



Building a Million-Dollar Pool Business

What High-Performing Pool Companies Do Differently

Featuring Hal Denbar

June 25, 2026

Presenters



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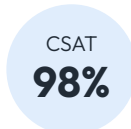
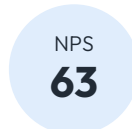
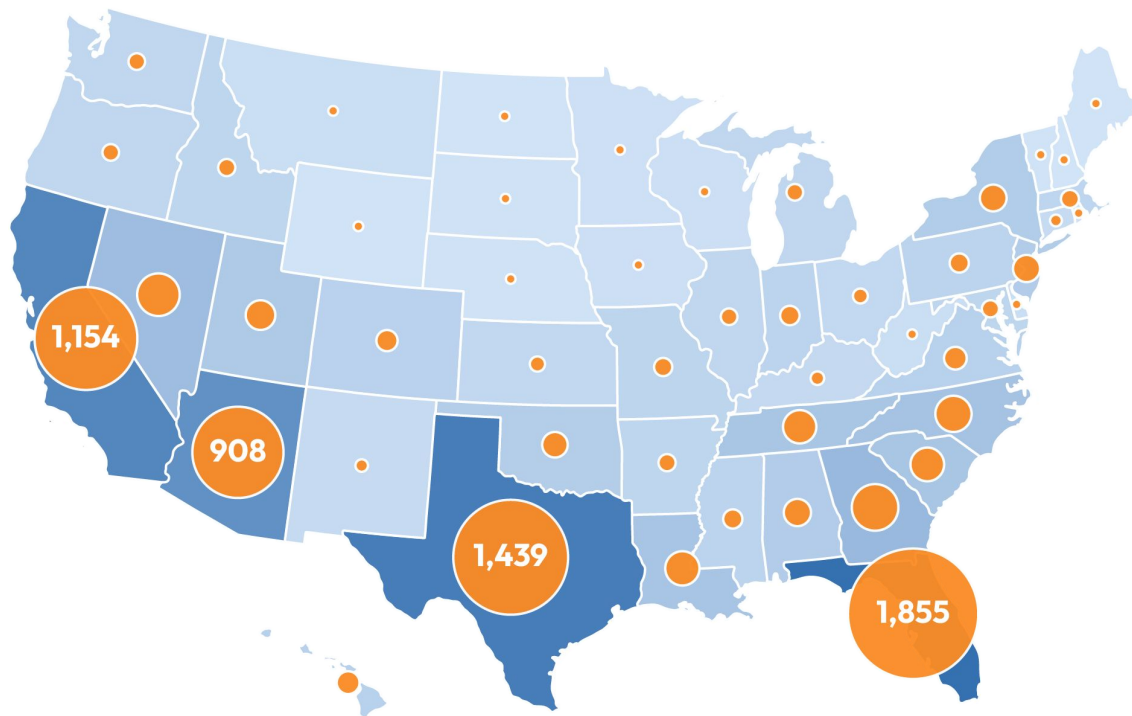
About Skimmer

Skimmer has the **largest national footprint** of any pool & spa software vendor.

Over **7,500** pool service companies and **35,000+** pool professionals rely on Skimmer to run their businesses.

1+ million unique pools were serviced with Skimmer in the last year!

Density of pool businesses by state 0.2% 9.8% ● Skimmer customers



SKIMMER pro summit

SAN ANTONIO 2026

Each prize pack includes:

- One pass to the Skimmer Pro Summit (a \$750 value)
- Round-trip economy airfare to San Antonio
- Three nights hotel at the San Antonio Marriott Riverwalk
- \$200 prepaid VISA gift card

Enter to win & join the waitlist!

<https://thepooldeck.getskimmer.com>



Friday & Saturday, October 16th & 17th

Agenda

- What Separates High-Performing Pool Companies
- Capturing More Opportunities
- Creating Accountability Through Visibility
- Building Systems That Scale
- Improving Cash Flow & Protecting Margins
- What's Next at Skimmer
- Live Q&A

What separates a million-dollar pool company from everyone else?

It's usually not:

- ✗ Working longer hours
- ✗ Having the biggest market
- ✗ Being the oldest company
- ✗ Being the cheapest provider
- ✗ Doing everything yourself

It's having the right systems to:

- ✓ Capture opportunities
- ✓ Improve accountability
- ✓ Reduce operational friction
- ✓ Scale without chaos
- ✓ Get cash in the door to fund growth

The best operators consistently do 5 things well

They:

- ✓ Capture every opportunity
- ✓ Create visibility throughout the business
- ✓ Build repeatable processes
- ✓ Make it easy to do business with them
- ✓ Manage cash flow & protect margins



Capturing More Opportunities

The Hidden Growth Opportunity

Many pool companies focus on generating more leads.

