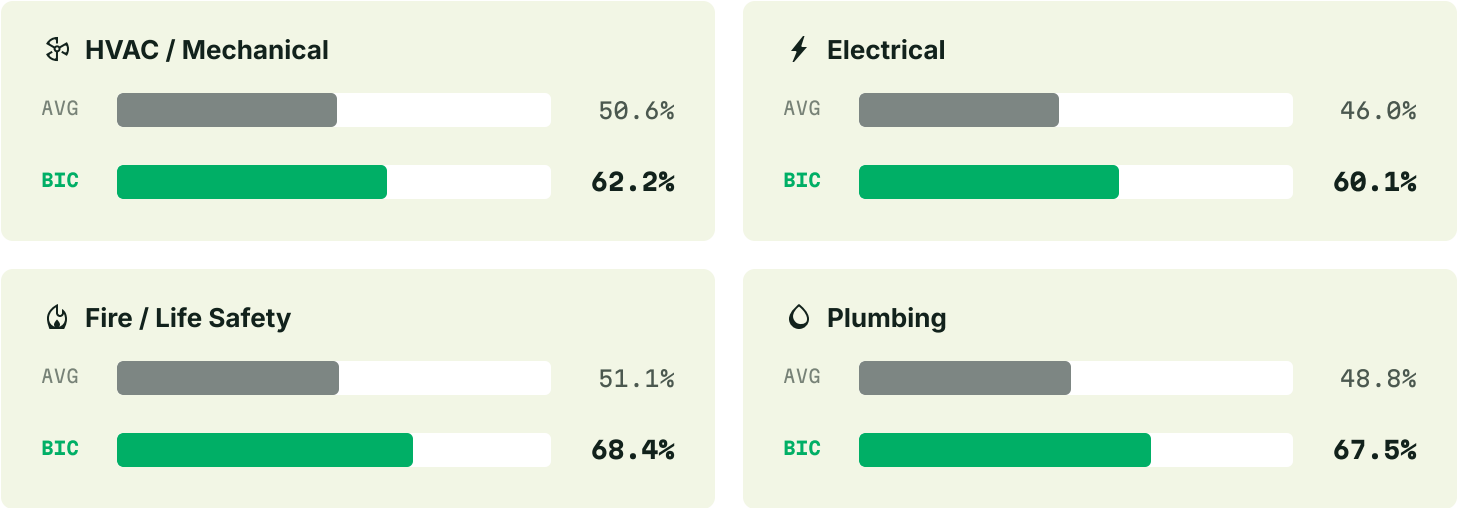
The share of estimates and quotes that convert to closed, awarded work. Industry average for commercial trades is 30–40%; the average BuildOps customer already leads at 48.9%, and best-in-class customers reach 62.8%.

WHY IT MATTERS

- On 1,000 annual quotes at \$1,500 average value, the 14-point improvement from 48.9% to 62.8% represents roughly 139 additional jobs and about \$208,500 in incremental revenue.
- Speed and specificity of the quote are the two biggest levers; customers commit while they're still deciding, not weeks later.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)



Note: All BuildOps trade segments exceed the industry average win rate of 30–40%, suggesting the platform population represents contractors who have already made the move to digital quoting workflows. The improvement from average to best-in-class within this already-outperforming population makes the benchmark particularly meaningful.

Closing the gap

i WHY YOU'RE NOT THERE YET

Quotes go out slow and generic — pricing research is manual, customer and equipment history isn't at hand, and open quotes expire without follow-up.

☆ WHAT BEST-IN-CLASS DOES DIFFERENTLY

They quote fast and specific while the customer is still deciding, and never let an open quote age out.

⦿ WHERE TO START

Measure average days from request to quote sent, and the share of quotes with no follow-up after seven days.

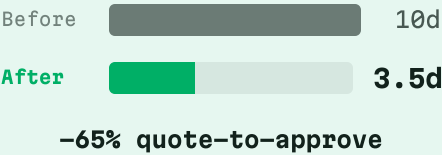
>> WHAT MAKES IT STICK ON BUILDOPS

A live pricebook for same-day quotes, customer and equipment history at the point of quoting, and quote-aging alerts keep the win rate climbing.

B&L GLASS

Bids that used to sit for a week and a half now go out in days.

Faster quote turnaround compounds directly into win rate — the customer is still deciding when the bid lands, not weeks later when they've moved on.



