

From \$0 to \$10M

The 5 Revenue Stages of Pool Business Success

Featuring Casey Graham,
Co-founder of Yummy Pools



Presenters



Casey Graham
Co-Founder, Yummy Pools



Niki Acosta
Director of Marketing, Skimmer

Agenda

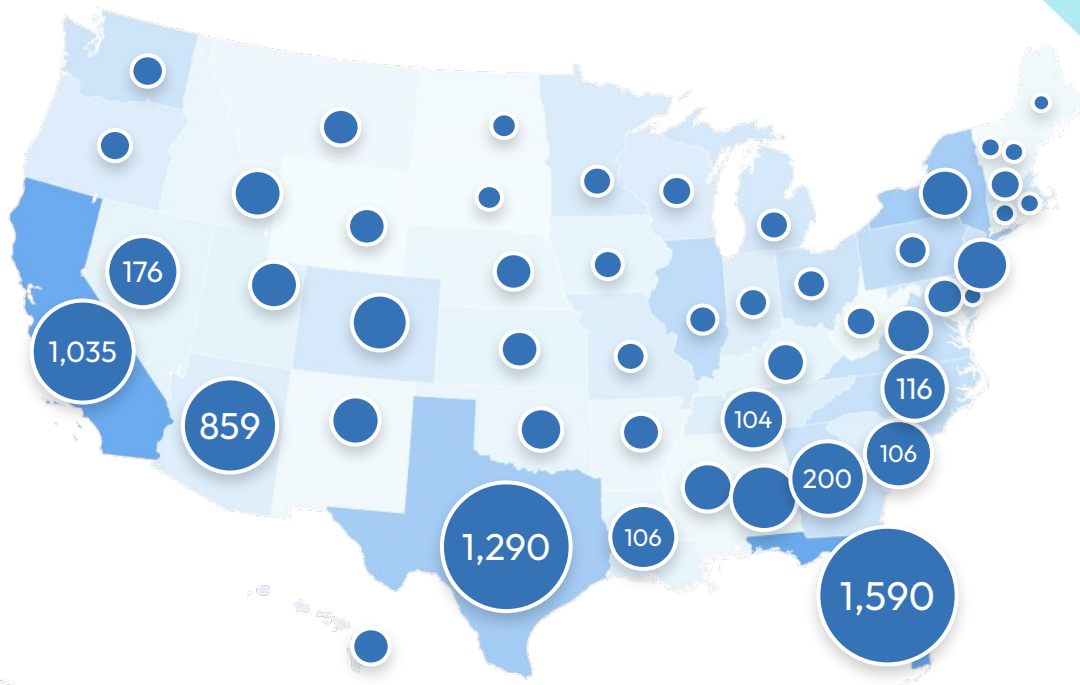
- Why pool service is different
- Deciding how and why you want to grow
- Discovering your Owner's Intent
- Five Stages of Pool Business Growth
- Q&A



About Skimmer

Skimmer is on a mission to modernize the pool and spa service and repair industry through easy-to-use software and best-in-class support.

Over **30,000** pool service professionals servicing **1M+** pools trust Skimmer to run their business.



The Problem

Pool Service is not like other home services businesses

- Weather **changes**
- Water is **corrosive**
- They **get in** the product your service (safety)
- A pool is an **expensive** investment (they care a lot)
- **Aesthetics** matter (it's a backyard ornament)
- You're dealing with **chemistry**
- **Unstandardized** equipment/construction
- Techs work **outside unsupervised** for **variable pay**



The Bigger Problem

Customers...

1

Expect perfection

2

Want lower prices

3

Have many options

4

Want fixes ASAP

The Result...



Market

Highly
fragmented



Growth

Small and
owner-dependent



Profit

Margin
Compression

The Growth Decisions

Growth doesn't
make you happy,
it makes you **more**
of who you are.

Sales

Do I want to **grow our revenue**?

Profit

Do I want to **make more money**
short-term or long-term?

Time

Do I like being stuck in a truck or do I
want to **achieve time freedom**?

Owner's Intent

Owner's Intent

You don't have a
growth problem,
you have a clarity
problem.

What do I want?

Why do I want it?