High-performing companies focus on capturing more value from the opportunities they already have.

- Incoming phone calls
- Existing customers
- Repair recommendations
- Service visits & preventative maintenance
- Customer follow-up

KEY TAKEAWAY

Growth becomes predictable when opportunity capture becomes repeatable

Common revenue leaks

Where opportunities get lost:

- ✗ Leads aren't contacted quickly
- ✗ The phone goes unanswered
- ✗ Equipment issues aren't communicated
- ✗ Quotes sit unanswered
- ✗ Customers delay decisions
- ✗ Teams lack a consistent follow-up process

Small leaks create big losses.

KEY TAKEAWAY

Every missed call, missed follow-up, or missed recommendation is lost revenue

85% of pool owners won't call back if they get a voicemail

High performing companies make it easy to say yes

Best practices:

- Respond quickly to leads and customer inquiries
- Answer every call—or have a system that does
- Document issues immediately
- Share photos and videos
- Send quotes quickly
- Simplify customer approvals
- Follow up consistently

Result:

- ✓ More recurring service customers
- ✓ More approved repairs
- ✓ More revenue from existing customers

KEY TAKEAWAY

The difference between average and high-performing companies is often what happens after the opportunity appears

How Skimmer supports this

Capture More Opportunities

- AI phone
- Embeddable lead form (Settings > Customer Portal)
- Quotes (web & mobile)
- Automated quote tracking & reminders
- Consumer financing (buy now, pay later)
- Broadcast emails (Scaling Up & Enterprise tiers)

Impact:

- ✓ Faster response times
- ✓ Better customer engagement
- ✓ Increased quote approvals
- ✓ More repair revenue

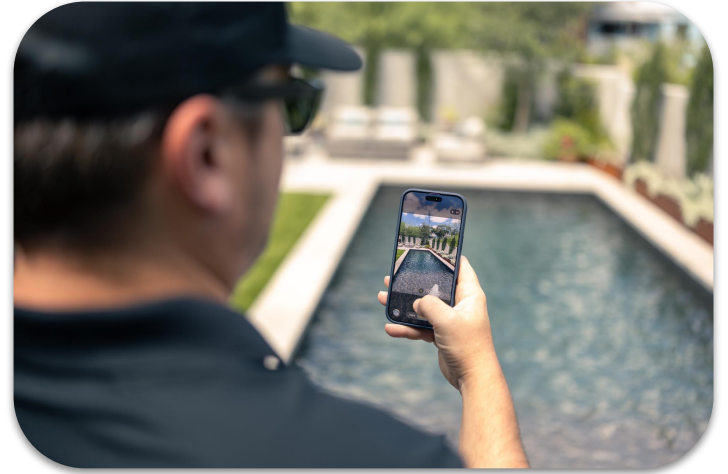
Creating Accountability Through Visibility

Visibility creates accountability

Visibility creates accountability.
Accountability drives performance.

- Managers/owners can't improve what they can't see
- Customers can't appreciate what they can't see
- Technicians can't improve what isn't measured

The “Observer Effect” - Visibility changes behavior. When people know performance is being measured, accountability improves naturally.



What visibility looks like

High-performing companies know:

- What to measure
- What happened, when it happened
- Who completed the work
- What issues were identified
- What customers were told

Result:

- ✓ Fewer customer complaints
- ✓ Better team accountability
- ✓ Faster issue resolution
- ✓ Improved customer confidence
- ✓ Better decision making

Communication builds trust

Customers want to know:

- Was service completed?
- What was done?
- Why is this repair or service necessary?
- Why am I being charged?
- What do I need to do next?

Customers don't buy what they can't see.

KEY TAKEAWAY

Great communication and documentation answer questions before they're asked

How Skimmer supports this

Improve visibility

- Service visit documentation
- Checklist items with required photos
- Video and photo documentation for quotes
- **New!** Issues & Alerts
- **Coming Soon!** AI Insights for reporting