Maintenance agreement penetration



WHAT IT MEASURES

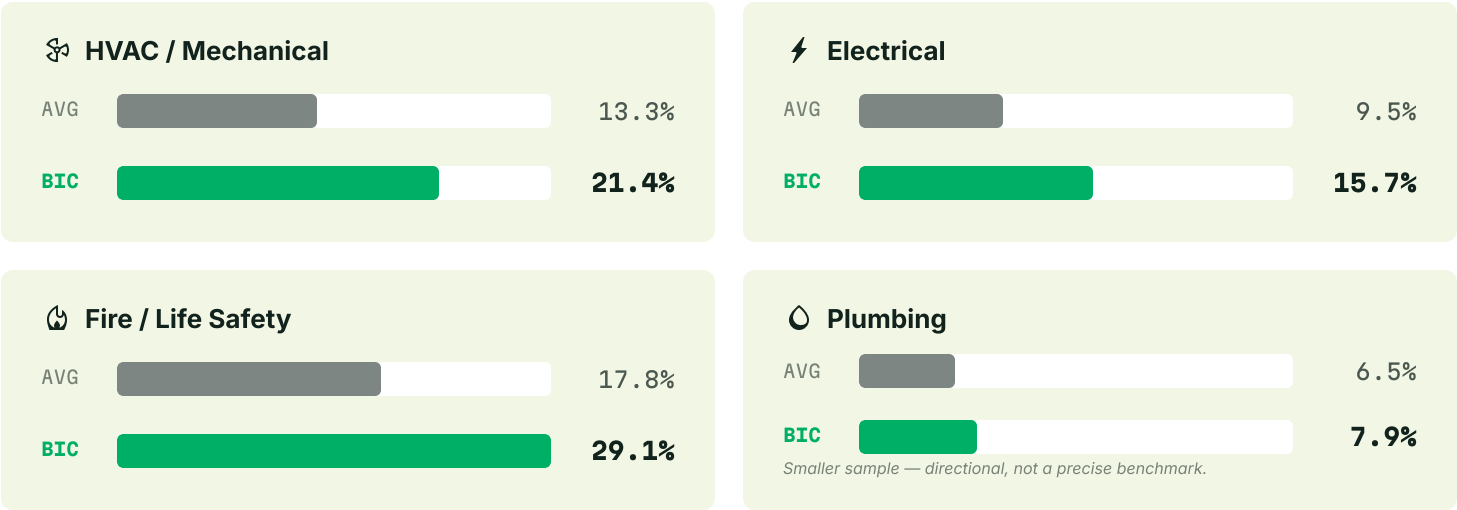
Service-agreement (maintenance-contract) revenue as a percentage of total revenue. Higher agreement penetration means more recurring, predictable revenue — and a customer base that generates pull-through repair and replacement work at significantly higher rates than transactional customers. The industry target range is 15–25%; best-in-class BuildOps customers reach 21.0%, within that range.

WHY IT MATTERS

- Agreement customers generate 0.5x–1.5x their agreement value in pull-through repair and replacement work — the agreement is the relationship that generates more revenue.
- A 1% improvement in renewal rate on 5,000 agreements at \$2,000 average value protects \$100,000 in annual recurring revenue.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)



Note: Electrical and plumbing contractors typically run lower agreement penetration than HVAC — service agreements are less structurally common in those trades. Best-in-class electrical operators still lift penetration by 66%, while plumbing's more modest 23% gain reflects how nascent agreement programs remain in that trade (a directional cell drawn from a smaller sample).

Closing the gap

❗ WHY YOU'RE NOT THERE YET

Penetration stalls when agreement sales rely on technicians alone and when delivery slips — missed PM visits drive non-renewal, quietly eroding the base.

★ WHAT BEST-IN-CLASS DOES DIFFERENTLY

They assign a dedicated owner to the agreement motion and enforce PM-delivery discipline — scheduled visits happen on time, every time, which is what earns the right to ask for the next renewal.

🎯 WHERE TO START

Count agreements up for renewal in the next 90 days and confirm each one's PM visits are on schedule.

>> WHAT MAKES IT STICK ON BUILDOPS

Agreement tracking tied to the customer record, automatic PM-visit scheduling that protects delivery discipline, and renewal reminders that fire on their own keep the base converting instead of lapsing.

"We see BuildOps as a strategic partner that can provide a backbone for our company and a platform for growth."

