SmartMoving

2026 State of Moving Report



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CAM

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Illinois Movers' and Warehousemen's Association

Massachusetts Movers Association

MMA Michigan Movers Association

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Profit Is Up. Pressure Is Still On.

484 movers across the U.S. and Canada weighed in on our annual industry survey.

From owner-operators doing $250,000 a year to regional leaders topping $10M+, this report captures what's actually happening inside moving companies right now.

Inside you'll see:

- What changed
- What didn't
- Where profit is improving
- What the best movers are doing differently

Because 2026 isn't about chasing growth at any cost. It's about running tighter, smarter, more profitable businesses—no matter what the market does.



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The Big Takeaways for 2026

- Profit focus is rising
- KPIs are becoming standard practice
- Sales discipline is improving
- Reputation is a competitive advantage
- Technology adoption is accelerating
- Speed-to-lead remains a major gap



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2025 vs. 2026: The Industry Is Getting Smarter

The headline?

Margins are improving.
Discipline is increasing.
Movers are running tighter operations.

Performance Improvements

Metric	2025	2026	Change
Hit or exceeded revenue goals	56%	66%	▲ +10 pts
15%+ net profit	29%	46%	▲ +17 pts
Track important KPIs	41%	65%	▲ +24 pts
Track profit per job	46%	60%	▲ +14 pts
Close rate	35%	39%	▲ +4 pts
Claims rate	3%	2.5%	▼ Improved

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What It Means

Movers aren’t just chasing top-line growth anymore.

They’re tightening operations. They’re replacing whiteboards and checklists with real systems—especially in:

- Sales
- Claims management
- Profit tracking



The result?

Fewer companies stuck in survival mode. More companies hitting meaningful profit targets.

That’s not luck.

That’s operational maturity.



And the gap between companies working hard and companies working smart is widening.

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What Movers Are Focused on in 2026

Some challenges haven’t changed.

The Top Challenges (Still)

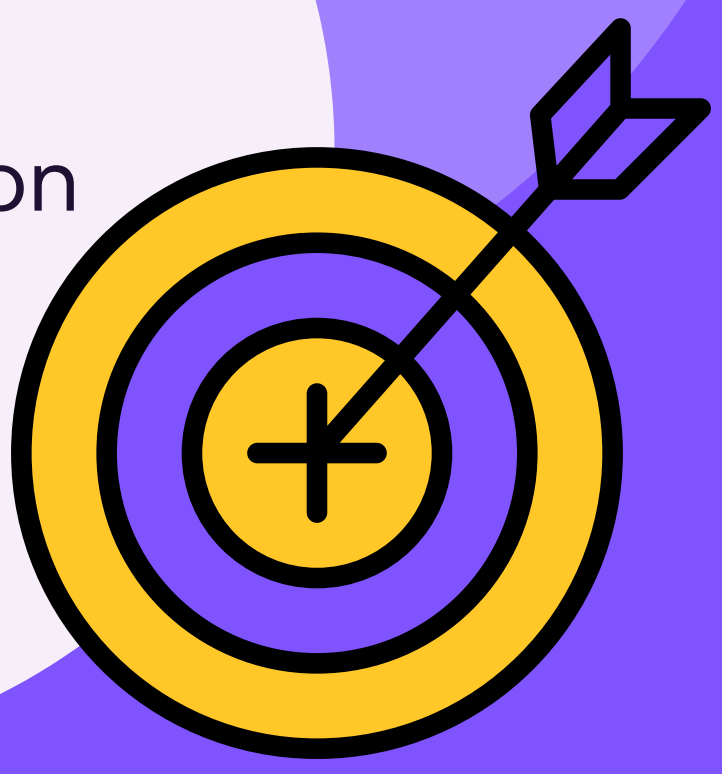


2025

1. Lead generation
2. Operations
3. Staffing

2026

1. Lead generation
2. Staffing
3. Operations



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Biggest Pain Points

The pressure hasn’t disappeared. But the response to it has shifted.

Not enough leads

Low-quality leads

High marketing costs

Hiring and retaining reliable crews

Scheduling chaos and no-shows

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The Big Shift: Profit Is Now a Top Goal

Top Goals

2025	2026
1. Grow revenue	1. Grow revenue
2. Hire & retain employees	2. Increase margins
3. Invest in trucks / locations	3. Hire & retain employees

Movers aren’t just trying to get bigger. They’re trying to get more profitable.

That’s a significant mindset shift.

For years, growth meant adding trucks, territory, and overhead.

In 2026, growth means protecting margin first. Because revenue without margin just creates a bigger version of the same problem.

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Sales & Follow Up Are Back in Focus

Top Tactics

2025	2026
1. Improve/expand marketing	1. Improve hiring, training, culture
2. Diversify or expand	2. Improve/expand marketing
3. Improve hiring, training, culture	3. Improve sales and follow up

38% of moving companies plan to improve sales and follow up this year

38%

of all movers respond to leads within 5 minutes

48%

of top movers respond to leads within 5 minutes

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What It Means

In 2025, growth meant doing more.

In 2026, growth means doing it better.

Movers are asking a harder question:

> “If I doubled my volume tomorrow, would my systems survive it?”

This isn’t about slowing down.

It’s about fixing the foundation before stacking more weight on top.

Movers recognize:

- Growth without systems increases stress
- Revenue without margin increases risk
- Expansion without accountability multiplies problems

The new playbook:
Standardize.
Tighten.
Then scale.



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KPIs Movers Want to Improve

2025	2026
1. Profit margin	1. Profit margin
2. Claims rate	2. Sales revenue
3. Sales revenue	3. Closing rate

Closing rate making the list is significant.

The focus is shifting from “get more leads” to “convert what we already have.”

That means:

- Faster response times
- More disciplined follow up
- Tighter sales tracking
- Smarter quoting

Growth isn’t just about volume.

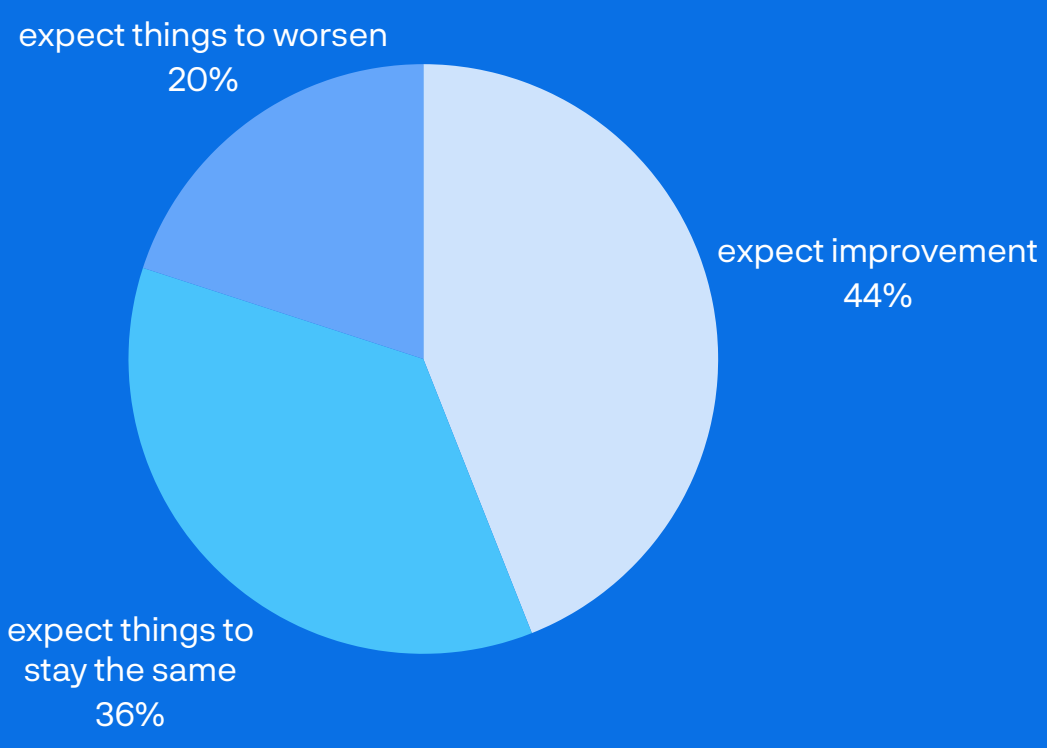
It’s about execution.



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Do Movers Expect the Economy to Improve?

Movers are split:



What It Means

Optimism has leveled off—and that's healthy. Instead of betting on demand spikes, movers are building businesses that can handle:

- Slower months
- Pricing pressure
- Lead volatility
- Seasonal swings

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The mindset shift:

"If the market cools down, we'll still be profitable."

That requires:

- Better cash flow management
- Clear job costing
- Faster follow up
- Strong crew utilization
- Predictable processes

Seasonality will always exist. Market cycles will always happen.

The difference in 2026?

More movers are choosing control over hope.



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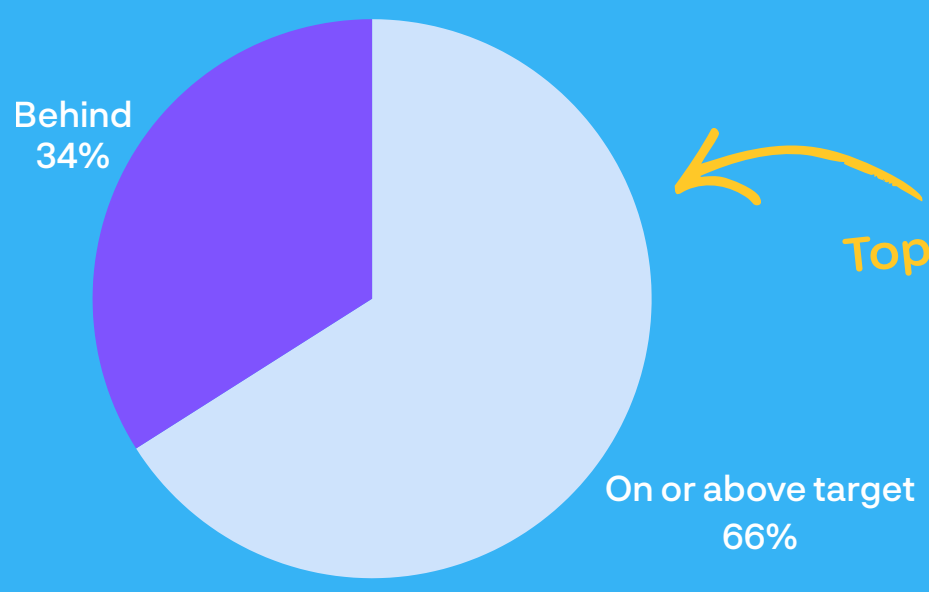
What Top Movers Do Differently

We defined a top company as one that:

- Hit revenue goals
- Booked 1,000+ moves
- Exceeded $2M in revenue

Here's how they separate themselves.

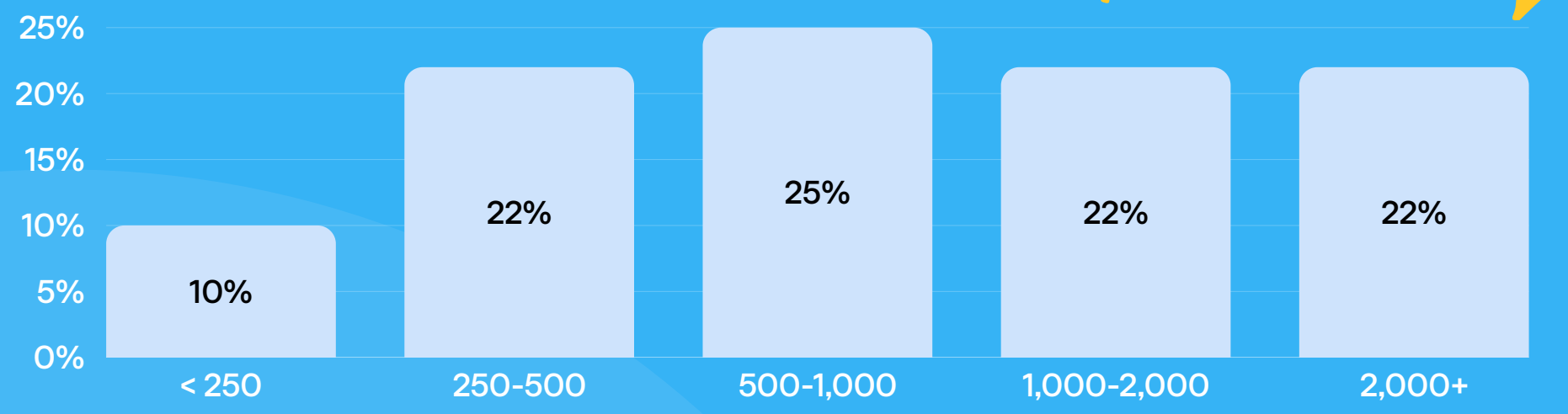
How would you describe your revenue performance last year?



Top movers were on track or above target

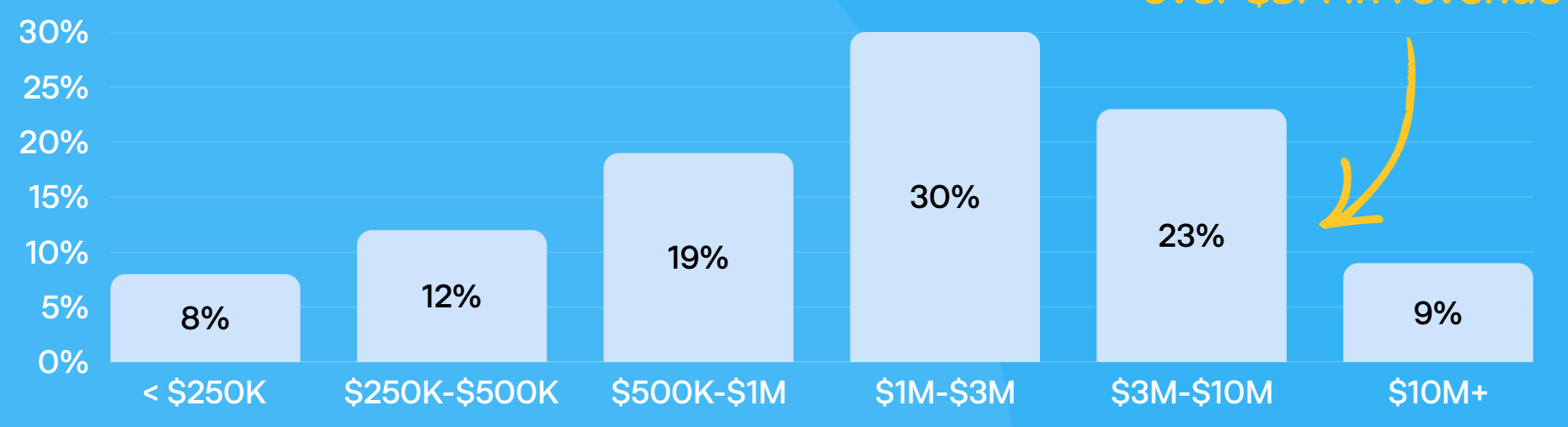
How many moves did you book last year?