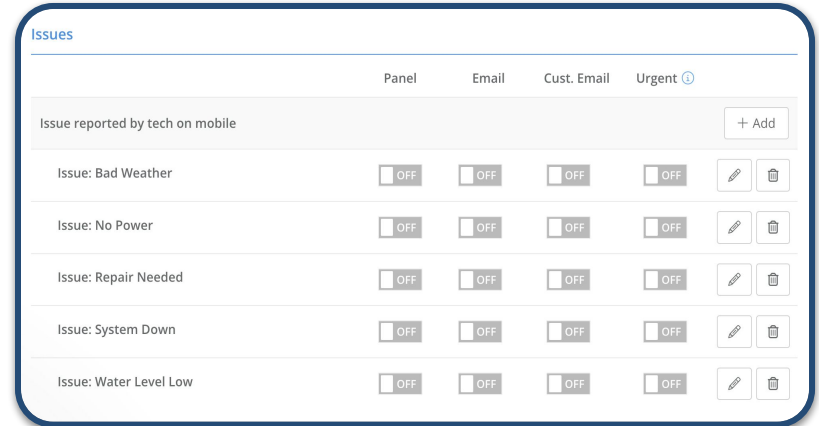
Impact:

- ✓ Stronger customer trust
- ✓ Better communication
- ✓ Improved accountability
- ✓ More consistent service delivery

New! Issue reporting from mobile

Issues allow field technicians to convey important information to the office and/or customers in real time

- A faster & more structured way communicate urgent issues
- Every issue tracked from report to resolution
- Use pre-defined Issues or create your own
- Photos can be mandatory & are internal-only
- Can customize optional automated emails

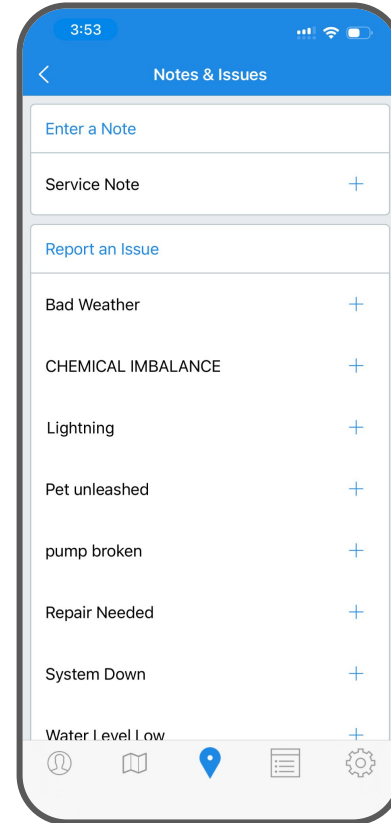


Setup on web in Settings > Office Alerts/Issues

New! Issue reporting from mobile

Issues allow field technicians to convey important information to the office and/or customers in real time

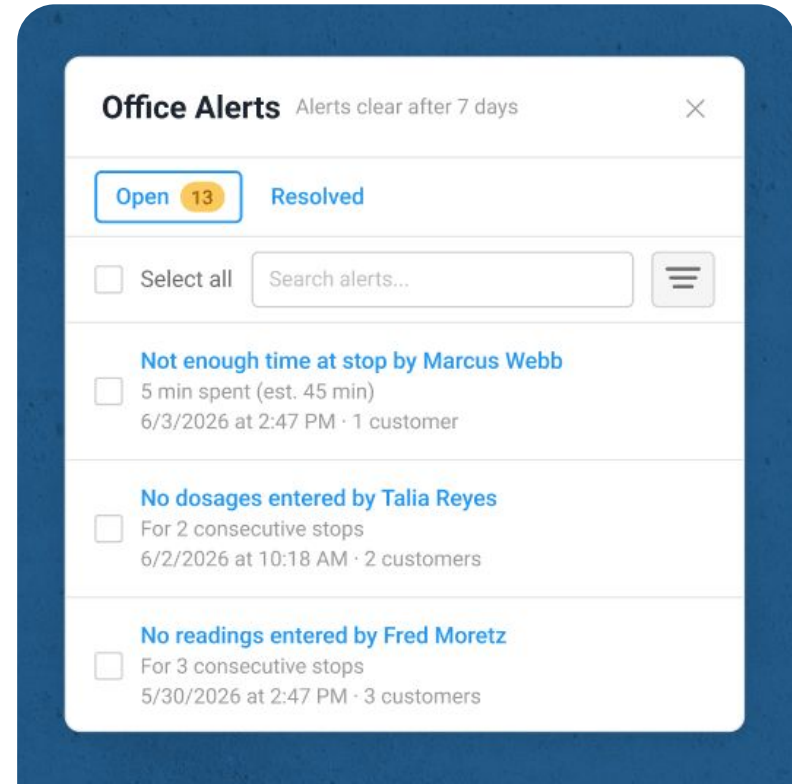
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New! Proactive alerts, defined by you

