

# Case Study: Nevergreen Pools

From 5 to 550+ Pools in Five Years



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*Left: Nevergreen's first sign goes up at their HQ location in Shingle Springs, CA.*

*On the cover: Owner of Nevergreen Pools, Kyle Peter, with his wife Katie and his daughter Olivia.*



# Introduction

Kyle Peter has always had an entrepreneurial spirit. As a kid, he sold candy outside of his lockers, and for most of his adult life, he's had a successful career in sales.

While Kyle loved his career running multi-sport events around the world, his life circumstances began to shift in 2017. He got married, started a family, and began to brainstorm his next career move that would keep him closer to home.

In 2018, he made the decision to start his own pool service and repair business. Today, as the owner of Nevergreen Pools, Kyle and his 12 employees now service over 600 customers in the foothills of the Sierra Nevada, about 45 minutes east of Sacramento, California.



*Kyle started his pool business to spend more time with his daughter Olivia.*

# A Scrappy Start

Kyle's passion for pool care started when he bought a home with a pool, choosing to keep the existing pool service at a chemical-only level. He took a job cleaning pools from a local pool pro while still working his sales job.

After learning "what to do and what not to do," he bought a truck, saved up \$5,000, hired David Van Brunt as a pool coach, and sent postcards to local pool owners. Every Friday, he would work his 12 pools. "I did a postcard, I did some door hangers. I bought 5,000 door hangers and only hung like a hundred of them. It's a lot of work," Kyle said.

Kyle hung out at his local Leslie's pool store and became friends with the workers there. "I'd just talk to people in the parking lot. People would come in with these big issues. I wouldn't steal business, but I'd meet folks that would need more than just chemicals, so I'd drive right over and go see their pool."

Leaning on Dave Ramsay for inspiration, Kyle really started to think about what kind of business he wanted to build.



**"I didn't really have a plan, but once I started to see that I could get another truck on the road, another tech, and just be there for the difficult weird stuff, I went for it."**

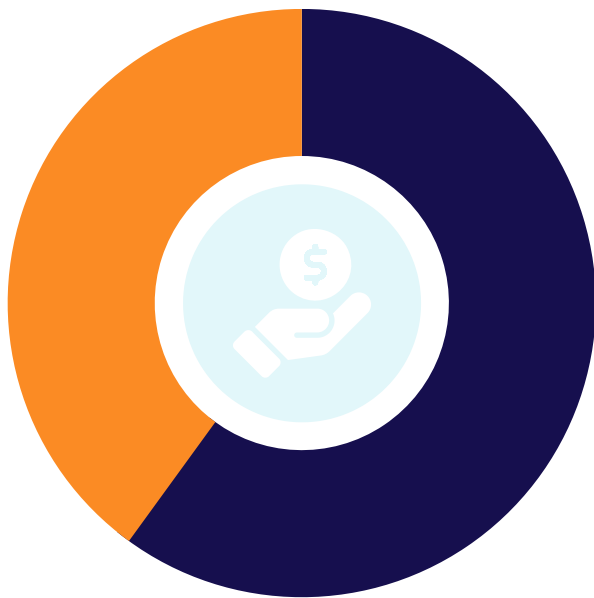


*Kyle with his father-in-law, Jack Vetter. "He was pretty influential in getting Nevergreen off the ground," said Kyle.*

# Acquiring Customers and Learning the Ropes

To accelerate growth, Kyle made the decision to acquire routes from another pro he'd met at Leslie's. He called the purchase "a learning experience," as some of the pools were older and further out. Still, acquiring routes ended up being a great way to grow the business.

## Nevergreen Pools Revenue Breakdown



**40%**  
from  
repairs

**60%**  
from  
service

"The return on investment is quite powerful. Even if you buy pools that are underpriced and then give them a price increase and assume you're going to lose 30%, the ROI is still epic. It's been a great way for me to grow revenue," Kyle explained.

As Nevergreen grew, Kyle made sure to stay focused on providing excellent customer service, amassing an impressive trove of online reviews and launching a website. He joined his local IPSSA chapter and became a warranty station for all three big brands.

In the early days of his business, half of his revenue came from service, and half from repairs. Today, he says, that number is closer to 60% of his revenue coming from service and 40% coming from repairs. Kyle works hard to maintain relationships with local pool servicers that don't do repairs, which have become another source of new business.