Top movers booked over 1,000 jobs last year



How much revenue did you book last year?

Top movers booked over $3M in revenue



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Better Sales Performance

Metric	Top Movers	Industry Average
Leads per month	460	215
Respond in ≤5 min	48%	38%
Annual revenue per rep	$715K	$525K
Pay sales commission	75%	61%

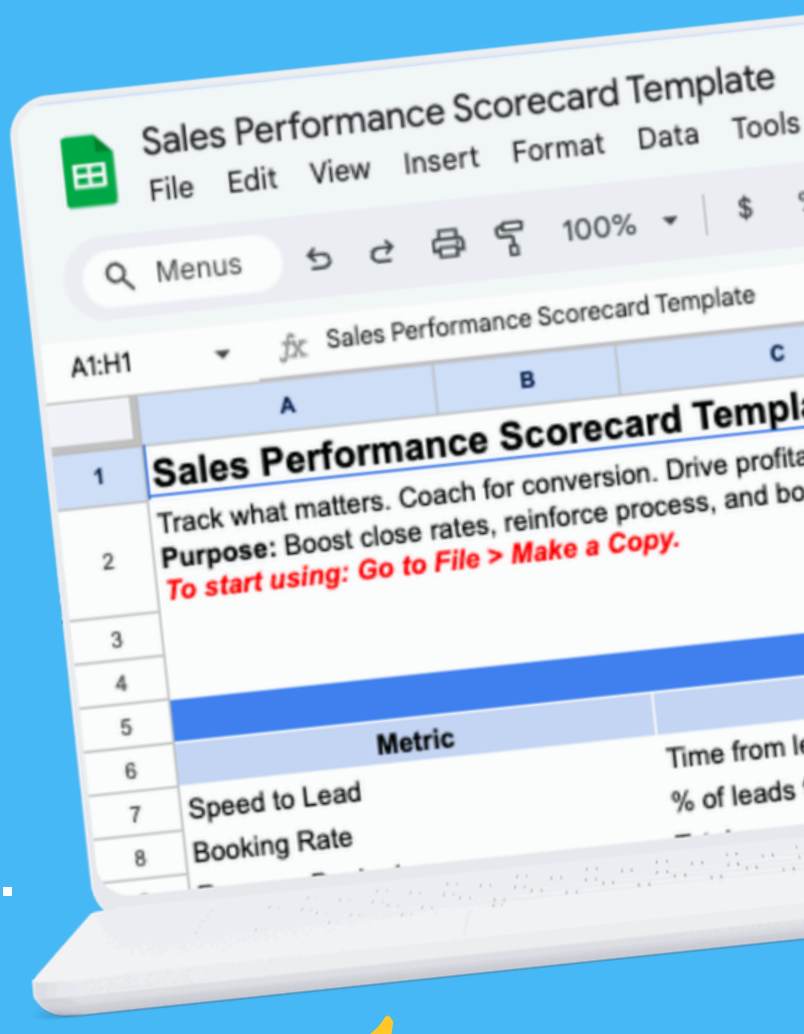
What It Means



Speed wins. Compensation drives accountability. Conversion drives growth.

Top movers don’t just generate more leads.

They respond faster, monetize better, and hold reps accountable.



👉 Free Sales Performance Scorecard

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More Customer Reviews

Metric	Top Movers	Industry Average
Bonus crews for reviews	70%	59%
500+ Google reviews	69%	36%

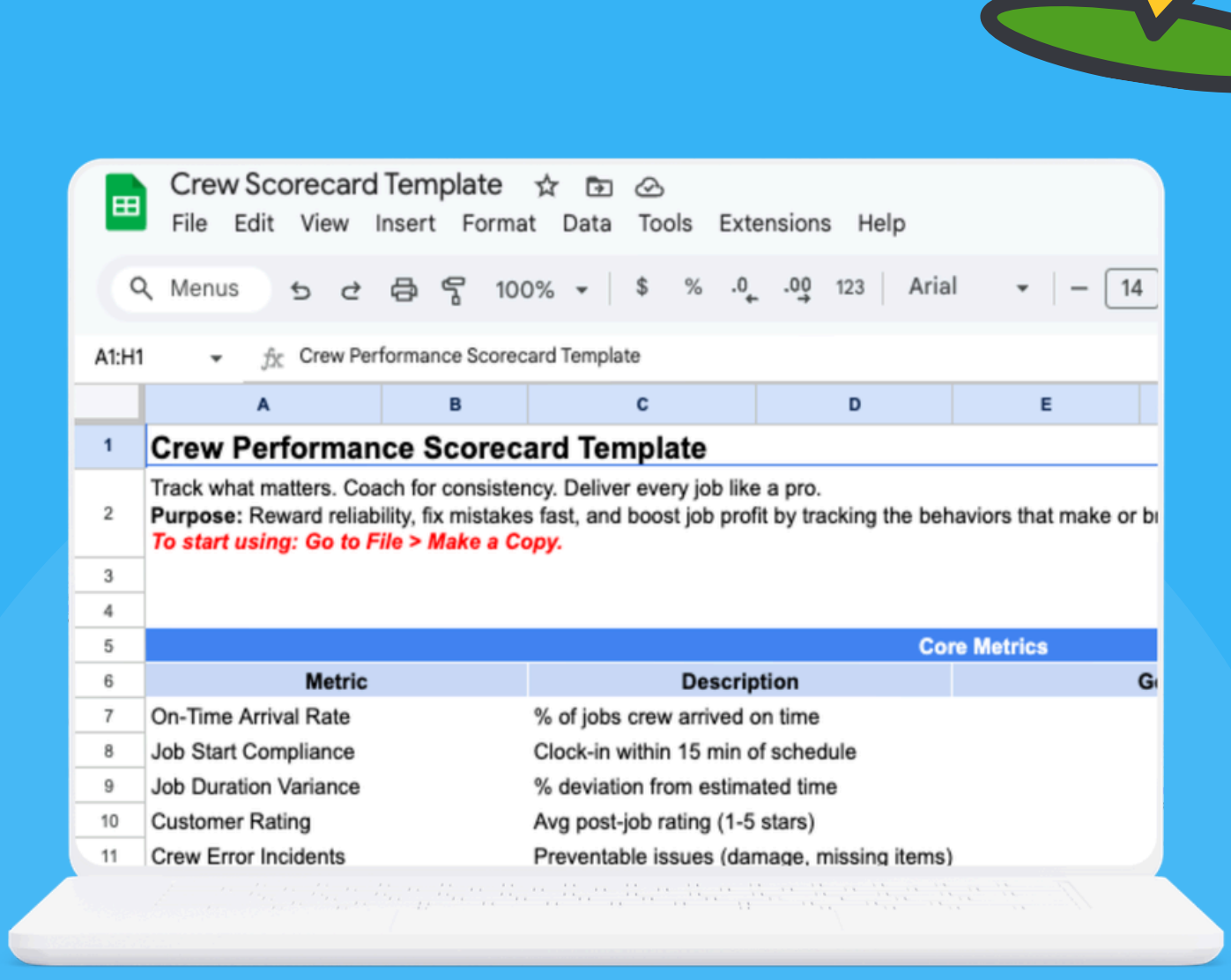
Reputation isn’t passive.

It’s intentional. Incentivized. Systematic.

Top movers build for reviews.



👉 Free Moving Crew Scorecard



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Higher Marketing Spend

Top movers spend $7,000-$10,000/month

Average movers spend ~$4,600/month

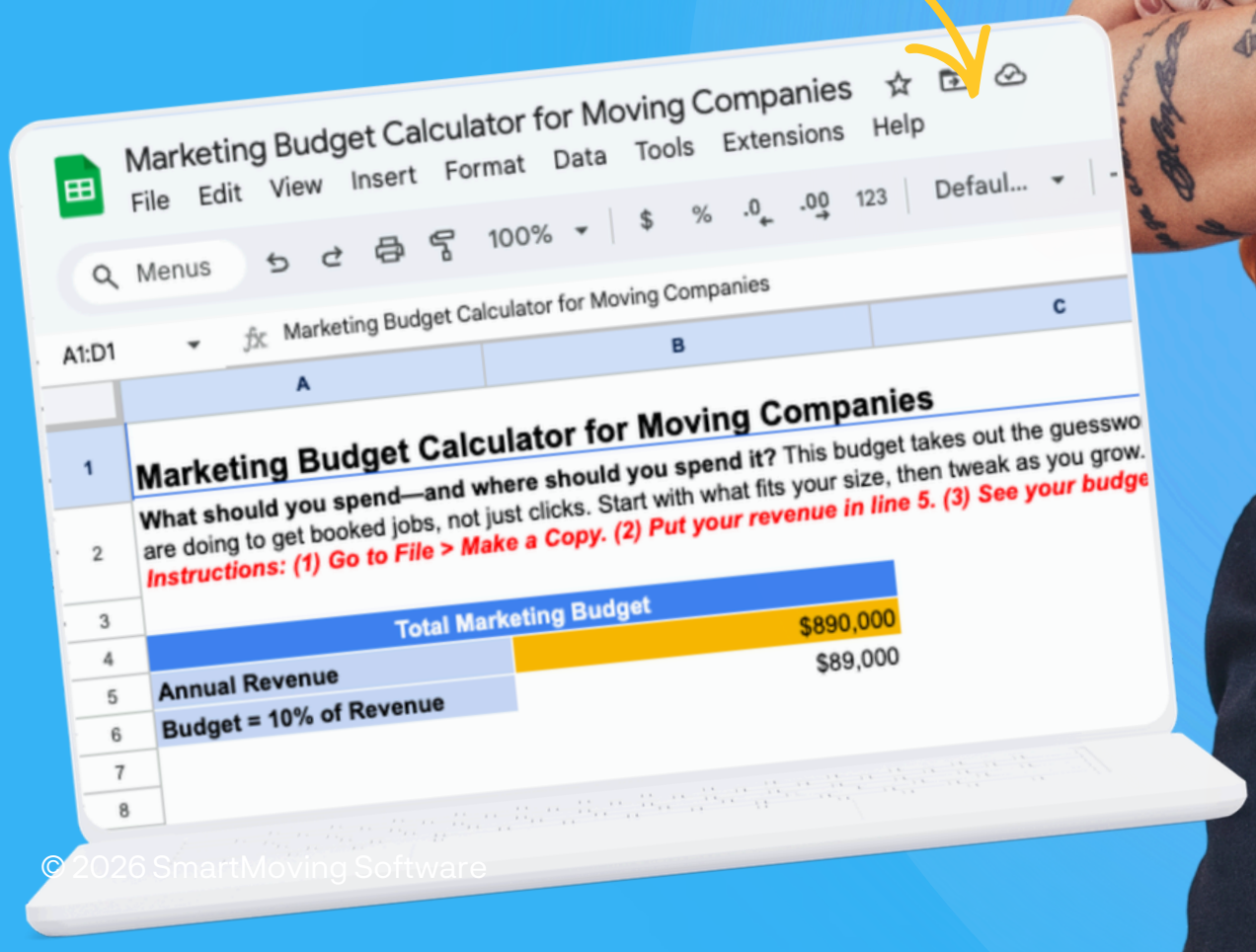
Both average ~6.5% of revenue

The difference isn't just budget size. It's allocation.

Top movers invest in lead sources that convert—not just channels that generate activity.