Gain automated visibility into what matters both in the field and in the office. Course correct before they become problems

- Field: readings & dosage alerts, missed stop or too long at stop alerts, work order added
- Office: quote approved, payment failed, customer suspended
- Alert level settings, permissions, and send customizations



Building Systems That Scale

Growth creates complexity

The systems that work at

100 pools

don't always work at

500 pools

and definitely don't work at

1,000+ pools

**Growth magnifies
weaknesses in
your systems**

What High-Performing Companies Do Differently

They build:

- ✓ Repeatable & automated processes
- ✓ Consistent customer experiences
- ✓ Clear accountability
- ✓ Operational consistency
- ✓ Team visibility
- ✓ Good company culture

KEY TAKEAWAY

Build systems that can grow
with your business

The goal isn't to work harder as you grow—it's to make growth easier to manage.

How Skimmer helps

Scale more efficiently

- Multi-tech work orders & jobs
- Multi-org management
- Custom user roles & permissions
- Workflow automation
- Dedicated Customer Success Managers
- Migration assistance
- Skimmer Resource Hub (tools & templates)

Impact:

- ✓ Better coordination
- ✓ Greater visibility
- ✓ Easier delegation
- ✓ More consistency across teams

Improving Cash Flow & Protecting Margins

Shrinking margins hurt cash flow you need for growth

The margin leaks you can't see:

- ✗ Work performed, parts used but never billed
- ✗ Repairs and installs not priced correctly
- ✗ Not increasing rates while costs climb
- ✗ Delayed or non-paying customers
- ✗ Lack of visibility into chem, labor costs

High-performing companies focus on:

- ✓ Systems and tools to protect margins
- ✓ Firing bad customers
- ✓ Raising prices when needed
- ✓ Over better financial visibility

KEY TAKEAWAY

You can be busier than ever and making less on every job. Margin erosion is invisible until you put systems in place to protect it.

Cash flow fuels growth

High-performing companies focus on:

- ✓ Faster approvals
- ✓ Simpler billing
- ✓ Easier payments
- ✓ Better financial visibility

Where growth gets stuck

- ✗ Manual payment reconciliation
- ✗ Slow quote creation & approval
- ✗ Billing inconsistencies
- ✗ Delayed payments
- ✗ Lack of visibility

KEY TAKEAWAY

Cash flow problems are often process problems.
Small points of friction create big delays in revenue.

How Skimmer helps...

Protect your margins

Automation, tools, and visibility to capture every dollar:

- Proactive Alerts for service and chems
- Auto-suspend non-payers
- Product catalog with set markup
- Heritage pricing & ordering
- Credit card surcharging

Improve cash flow

Robust quote, billing, invoicing workflows and other tools maximize cash flow:

- Quotes w/ deposits + consumer financing
- Auto invoicing
- Streamlined quote -> cash workflow
- Service credits
- Instant payouts + working capital (coming soon)

Reporting + AI Insights

What's new at Skimmer

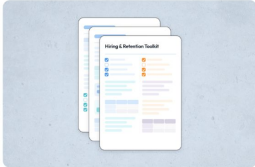
Recently released

- Multi-Organization Management
- AI Phone
- Office Alerts and Service Issues
- AI Insights
- Mobile Quotes
- Product Catalog Updates
- Service Credits
- Reporting Updates
- Embeddable Lead Form
- API & Webhook Enhancements
- Ongoing Quality of Life Updates
- Skimmer Resource Hub

Resource hub

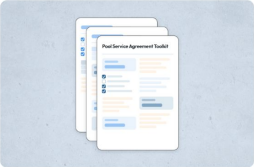
Business tips, industry news and best practices for pool pros

Worksheet Reference Toolkit Calculator Checklist Template Guide




Hiring and retention toolkit
Build the team your pool service business needs to grow – and keep them.

Download ↗




Pool service agreement toolkit
Set clear expectations from day one. This free toolkit gives you a professional service

Download ↗

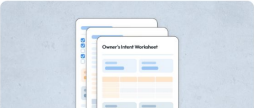


Buying & selling routes toolkit
Everything you need to buy or sell a pool route the right way – contracts, calculators, checklists.