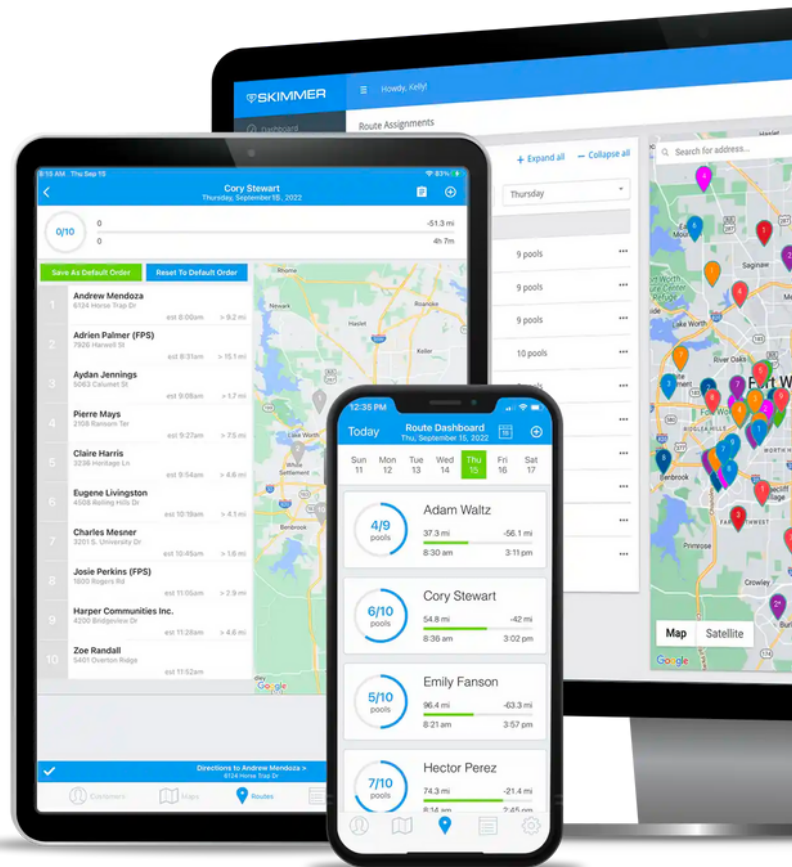


# The Right Tools for the Job

As Kyle's business grew, he experienced some pain points with customer communication. "I learned the trade using route books. When I started my own company, I made up cool route books in Google Sheets and had all these notes and a book for each day. But when I hired my first employee, I was working out of my house, and I just found myself every night having to create sticky notes and tell my tech what to do and what not to do. I started to have to focus on communication from the office to the tech to the customer, and that whole circle. It was driving me nuts. I also had a photo album on my phone with each customer's names and photos, and I said, 'There's got to be a better way.'"

Kyle turned to Google and online forums, ultimately choosing Skimmer based on his research. "I searched and found like the top three to five software platforms and it was a super easy decision after that first conversation with Skimmer. I loved the interface – it looked like the other big brand apps that we use, and it just worked. It looked good. It was easy."

As a self-described "elder millennial," Kyle felt Skimmer was a great value, saying, "I respect good technology and understand the value in paying for it. You make up more money by having something smooth and super user-friendly with a good graphic user interface."



*Skimmer is accessible through any desktop browser or via mobile apps on iOS and Android devices, making it easy to use whether you're in the office or in the field.*

Skimmer's value became even more apparent once Kyle dug into Skimmer's feature set. "I used to pay for an email marketing tool, but once I discovered Skimmer's Broadcast Email functionality, I realized I didn't need to manage separate customers lists and pay for the email tool anymore," he said.

Nevergreen has made excellent use of other Skimmer features to measure profitability, keep track of labor and pay commissions to their techs. Kyle has learned to export Skimmer data from the customer service history and create his own reports using Google Sheets.

His Service Manager and newly-promoted Service Crew Lead rely on photos and chemical dosage histories to respond to customers' questions. "My service manager can look at data by the week and say, 'Wow, this tech is putting in twice as much chlorine as they should. What's going on?' He looks into it and realizes they they need to increase their CYA or test for phosphates. Stuff like that is super helpful. We can catch patterns and make corrections."

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**-Kyle Peter**



# Delivering Quality at Scale

Skimmer has been a great tool and differentiator when it comes to delivering quality at scale to hundreds of customers. "When customers call up, I'm surprised they're not more floored. I mean, maybe they are, but they call up with a question and at that very moment, I'm in the Skimmer app looking at pictures of their backyard," Kyle said.