👉 Free marketing budget calculator





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Higher Tech Adoption

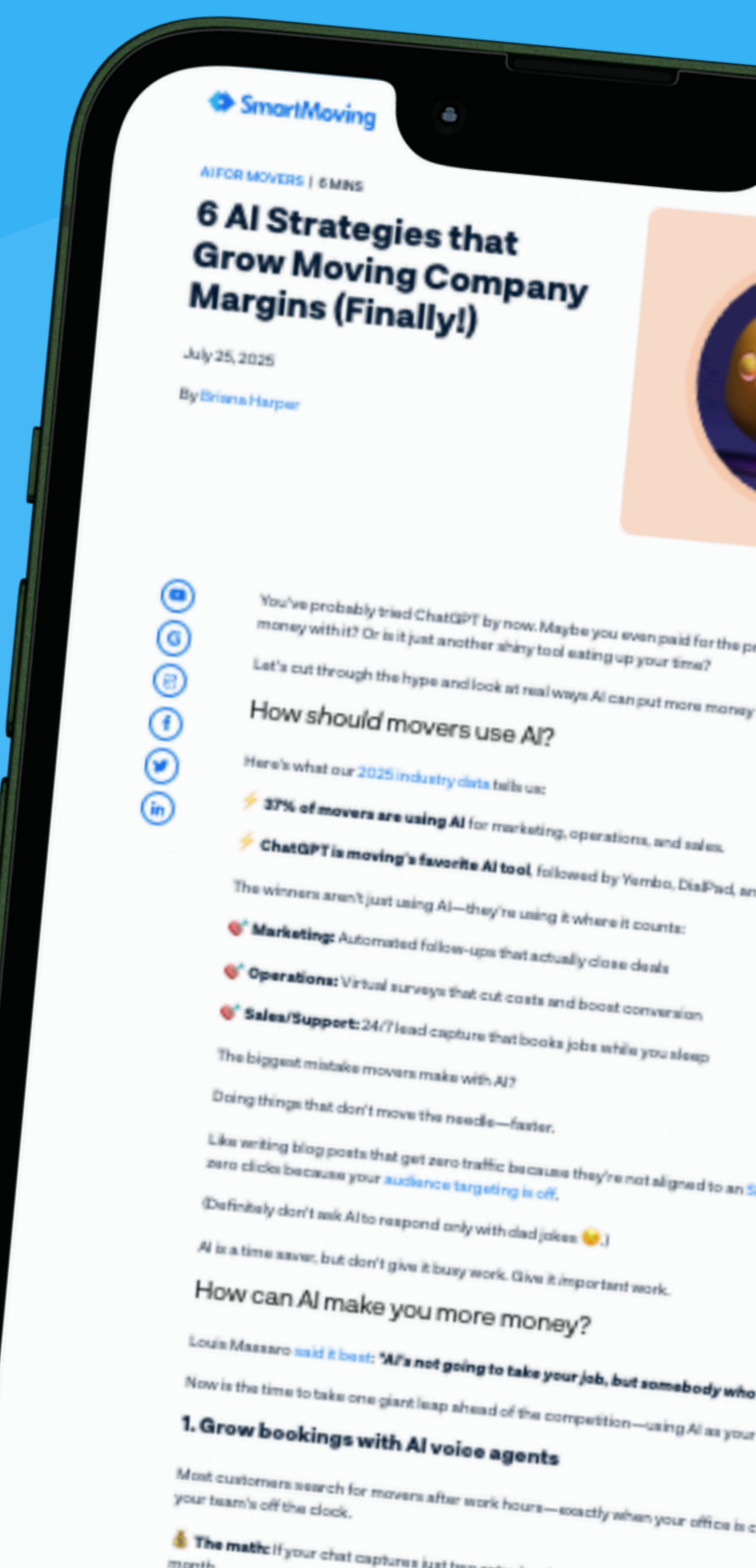
Tool	Top Movers	Industry Average
Reporting tools	71%	60%
AI tools	55%	42%
Email marketing	46%	33%

Top movers don’t adopt tech to look modern.

They use it for speed.
For accountability.
For control.

Technology isn’t a badge.
It’s leverage.

👉 AI strategies that actually move the needle



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Handling Claims, Not Avoiding Them

Claims rate:

Top movers: 2.9%

Industry average: 2.5%

A higher claims rate doesn’t automatically mean worse service.

It often reflects:

- Higher volume
- More complex jobs
- More long-distance moves

Top movers aren’t defined by having fewer claims. They’re defined by how they manage them.

Fast resolution.
Clear communication.
Process improvements that prevent repeat issues.

Claims aren’t just a cost center. They’re a feedback system.
👉 Here's what good claims management looks like



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Benchmarks to Beat in 2026

Where do you stand?

Industry Averages

Metric	Benchmark
Annual revenue	$3.6M
Speed to lead	8 minutes
Close rate	39%
Time to book	2.5 days
Claims rate	2.5% of jobs
Google reviews	510
Review capture rate	18% of jobs

Only:

38% respond within 5 minutes

36% have 500+ reviews



What It Means

For most movers, the opportunity isn't radical change. It's disciplined execution.

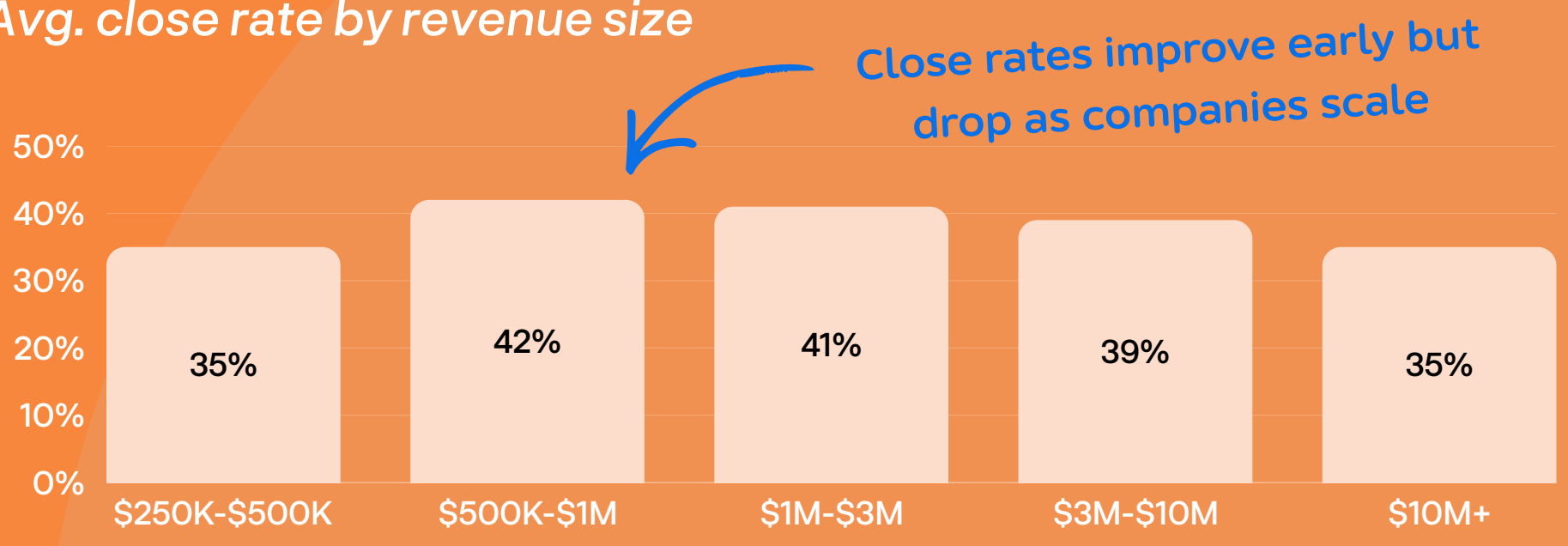
The biggest gains are hiding in:

- Faster lead response
- Higher close rates
- Stronger review capture
- Consistent profit-per-job tracking

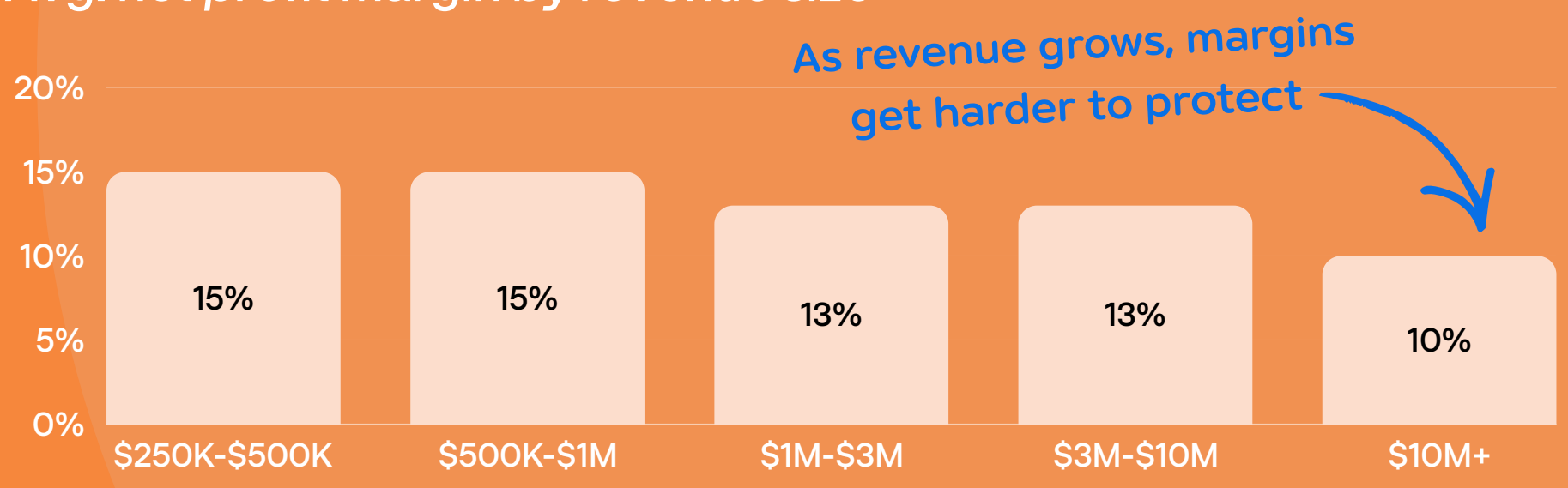
Small operational gaps compound.

So do small improvements.

Avg. close rate by revenue size



Avg. net profit margin by revenue size



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The Gap Is Widening

The moving industry isn't stuck at 7% margins anymore.
But it's still easy to drift back there.
The companies pulling ahead aren't necessarily bigger.

They're:

- Faster to respond
- Smarter with pricing
- Disciplined about tracking
- Intentional about reviews
- Serious about profit

In 2026, growth alone isn't the goal.

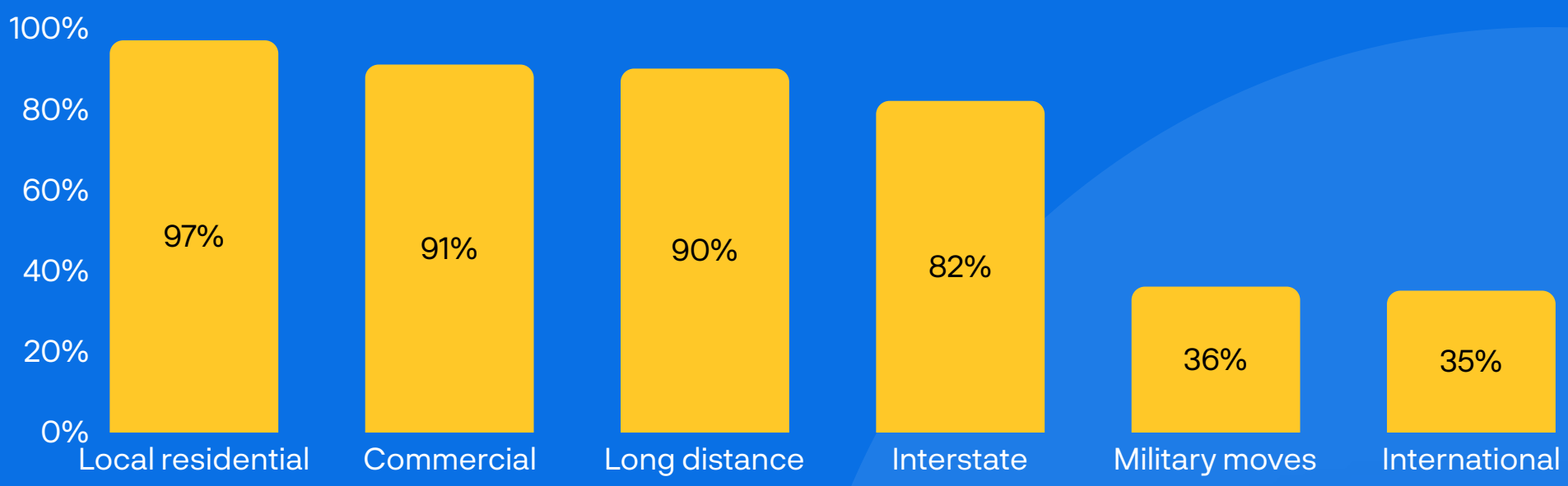
Profitable growth is.



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Services

What moving services does your company provide?



What other services do you provide?

97%
Packing / Unpacking

85%
Specialty moves (pianos, antiques, etc.)

83%
Storage

65%
Junk removal / Haul away

58%
Corporate relocation

55%
High-end designer receiving and delivery

46%
FFE (furniture, fixtures, equipment)

41%
Last-mile delivery

2 out of 3 movers say this service generates the most revenue





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Van Lines

Which van line do you belong to?

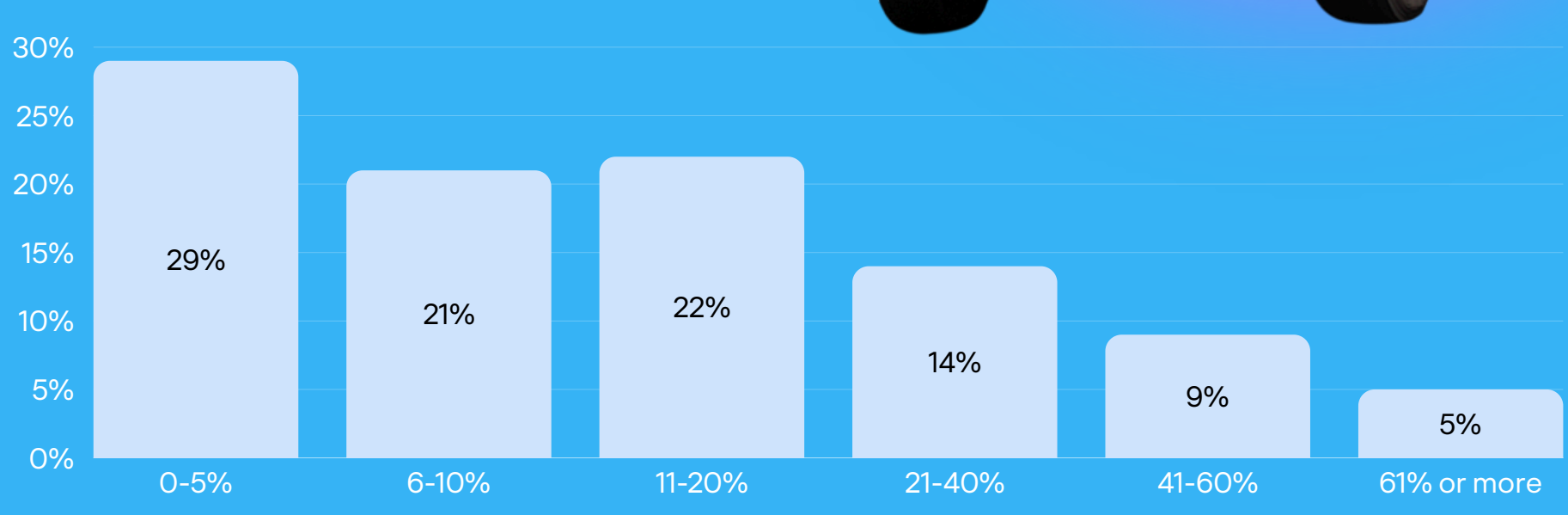


27% of movers are a part of a van line



Reviews

What % of jobs leave a review?



avg. Google rating (4.7)

510

avg. # of Google reviews

SmartMoving customers have 7% more reviews on average!