MARK MULHOLLAND, PRESIDENT • [DORMATECH MECHANICAL SYSTEMS](#)

Pull-through revenue ratio



WHAT IT MEASURES

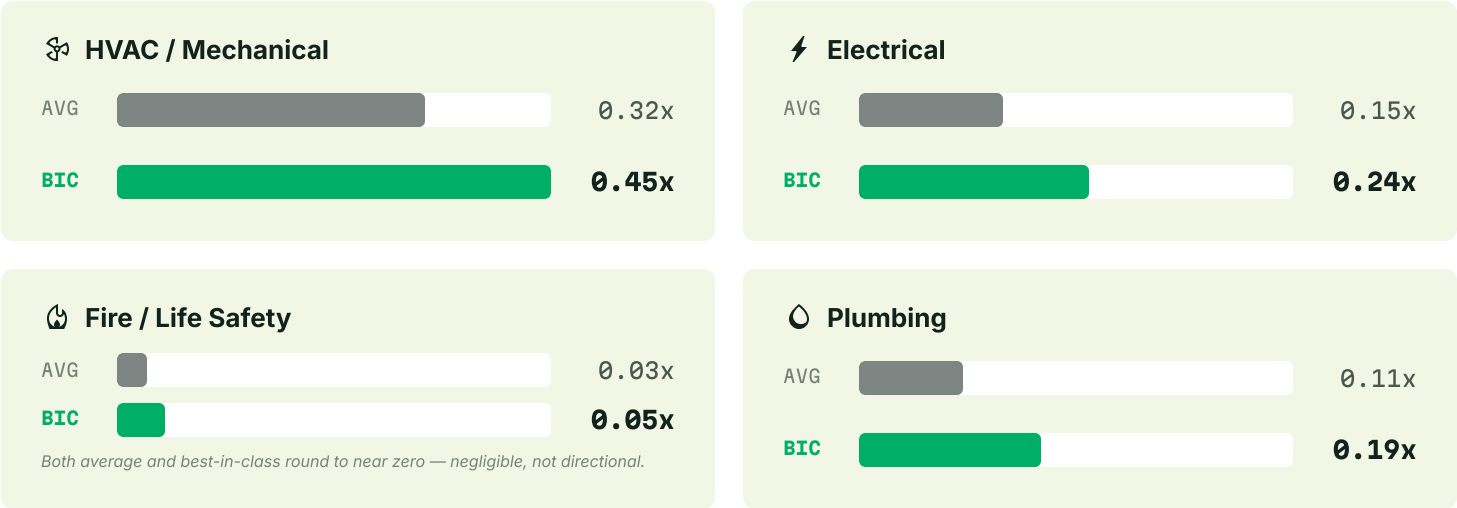
The ratio of additional non-agreement revenue captured from service-agreement customers, relative to the base agreement value. At the 0.34x best-in-class ratio, an agreement customer is worth 1.34x their agreement value — unique to BuildOps, requiring agreement status, customer identity, and job revenue connected in one data model.

WHY IT MATTERS

- A 5,000-agreement base at \$2,000 average value generates \$10M in agreement revenue — and an additional \$3.4M in pull-through at the best-in-class ratio.
- Because the customer relationship and trust already exist, pull-through work typically closes faster and at higher margin than net-new business.

Performance by trade

AVG = PLATFORM AVERAGE • BIC = BEST-IN-CLASS (TOP 20%)



Note: Pull-through is most established in HVAC, where best-in-class operators reach 0.45x. Electrical and plumbing show larger relative gains (+55% and +75%) from low bases. Fire/Life Safety pull-through is negligible — both the average and the top-20% threshold round to near zero — so it is shown only for completeness and is not a meaningful benchmark in that trade.

Closing the gap

ⓘ WHY YOU'RE NOT THERE YET

Pull-through is lost at the moment of the visit — recommendations aren't captured on-site, aren't quoted quickly, or aren't tied back to the account.

📍 WHERE TO START

Track the share of PM visits that generate a recommendation; a visit with none is a missed revenue event.

☆ WHAT BEST-IN-CLASS DOES DIFFERENTLY

They turn every PM visit into a documented recommendation and a fast quote, with the full account value visible to management.

>> WHAT MAKES IT STICK ON BUILDOPS

Field-submitted opportunities with photos, recommendation quotes that flow into the pipeline, and pull-through tracking that connects agreement customers to all subsequent revenue keep the ratio rising.

"We're twice as fast getting invoices out on BuildOps."