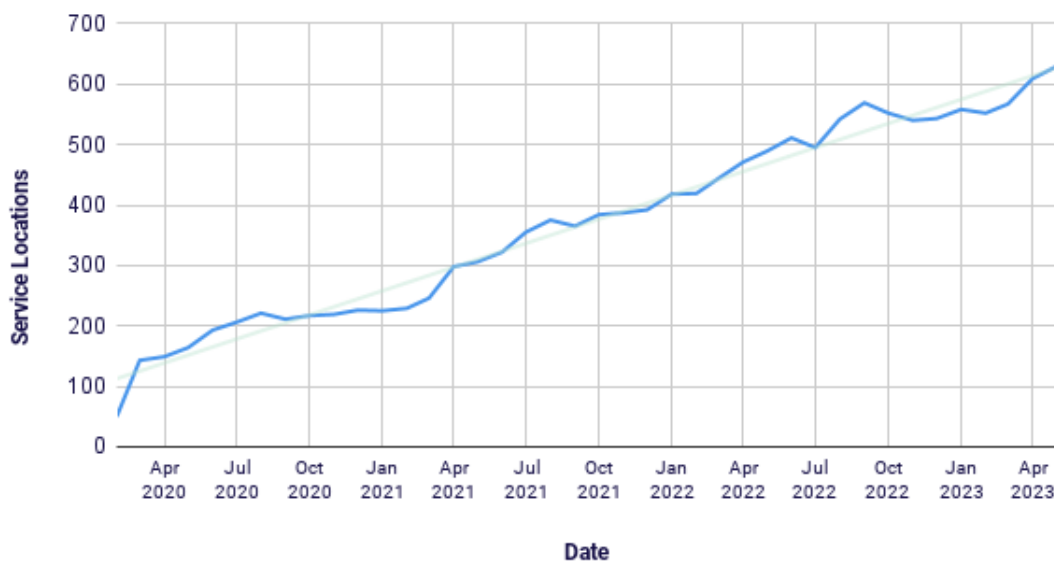
"We're able to deliver a high level of service because their photos, dosages, readings, and notes are at our fingertips, whether we're in the office or cruising around on our phones. When a customer calls, they assume the person they are talking to is the same person that is in their backyard, and it's the same person that's billing them because we're all on the same page. Customers don't feel like we're disjointed," he said.



*The Nevergreen Pools team.*

By acquiring some routes, providing excellent service, offering warranty work, and fostering builder relationships, Nevergreen has experienced substantial growth since joining Skimmer.

## Nevergreen Service Location Growth



*Nevergreen Pools has experienced incredible growth since it was founded in 2018.*

*As of June 2023, Nevergreen Pools actively services 648 unique locations, per Skimmer data.*



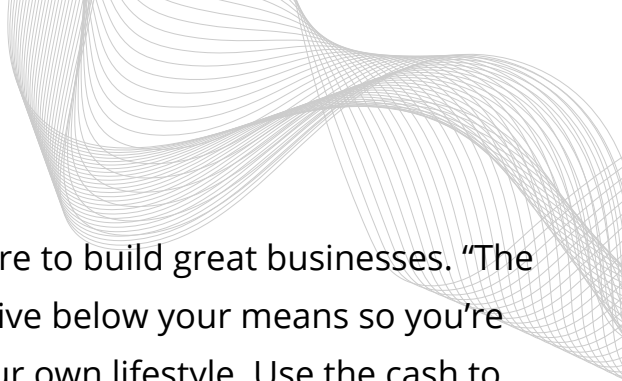
# A Bright Future Ahead

Kyle is committed to continued growth and learning along the way. He pays closer attention now to gross profit margin reporting and searching for the right customers who will value the premium service he has to offer. "I used to be scared of losing customers, especially when we had to raise prices. Now I announce price increases at the beginning of the year, effective at the beginning of March. We give them two months heads up, and we may lose a few, but when we look at the numbers, and we've got over 500 pools and we're doing five quotes a day, it's a numbers game. We are modeling costs for the next year and making decisions based on historical data."



A focus on cash flow has also been beneficial for Nevergreen's business. Kyle recently approached 18 of his customers who consistently paid late, giving them a choice to either keep a credit card on file or find another pool servicer. Of those 18, all but one provided credit card information, saving his team time and allowing Nevergreen to get paid faster.

"The guy I learned from said, 'You win some and you lose some, but at the end of it, it all averages out and if you've got money in your bank account, you're doing good.' That's terrible advice. I mean, I know there are single polers out there getting \$75 for full service because they're scared to lose a pool. They're probably making money at the end of the day, but what they don't know is they could ditch those 20 customers or raise prices. It helps the industry and it helps with the labor issue because we're able to charge more and pay more for experience and provide really great service."



Kyle has sage advice for other pool service pros who aspire to build great businesses. “The first thing is that you need cash to grow. Be prepared to live below your means so you’re not bleeding a company dry on money for yourself or your own lifestyle. Use the cash to fuel growth.

Next, understand cash flow. I read a book called Profit First, and learned to take all incoming revenue and split it into buckets– x% to profit, y% to reinvestments, a percentage to taxes, and the rest is operating expenses. You pay yourself first that way, and that’s really helped.

You also need to treat people right! Your techs, your customers – leadership doesn’t mean you’re sitting there pointing fingers and telling people what to do. Be a servant. Be a helper. Invest in training. Invest in your brand. Celebrate wins. And of course, get Skimmer!”

## Interested in **growing your business** without sacrificing quality?

Get started with Skimmer today!

**SIGN UP**