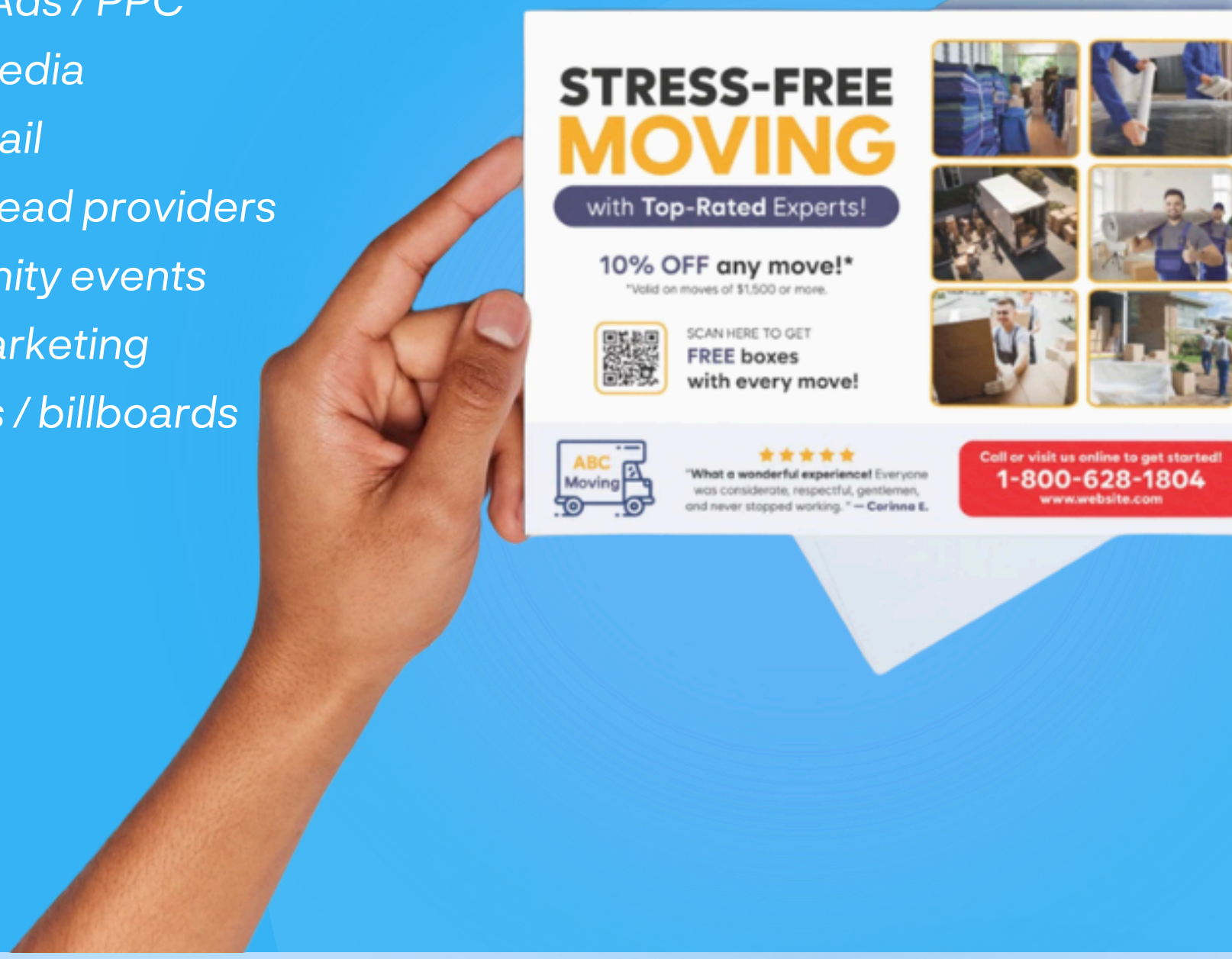
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Marketing

What are your top lead sources?

1. *Referrals / repeat customers*
2. *Affiliates / Partners*
3. *Google Ads / PPC*
4. *Social media*
5. *Direct mail*
6. *Moving lead providers*
7. *Community events*
8. *Email marketing*
9. *Print ads / billboards*

67% of movers say this is their #1 lead source



87% of movers are active on Facebook

67% of movers are active on Instagram

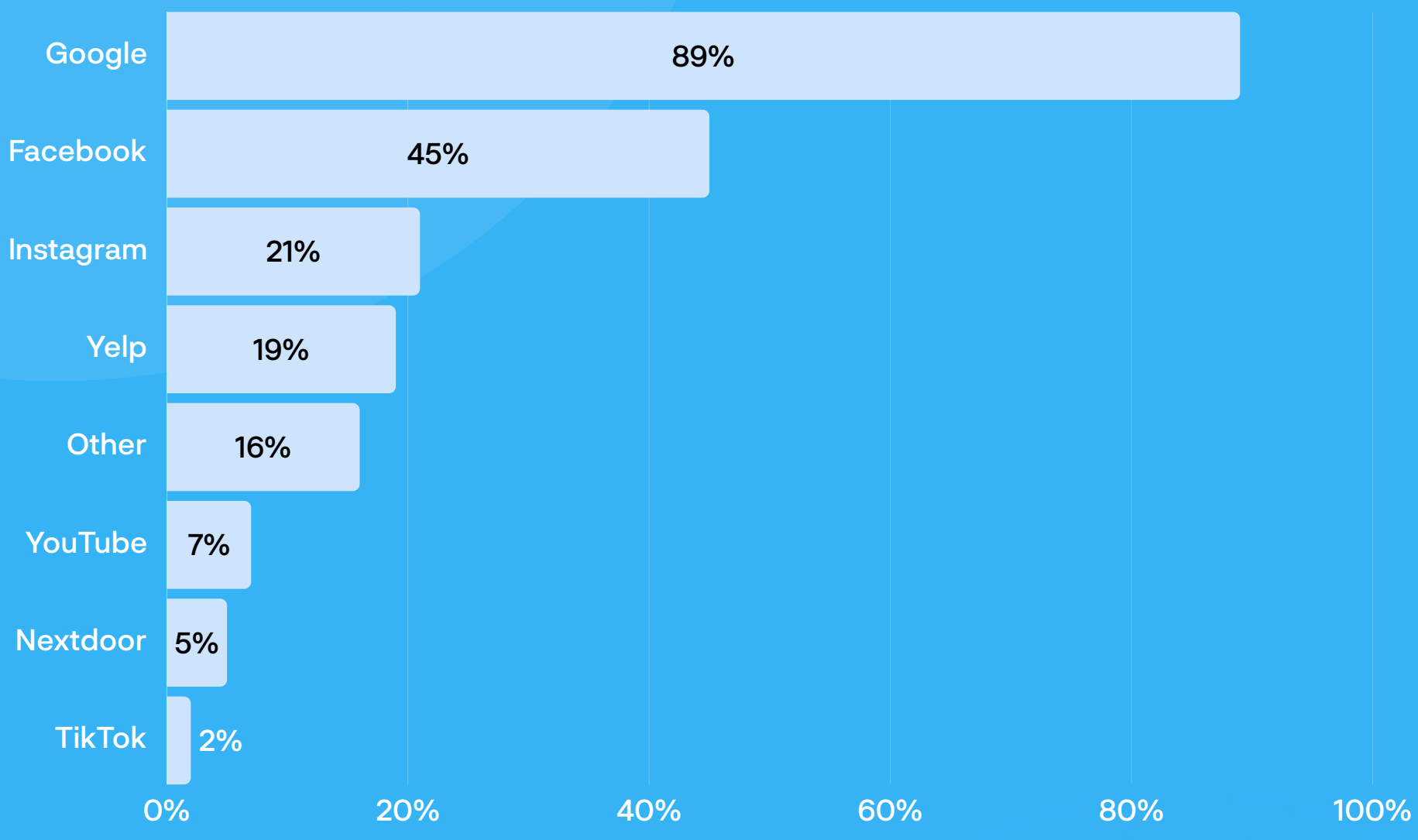
18% of movers are active on YouTube



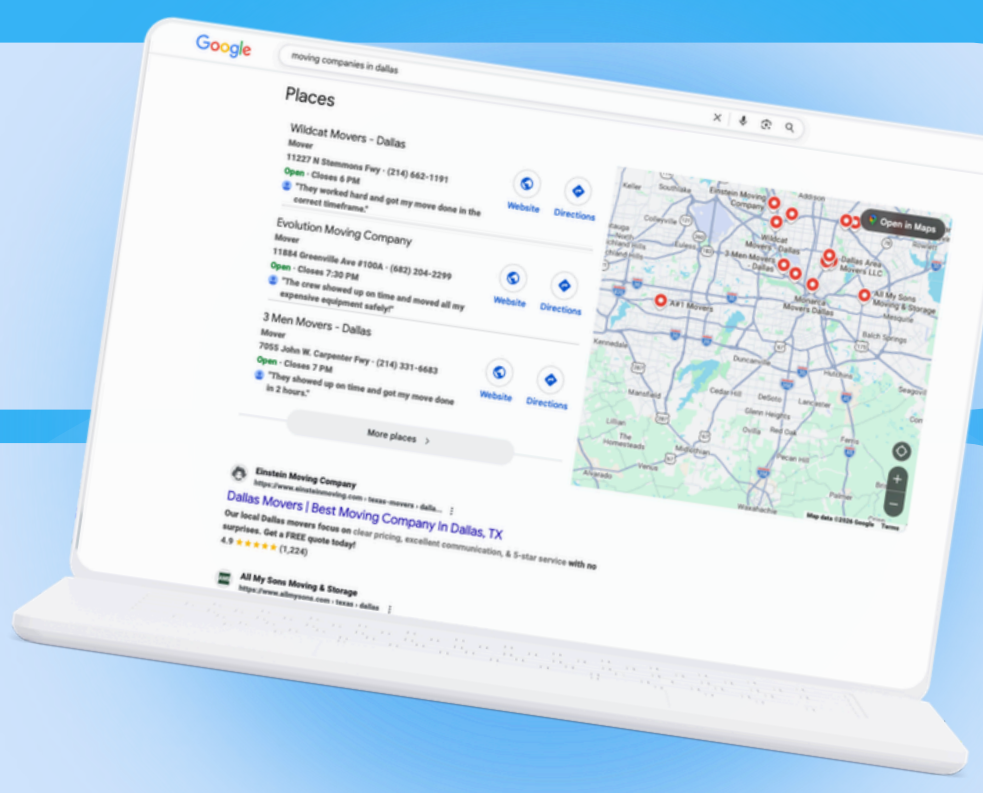
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Marketing

Where do you run paid ads?



59% of movers are running paid ads



36% of movers use marketing agency or VA to help with marketing



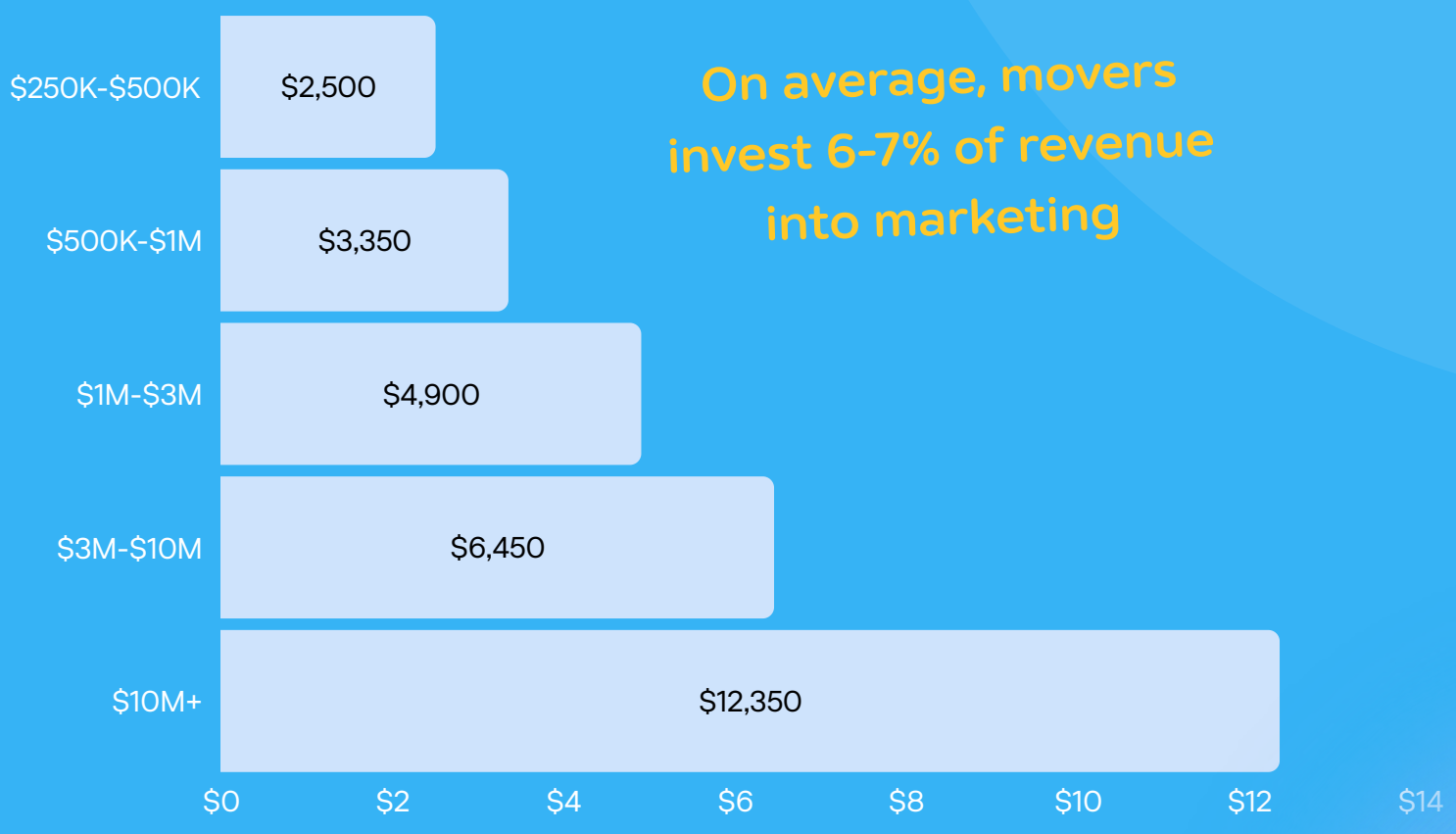
22% of movers offer "refer a friend" incentives

18% of movers have trackable affiliate programs

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Marketing

Avg. monthly ad spend by revenue size



On average, movers invest 6-7% of revenue into marketing



54% of movers plan to increase their marketing budget in 2026

What does your marketing agency and/or VA help with?