ERIKA COLLAZO, OFFICE MANAGER • [SERVICE 1ST](#)

THE ECONOMICS

What the gap is worth

Using a single representative profile so the figures are comparable: **\$10M annual revenue, 30 field technicians, a \$150 blended billable rate, roughly a 50/50 split between service and project revenue.**

ANNUAL P&L IMPACT PER LEVER



Field productivity: recovering ~85 billable hours/tech across 30 techs at \$150/hr. Revenue growth: +13.9 pts win rate on ~1,000 quotes at \$1,500 avg. Office efficiency: roughly 2 back-office hires avoided at ~\$70K burdened cost.

Cash velocity · one-time

~\$1.1M

Working capital released as service & project DSO shorten.

Recurring revenue · compounding

Additional upside

From penetration + pull-through — not summed, to stay conservative.

Roughly \$700K+ in annual value, plus a one-time cash release of about \$1.1M, for a \$10M / 30-tech shop moving from average to best-in-class.

A necessary caveat: these levers overlap rather than cleanly add — faster billing shows up in both DSO and days-to-complete; recovered tech time shows up in both revenue-per-tech and work-orders-per-day. Treat the total as a reasoned estimate, not a sum to apply line-by-line to your shop. Moving from average to best-in-class also requires sustained leadership commitment, not a single tool change.

FULL SCORECARD

Best-in-class benchmarks at a glance

Every number below is the top-20% threshold of BuildOps customers, measured over the twelve months ending May 2026. Fill in your own numbers, mark the gap, and note the level each lands on.

BENCHMARK	AVG CUSTOMER	BEST-IN-CLASS	YOUR NUMBER	YOUR GAP	LEVEL
Service DSO	66.4 days	25.2 days			
Project DSO	68.1 days	28.7 days			
Revenue per technician	Platform avg	+65% vs. avg			
Days to complete a job	21.6 days	11.2 days			
Work orders / tech / day	1.16 / day	1.55 / day			
Technician : back-office ratio	4.77 : 1	6.75 : 1			
Quote-to-close win rate	48.9%	62.8%			
Maintenance agreement penetration	12.8%	21.0%			
Pull-through revenue ratio	0.27x	0.34x			

A contractor who leads on DSO may not yet lead on agreement penetration — each benchmark is independent, and each represents a distinct improvement opportunity.

Write in your number for each benchmark, then subtract to find your gap to best-in-class.

Match your gap against the five levels on page 4 to see where each benchmark lands.

Pick the widest gaps as your starting point — that's where the fastest wins usually are.

NEXT STEPS

Where the gaps hide, and how to close them

The benchmarks in this report trace back to a small number of structural problems that best-in-class operators have solved — and that the rest of the field is still living with.

↔ The field-to-office gap

Every benchmark in this report — DSO, revenue per technician, job-completion time — traces to the same root cause: how fast and completely information moves from the field to the office. Best-in-class operators have closed that gap with a single connected platform.

👁 The visibility gap

Leaders on growth metrics — win rate, penetration, pull-through — can see what's happening live, from the field, as the work happens. Not at month-end, not after a pivot table. They manage these because their platform surfaces them.

||| The scale gap

The technician-to-back-office ratio measures how scalable the operation is. A shop at 4.77:1 adds overhead every time it adds field headcount; a shop at 6.75:1 grows the field without growing overhead. That's the difference between scaling and just getting bigger.

See where your shop stands

We'll map your current numbers against these benchmarks and show you exactly where the margin is leaking, and what closing the gap is worth, in your numbers, for your trade.

[GET A BENCHMARK REVIEW →](#)

© 2026 BuildOps. All benchmarks reflect BuildOps customer platform data unless otherwise noted. Best-in-class = top 20%. Industry and third-party benchmarks are cited separately and used for context only.

Sources: CFMA 2024 Construction Financial Benchmark; Service Performance Insight 2023 PSM Benchmark Report; ACCA Cool Insights Report 2024; PwC Working Capital Study 2024/25; DeskDay Revenue Leakage Study; Aquant 2023 Service Intelligence Benchmark Report; ServiceTitan State of the Trades. BuildOps platform data reflects trailing twelve months June 2025–May 2026, 1,500+ commercial contractors, North America.



Built to Scale: How Best-in-Class Contractors Pull Ahead

Torque 2026 · Commercial Contractor Benchmark Report

1,500+

CONTRACTORS
BENCHMARKED

9

OPERATIONAL
BENCHMARKS

4

TRADES
COVERED

The gap between average and best-in-class isn't talent or effort.
It's the system.