Download ↗



Pool service calculator



Owner's Manual Worksheet

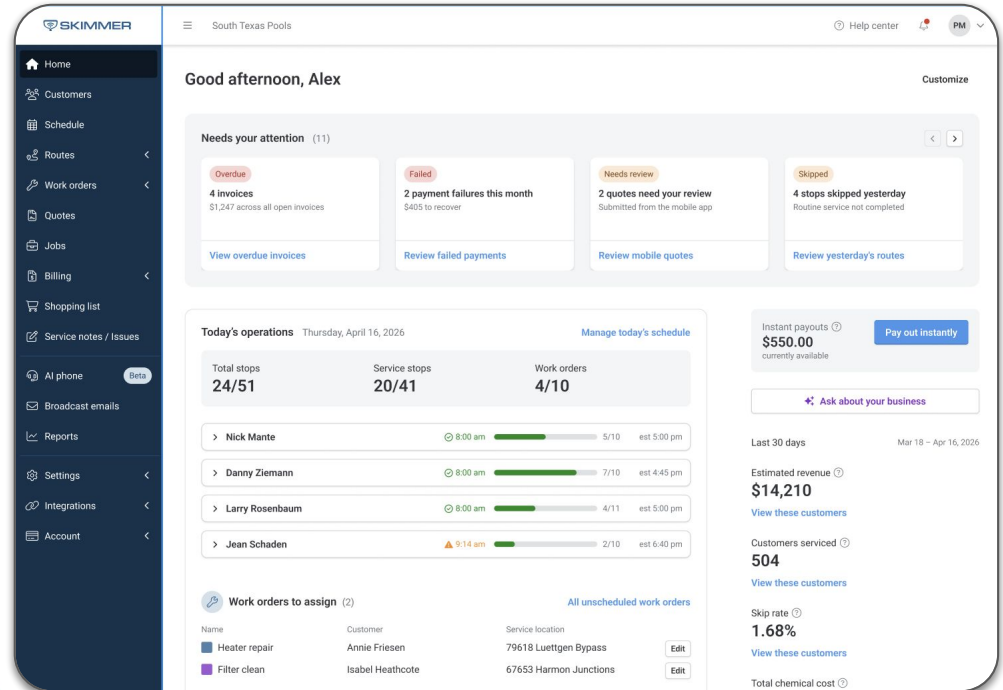


Chemical Spend System Spreadsheet

Access the hub on our website: [Resources > Guides & Tools](#)

Coming soon!

- Heritage ordering in Skimmer (mid July)
- Marketing Suite
 - Email & SMS campaigns
 - Reputation management
- Bookkeeping tailored for pool pros
- New and improved dashboard
- Working capital to grow your business
- Expanded integrations
- AI Insights



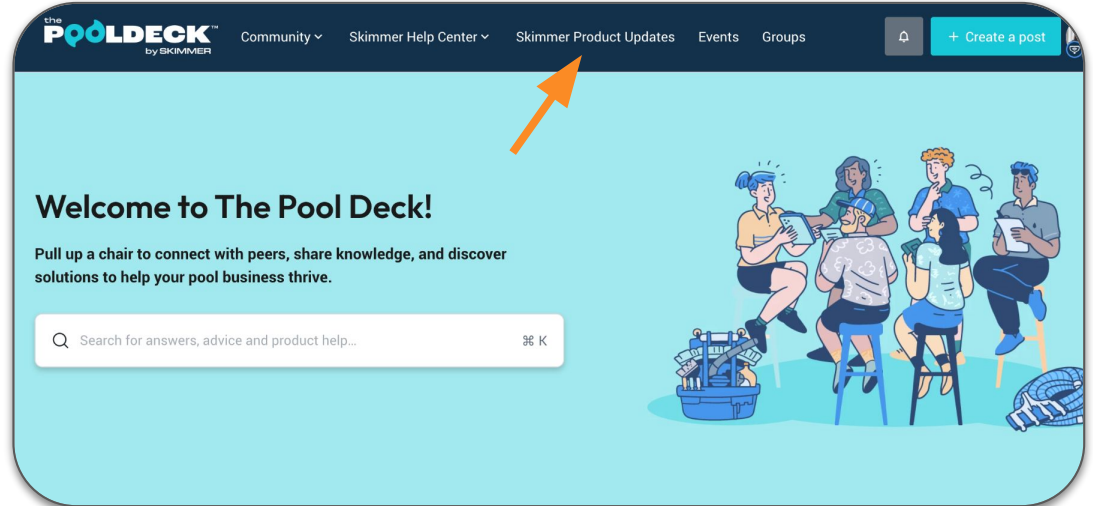
Dashboard preview. Subject to change.

Stay up to date!

Find release information in the **Skimmer Product Updates** section of the Pool Deck!

Become a member to access:

- Beta testing programs
- Tips, tricks, and hacks
- Deep-dive workshops
- Free entry to industry events
- Networking with industry experts



thepooldeck.getskimmer.com

Q&A



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Thank you!