67% SEO / website optimization

64% Google Ads / PPC

48% social media management

45% content creation (blogs, videos, etc.)

42% lead gen campaigns

40% branding / messaging

39% reporting / marketing analytics

33% email marketing

30% review generation / management

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Marketing

Which email marketing software do you use?

1. *Mailchimp*
2. *SmartMoving*
3. *Constant Contact*
4. *Moversville*
5. *Hubspot*

Which online reputation management software do you use?

1. *SmartMoving*
2. *Snoball*
3. *Podium*
4. *Birdeye*



33%

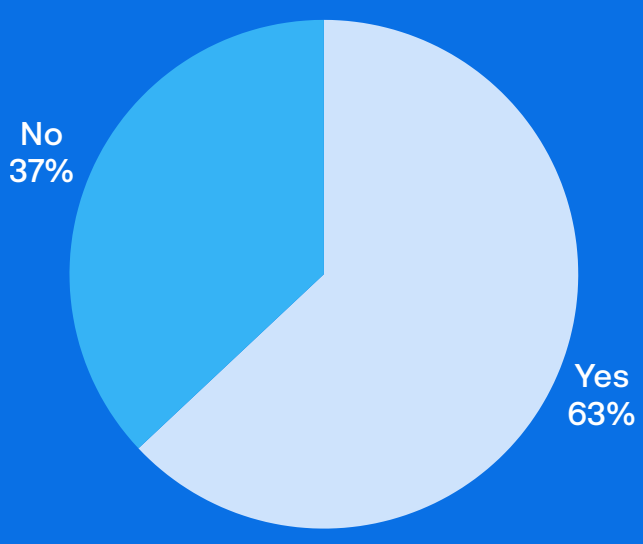
of movers use email marketing software

13%

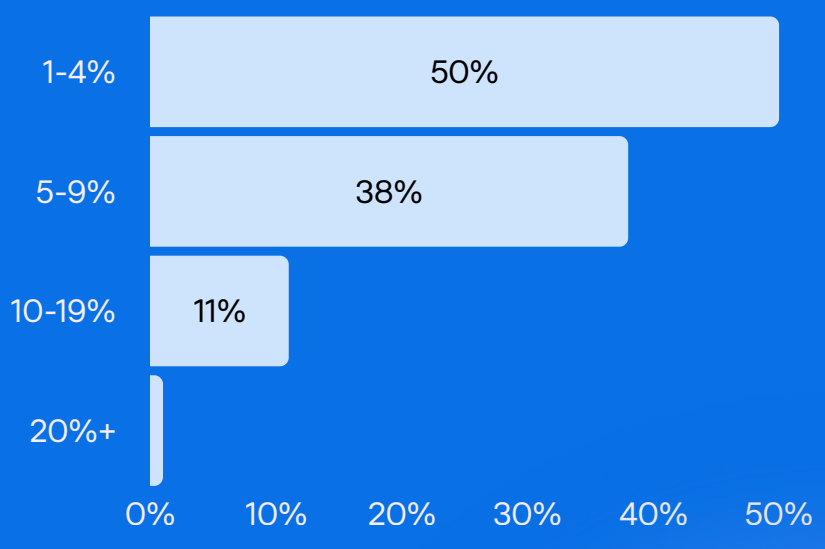
of movers use online reputation management software

Prices

Do you plan to increase prices next year?



How much will you increase prices?



79%

of movers who make $10M+ annually plan to increase prices

53%

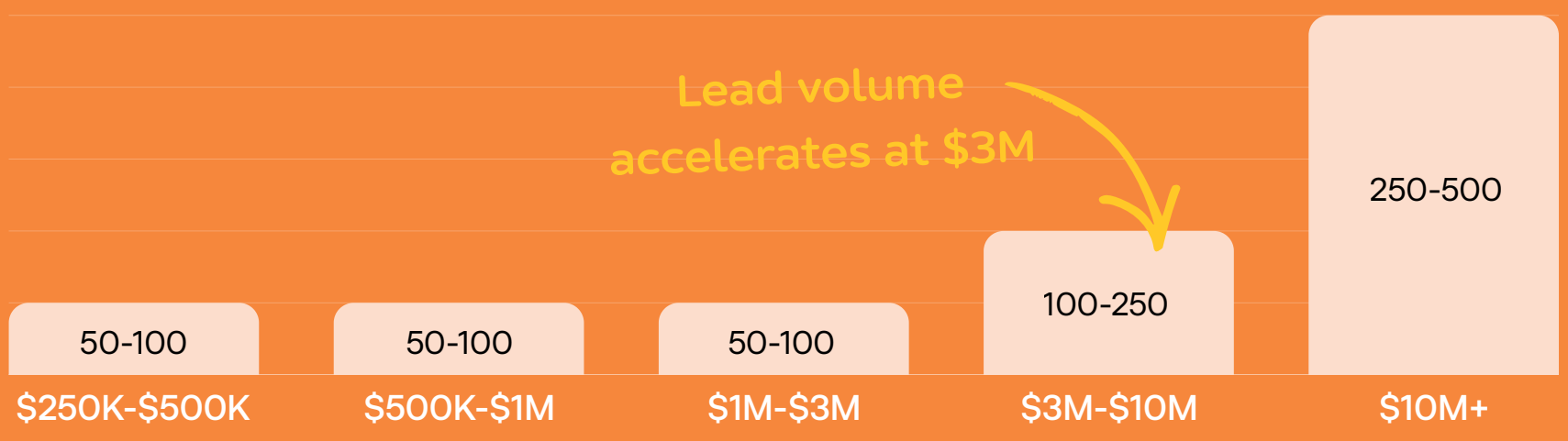
of movers who make $10M+ annually plan to increase prices by 5% or more



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Leads

Typical monthly leads by revenue size



SmartMoving customers cut lead response time by 64%

38%

of movers respond in ≤5 min

58%

of movers respond in ≤10 min

8%

of movers use AI-assisted technology to handle inbound sales calls

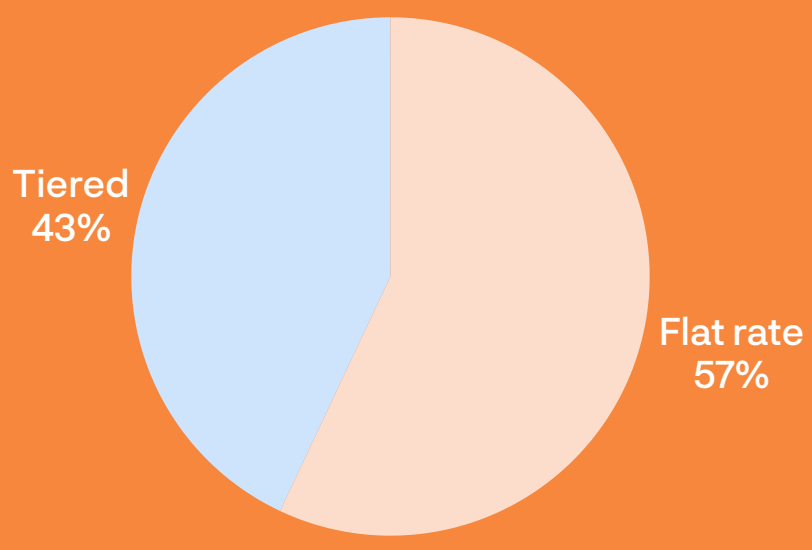




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Sales

How is sales commission structured?



61%
of sales reps earn commission

5-6%
avg. sales commission rate

2.5 days
avg. time to book

SmartMoving customers book jobs 25% faster

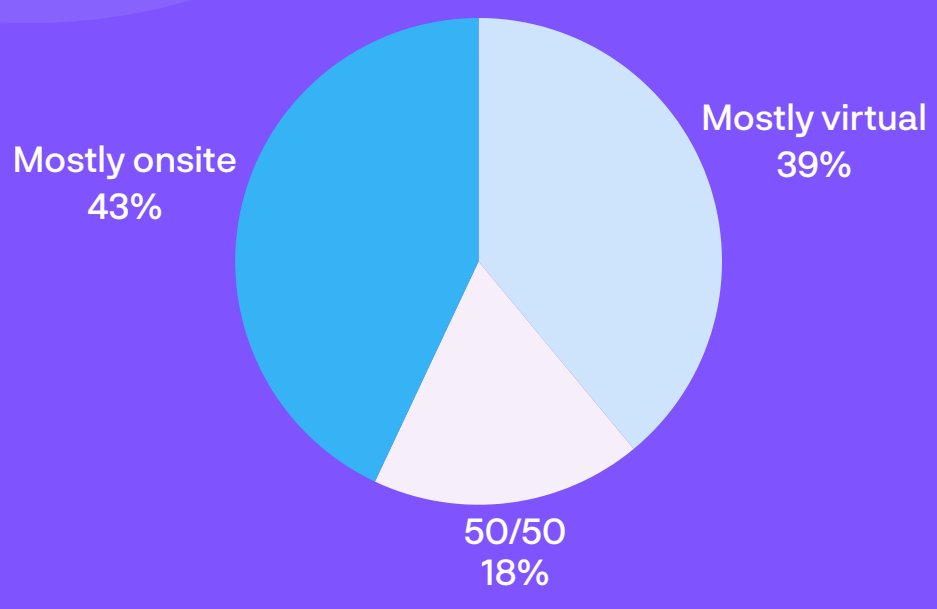
39%
avg. close rate (leads to booked jobs)

75%
of movers sell valuation

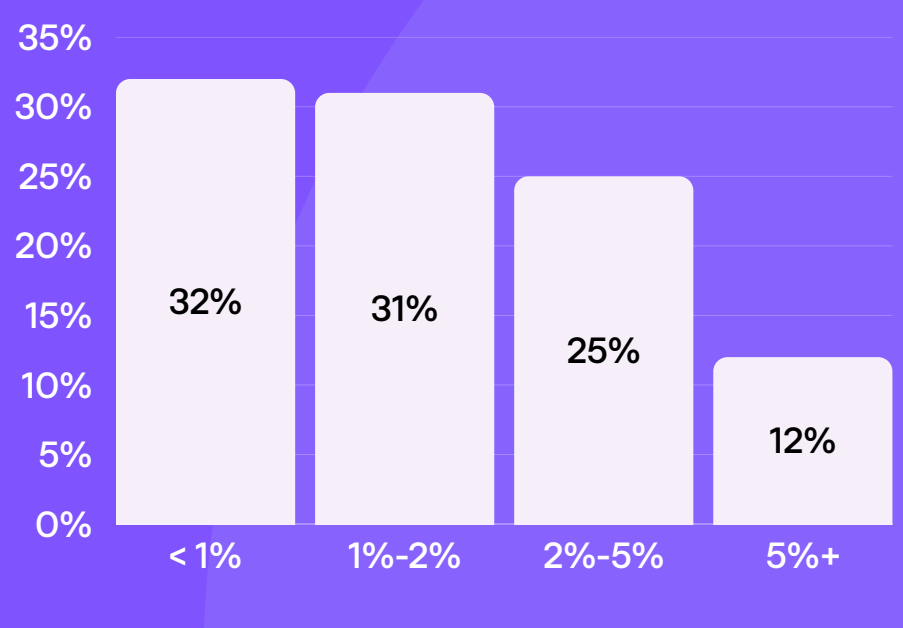


Ops & Crew

What % of your surveys are done onsite?



What is your claim rate?



Percent of movers that offer crew bonuses for...

59%
customer reviews

16%
claims-free moves

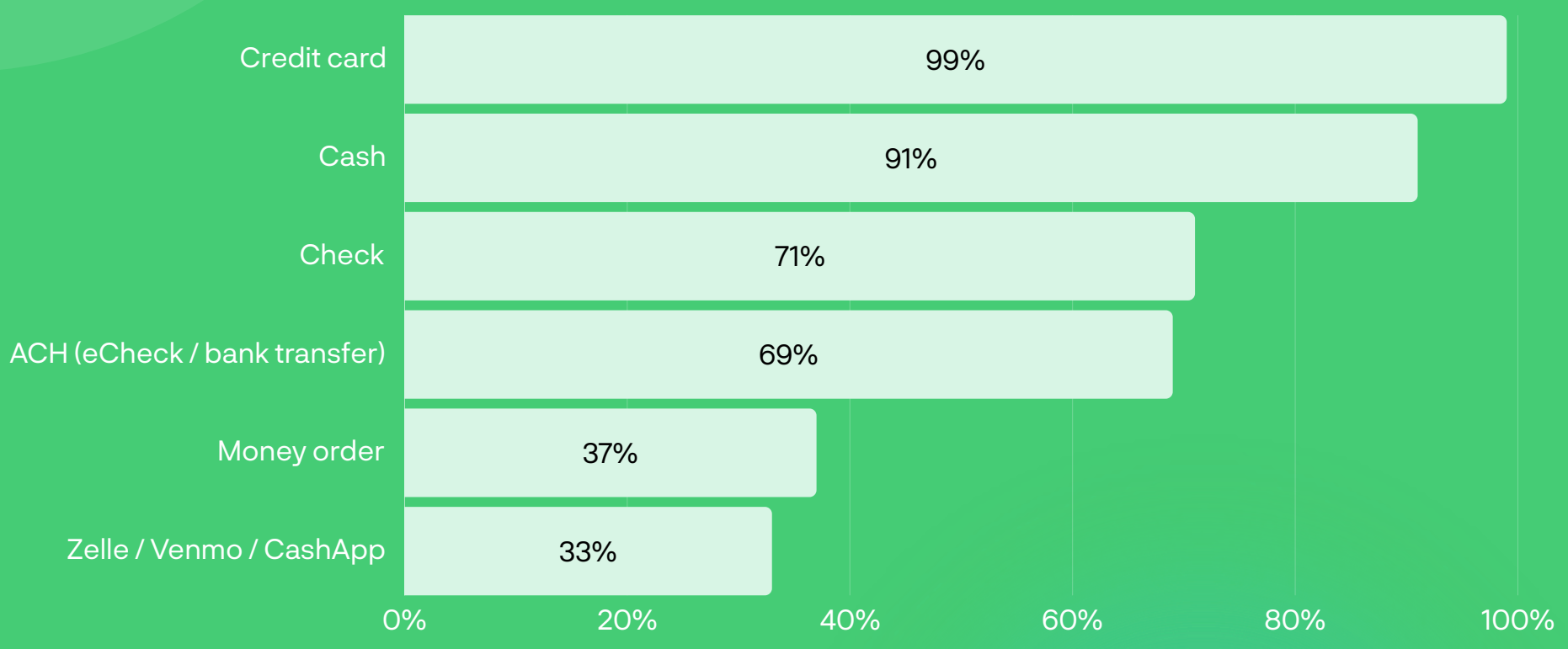
10% of crew members make $30+ per hour

$22-$24 avg. hourly rate for crew



Payments

What types of payments do you accept?





4 avg. chargebacks per year

72% of movers take deposits

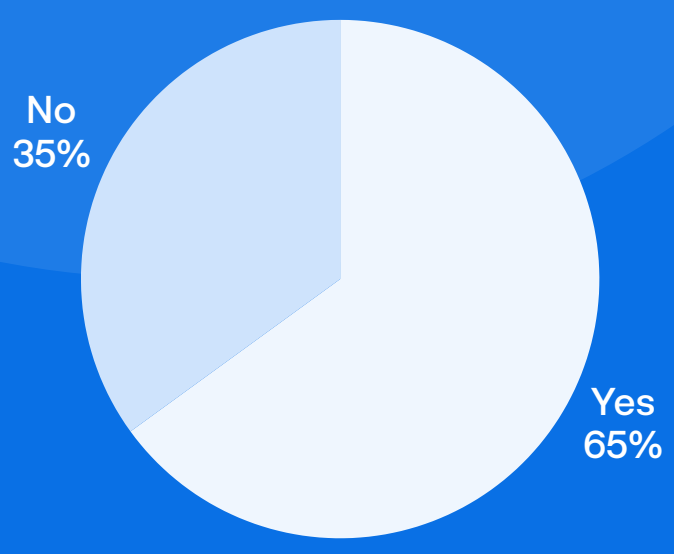
25% of movers offer financing



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KPIs

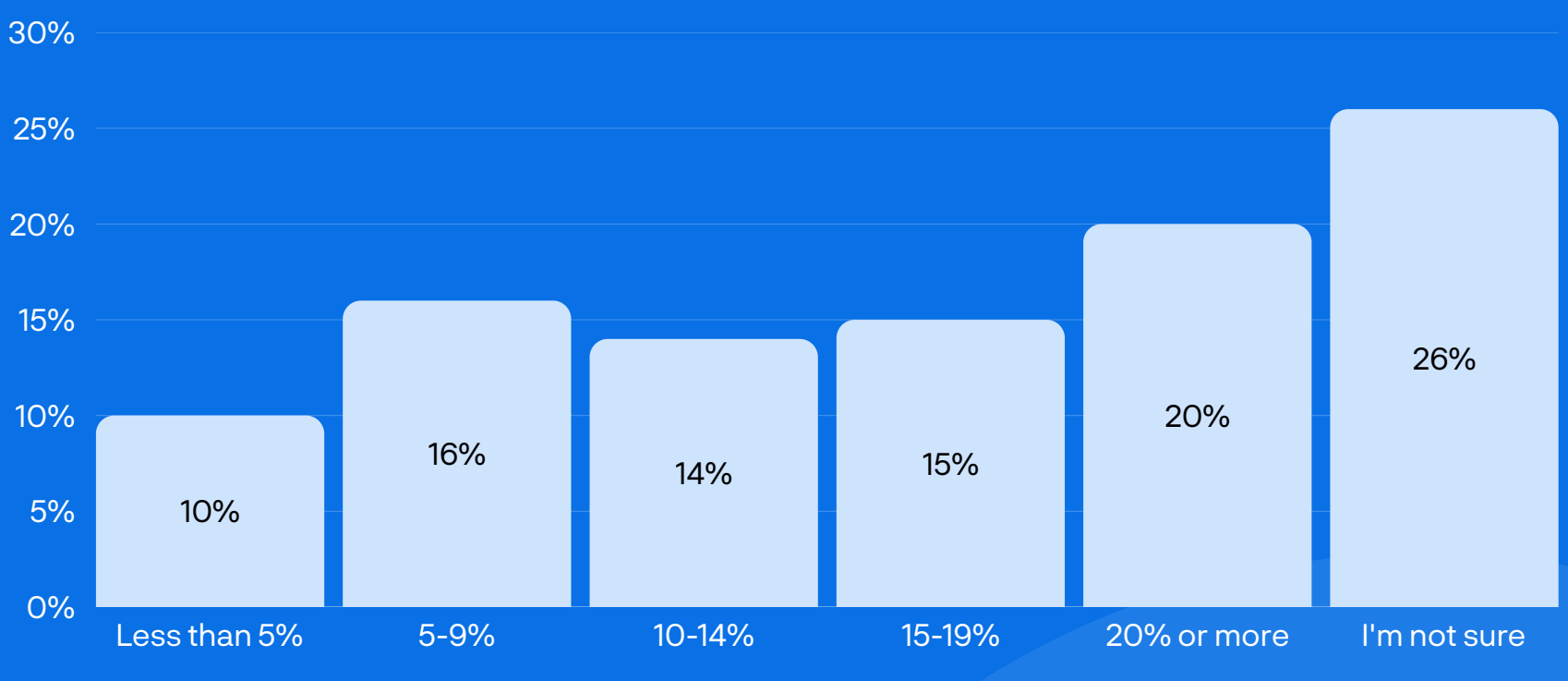
Are you able to track important KPIs for your company?



Which KPIs do you want to improve next year?

1. *Profit margin*
2. *Sales revenue*
3. *Closing rate*
4. *Lead volume*
5. *Marketing ROI*
6. *Claims rate*
7. *Revenue per truck*
8. *Labor ratio*

What's your company's net profit margin?



60% of movers track profit per job

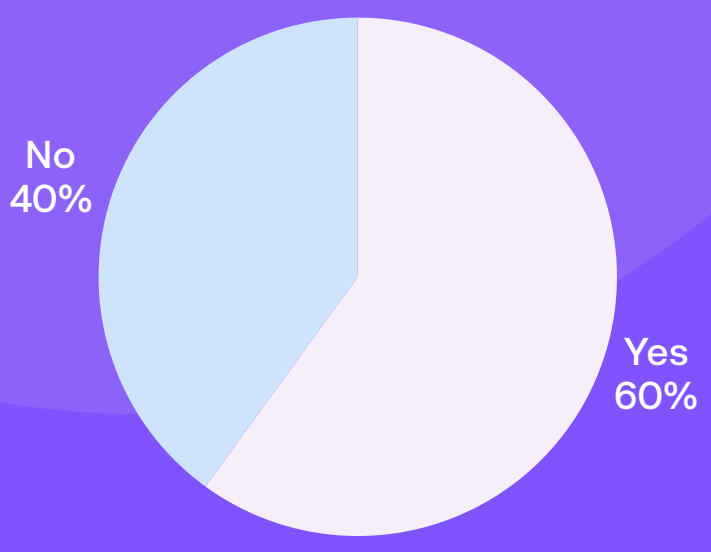
26% of movers don’t know their net profit margin



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Reporting

Do you use any reporting tools?



12%

of movers use a VA to help with reporting



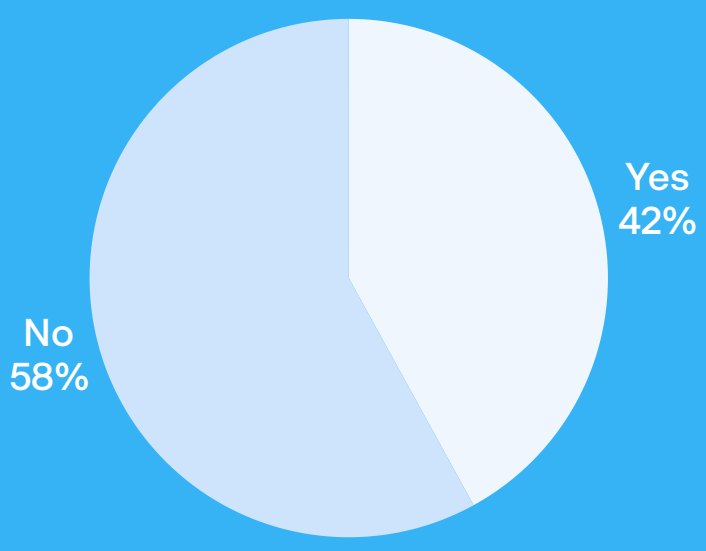
Which reporting tools do you use?

1. *SmartMoving*
2. *QuickBooks*
3. *Custom tools*
4. *Excel/Sheets*
5. *ProMover Accounting*



AI

Do you use any AI tools?



Which AI tools do you use?

1. *ChatGPT*
2. *Smart Scout*
3. *LiveSwitch*
4. *Yembo*
5. *Gemini*

49% of movers use ChatGPT

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Goals

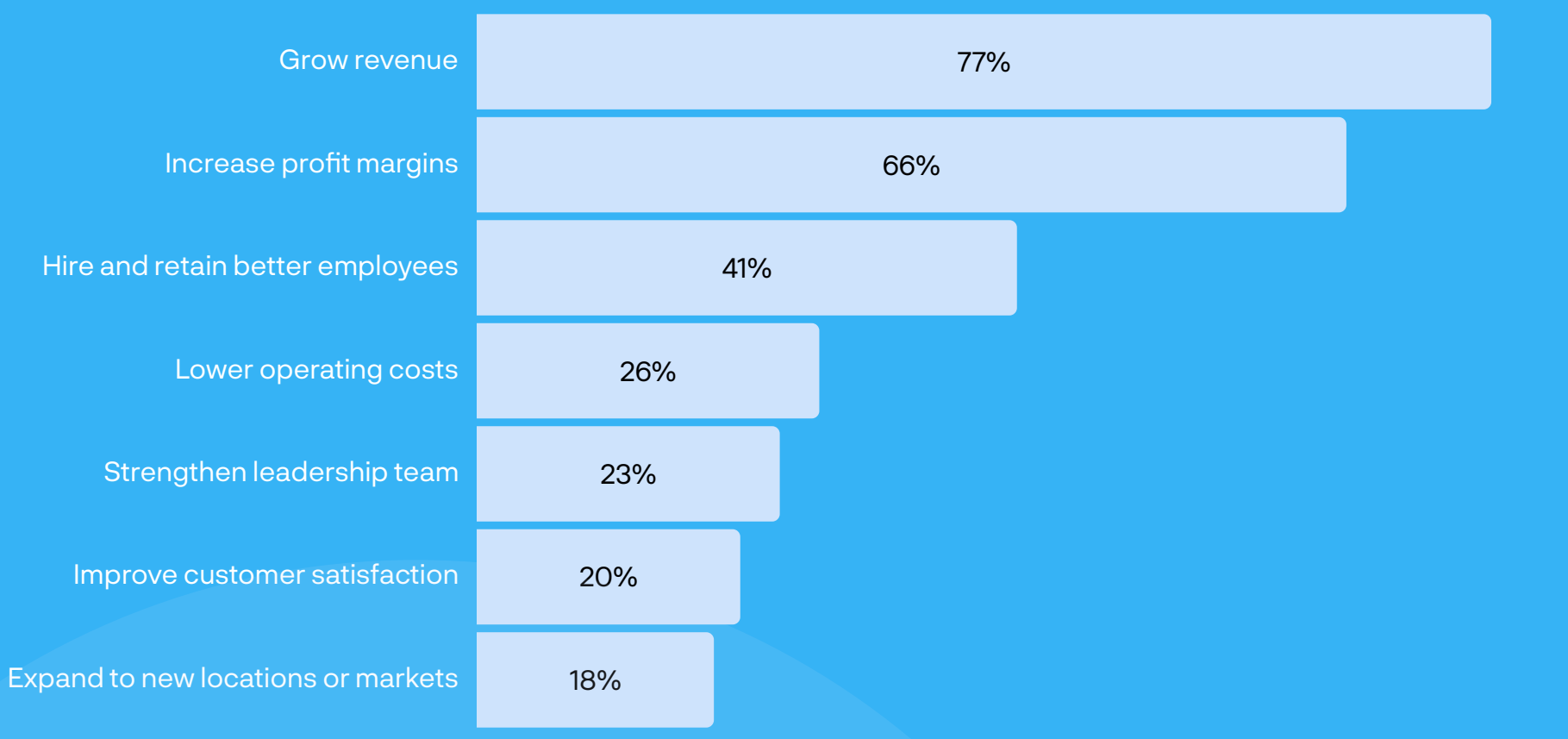
What are your top challenges right now?

1. *Lead Gen*
2. *Staffing*
3. *Quoting*
4. *Ops (inc. claims)*
5. *Sales (close rate)*
6. *Financial Health*
7. *Business Visibility*
8. *Tech/Software*

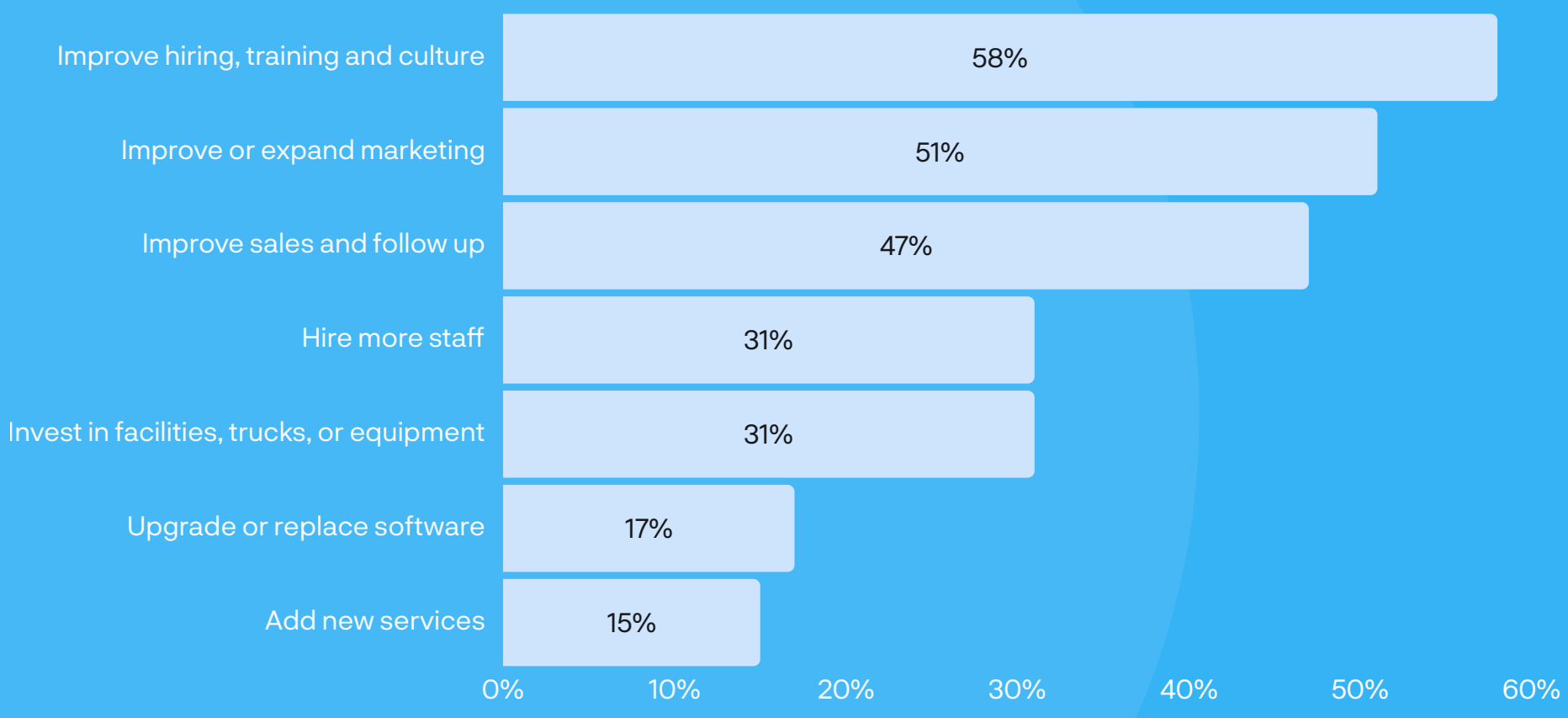
56% of movers say Lead Gen is a top challenge



What are your top company goals for 2026?



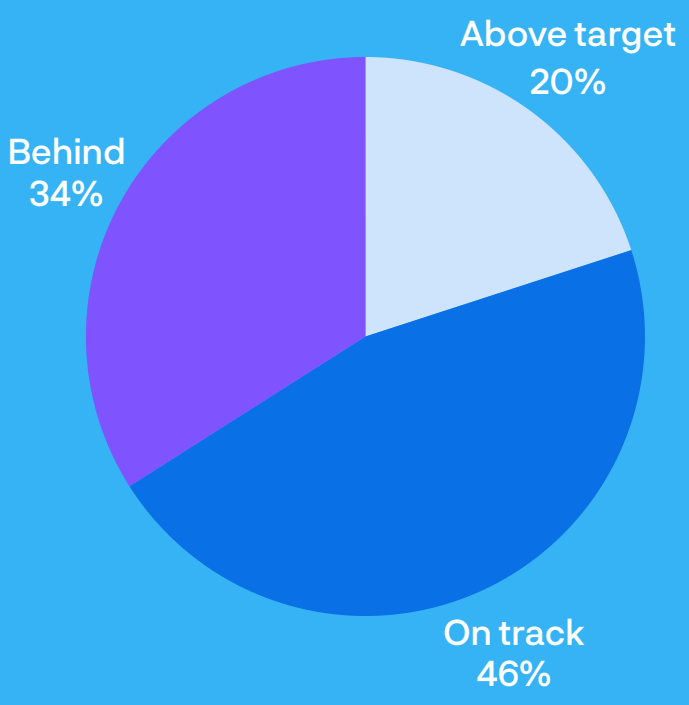
How do you plan to achieve those goals?



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Revenue

How would you describe your revenue performance this year?



SmartMoving customers are 2.8X more likely to hit revenue targets

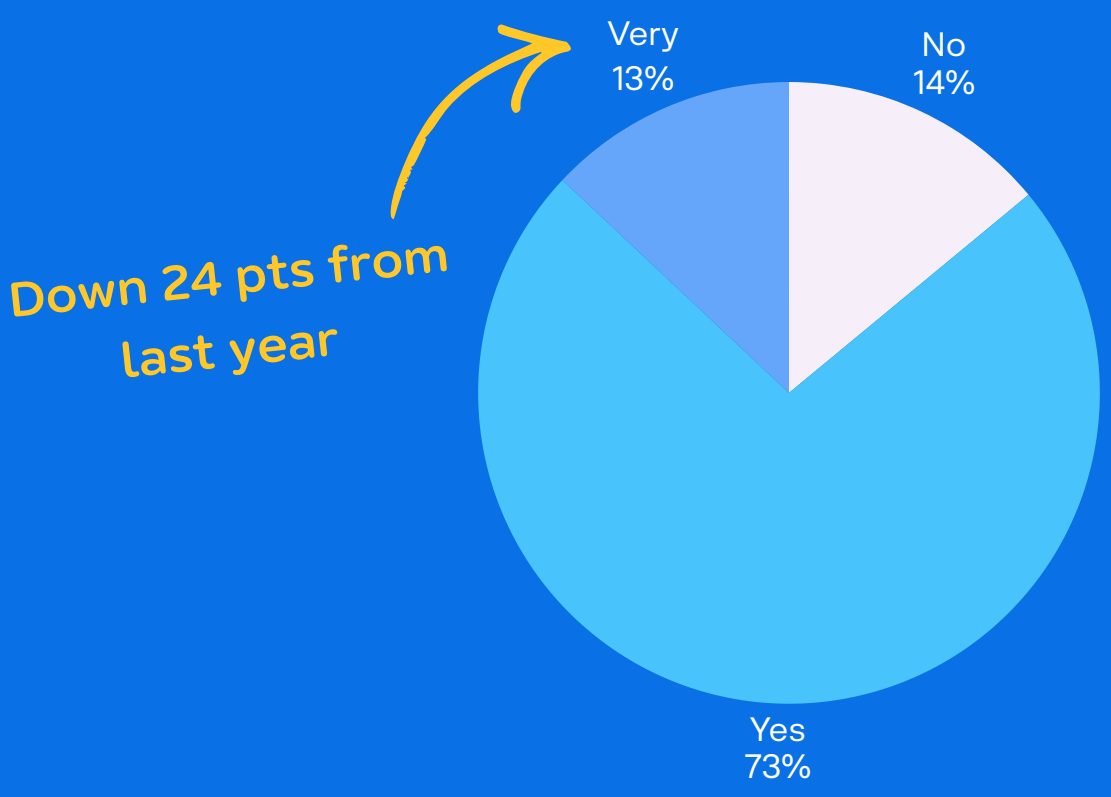
What services create the most revenue?



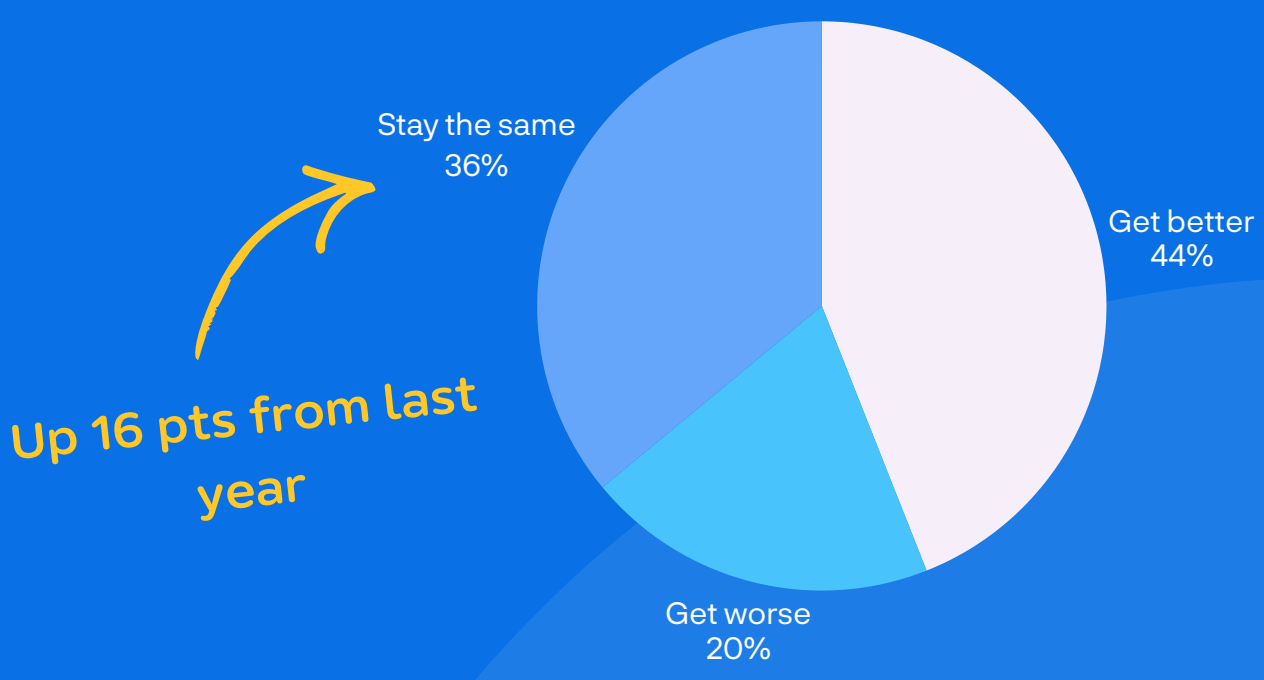
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2026

Are you optimistic about 2026?



What do you expect of the economy in 2026?

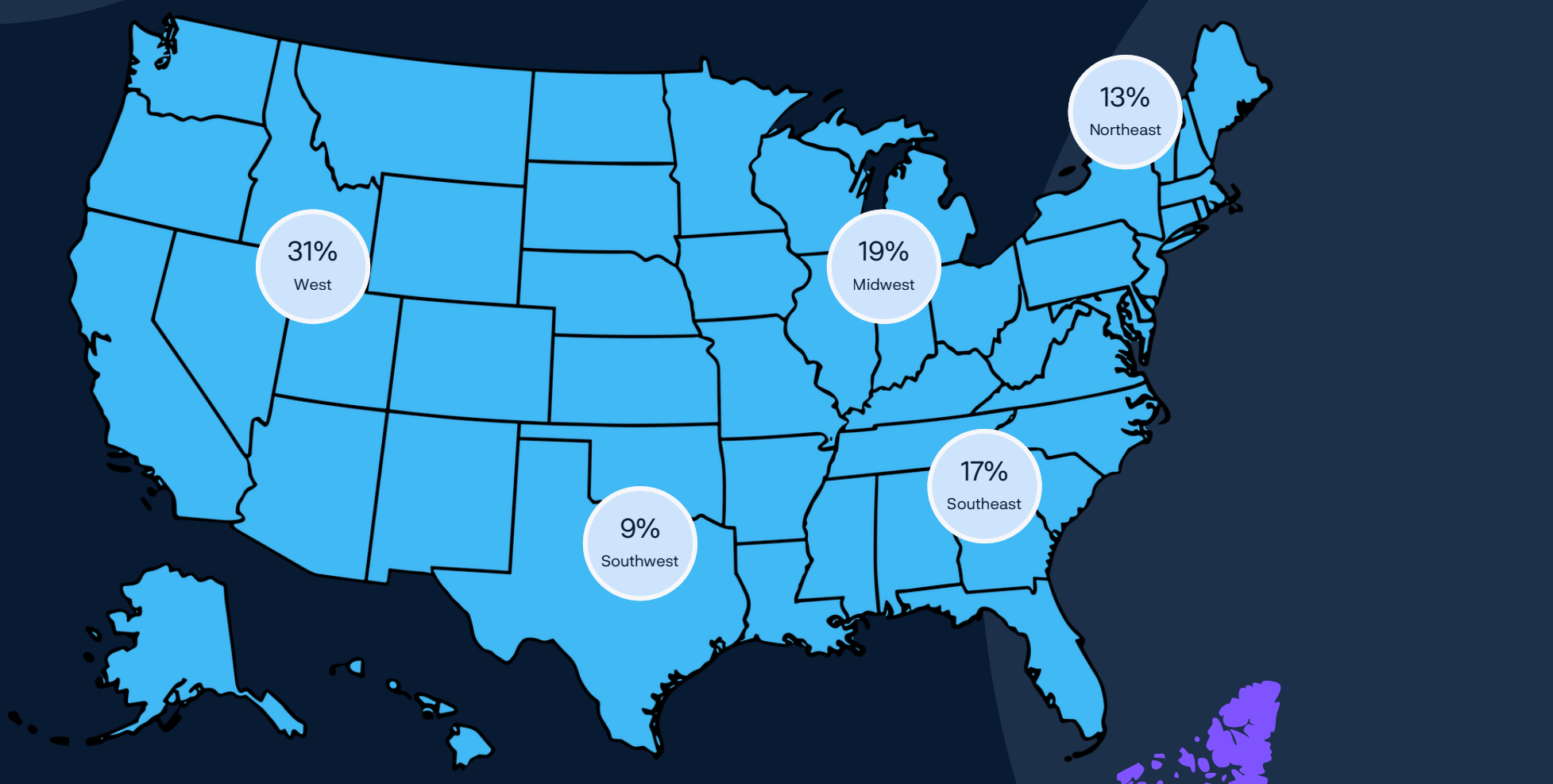




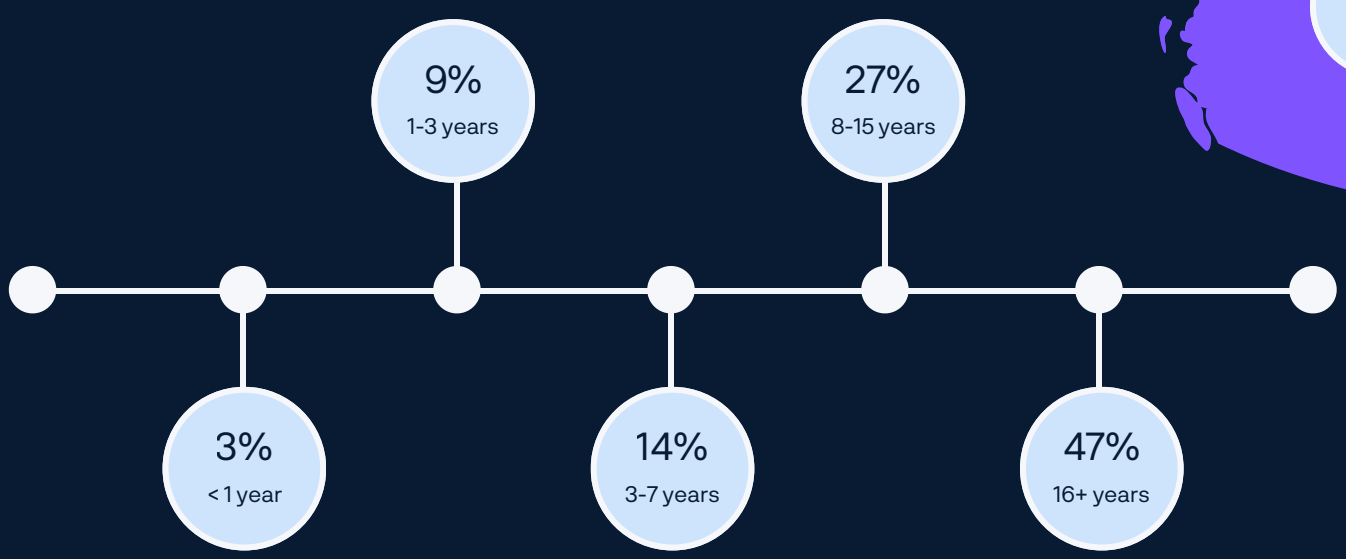
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Demographics

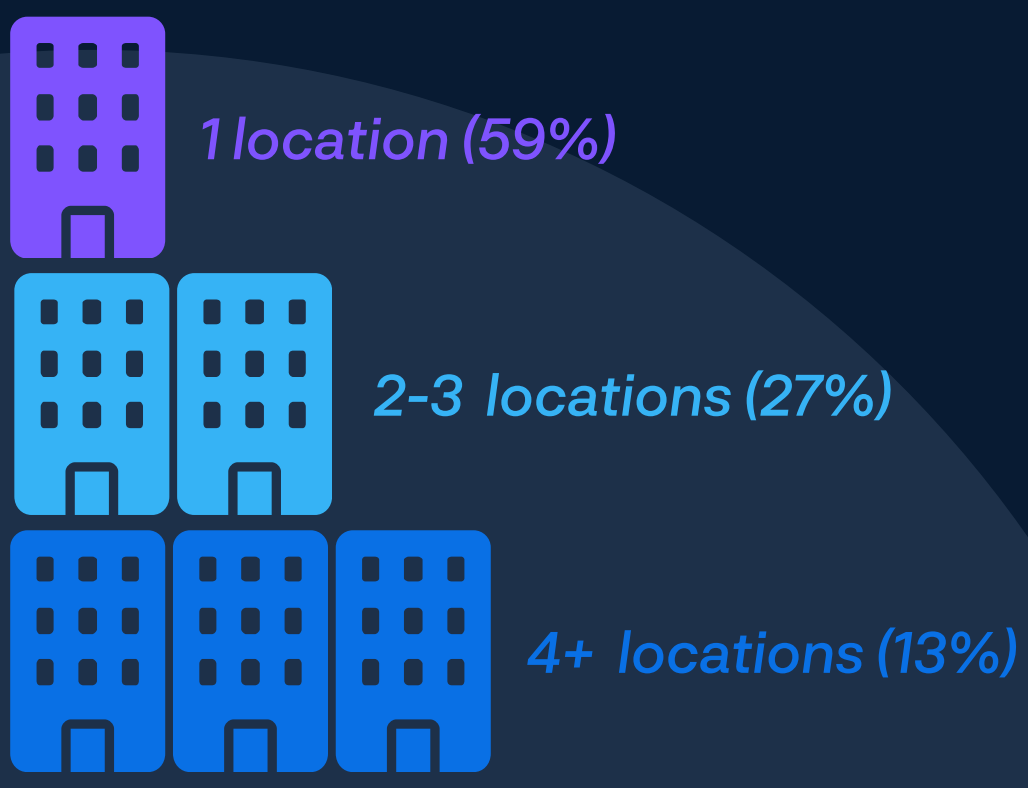
Where is your company located?



How many years has your company been in business?



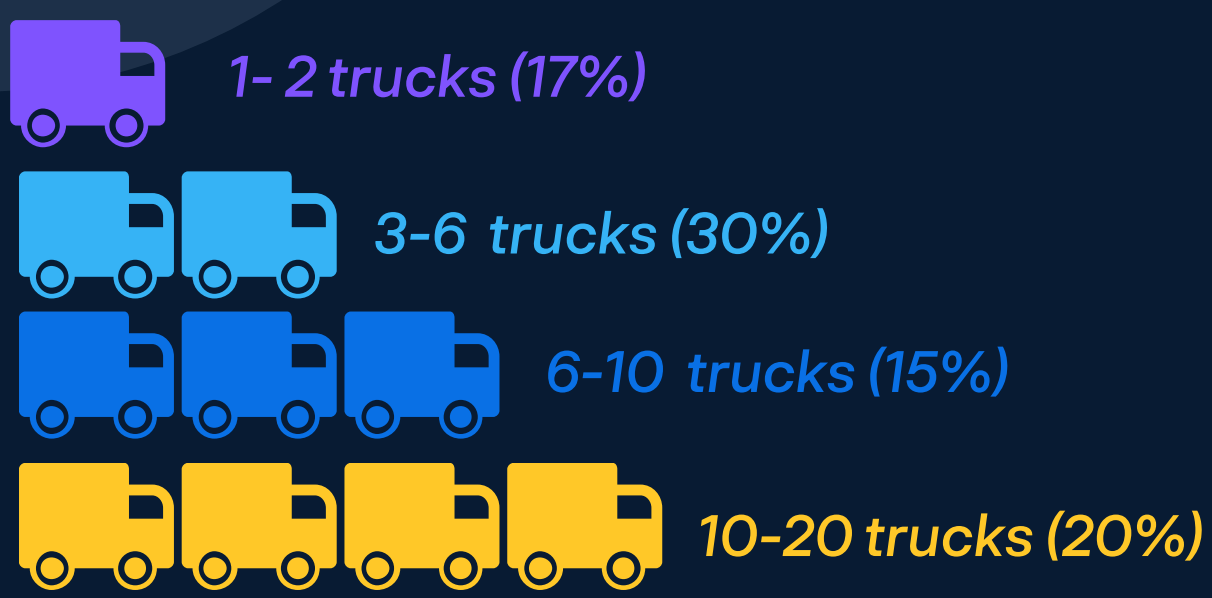
How many physical locations do you have?



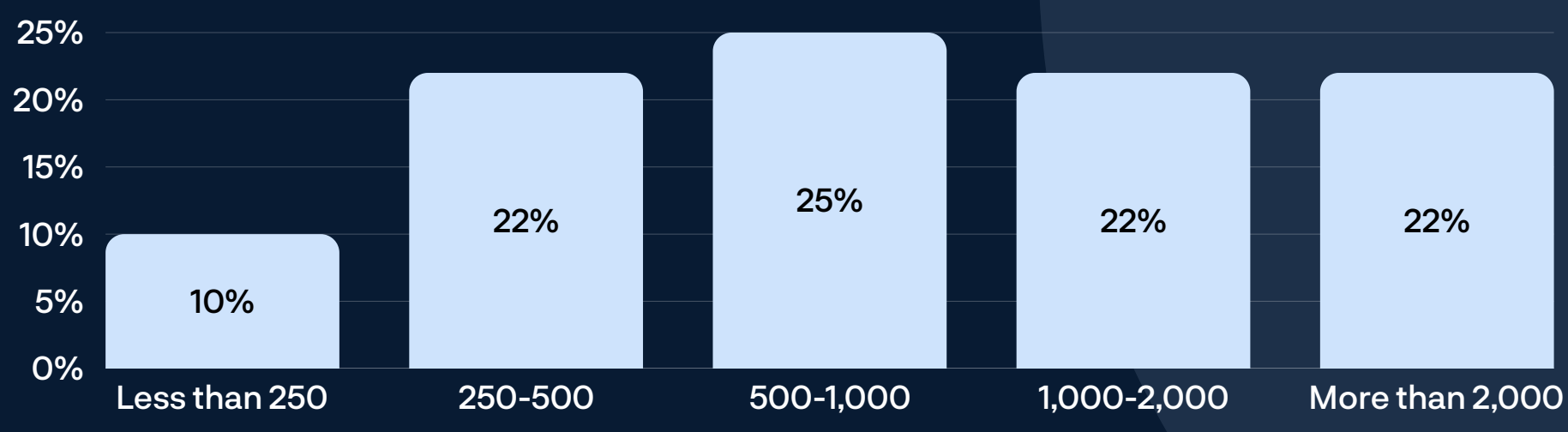
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Demographics

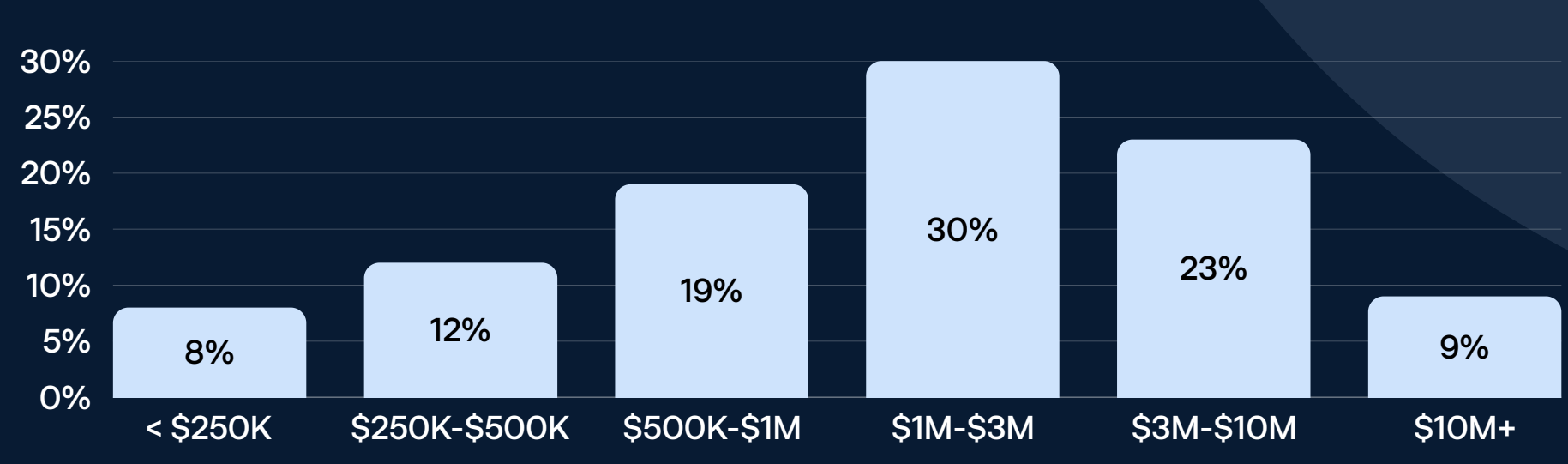
How many trucks do you have?



How many moves will you book this year?



How much revenue will you book this year?



Your role:

41% Owner / Operator	21% GM Operations Manager	16% Sales / Booking Rep
13% Office Admin / Dispatcher	4% Finance / Controller	1% Warehouse / Storage Manager

8% Other

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2026 Belongs to Disciplined Movers

If you're serious about protecting profit, tightening operations, and scaling without chaos—let's show you what that looks like.

SmartMoving connects sales, dispatch, crews, storage, and accounting in one profitability platform built specifically for movers.

Because tighter systems don't just reduce chaos. They create margin.

See it live

smartmoving.com/demo



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