The 5 Whys

The Five Stages of Pool Business Growth

Stage	Revenue	Team Size	Common Blocker	% of Businesses
Solopoolneur	\$0-\$150K	1	Time	76%
Small Team	\$150K-\$350K	2-4	Sales	9%
Steady Operation	\$350K-\$1M	5-10	Marketing + Service	8%
Scaled Company	\$1M-\$3M	11-20	Hiring	6%
Systematized Enterprise	\$3M-\$10M	21-50	Strategy	1%

The Solopoolneur

The Benefits

- Control
- Customer Happiness
- Compensation

The Bottlenecks

- Time in the business
- No time on the business

The Breakthrough

- **Mental:** “If someone can do the job 70% as good as I can, delegate it.”
- **Financial:** Hire to your weaknesses & energy drains
- **Leadership:** Delegate Tasks

Growth Levers

- Raise your prices
- Hire admin or field help
- Leverage automation

The Owner is **the DOer**

The Small Team

The Benefits

- Not doing all the work
- Speed to Customer
- Profit from others' work

The Bottlenecks

- A tech calling out creates chaos
- In the field more than you want to be
- Tribal knowledge training, not systems

The Breakthrough

- **Mental:** "I am a recruiter & sales person, not a technician"
- **Financial:** Make less to scale more (hire before you think you can)
- **Leadership:** Delegate all field work

Growth Levers

- Pay someone to recruit & run ads weekly
- Do customer equipment checks on a schedule (upsells)
- Immediate sales visits for new calls

The Owner is **the Driver**

The Steady Operation

The Benefits

- Breathing room
- Family feel culture
- Growing profits

The Bottlenecks

- Lack of systems & processes
- Still managing techs & admin
- Lack of marketing & sales machine

The Breakthrough

- **Mental:** "I must lead, not manage."
- **Financial:** Invest in managers & growth engines
- **Leadership:** Delegate field & administrative management

Growth Levers

- Over-invest in great field management (avoid Peter Principle)
- Focus on marketing development
- Create culture rhythms

The Owner is **the Delegator**

The Scaled Company

The Benefits

- Lifestyle business (options)
- Consistent leads & sales
- Leading more than doing

The Bottlenecks

- Leading managers vs. leading leaders
- Lack of real-time data & dashboards
- Key department tied to owner

The Breakthrough

- Financial leader
- Ops leader
- HR/People leader

Growth Levers

- Delegate key metrics
- Annual/Quarterly Meeting Rhythm
- Real Team Data & Financial Dashboard

The Owner is **the Decider**

The Systematized Enterprise

The Benefits

- Self-sustaining business
- Career pathways
- Playing chess, not checkers

The Bottlenecks

- Culture leaks
- Nepotism
- Strategic mistakes

The Breakthrough

- Build a board of advisors
- Create clear succession plans
- Mentoring 20% of the company

Growth Levers

- Partner with private equity
- Franchise model
- Acquisitions

The Owner is **the Designer**

Q&A



Casey Graham
Co-Founder, Yummy Pools



Niki Acosta
Director of Marketing, Skimmer

Thank you!



The Skimmer Solution

Purpose-built solution that solves unique challenges of pool pros

THE PROBLEM

- ✗ Manual route planning, scheduling, chemical tracking and dosages
- ✗ Inability to track pros and hold them accountable for routine servicing
- ✗ Lack of customer communication and proof “the job was done”
- ✗ Technicians using binders and paper manuals to determine chemical readings
- ✗ Cash flow management: up-front chemical purchases; manual invoicing and collection
- ✗ Limited visibility into profitability and growth metrics

THE SKIMMER SOLUTION

Comprehensive all-in-one platform to manage the business efficiently



Centralized scheduling, logistics management and chemical tracking



Streamlined customer communications



Comprehensive payment billing and processing



Core system with reliable and real-time data at your finger-tips



Intuitive mobile app that guides technicians step-by-step through each service event



Unique resource library helping pros learn the industry and scale their businesses

Our Team

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Elena Kyle



John Smith



Alice Sappington



Bill Myer



Brett Chamber



John Smith



Dane Miller



Claire Wallace



Zenobia Butler

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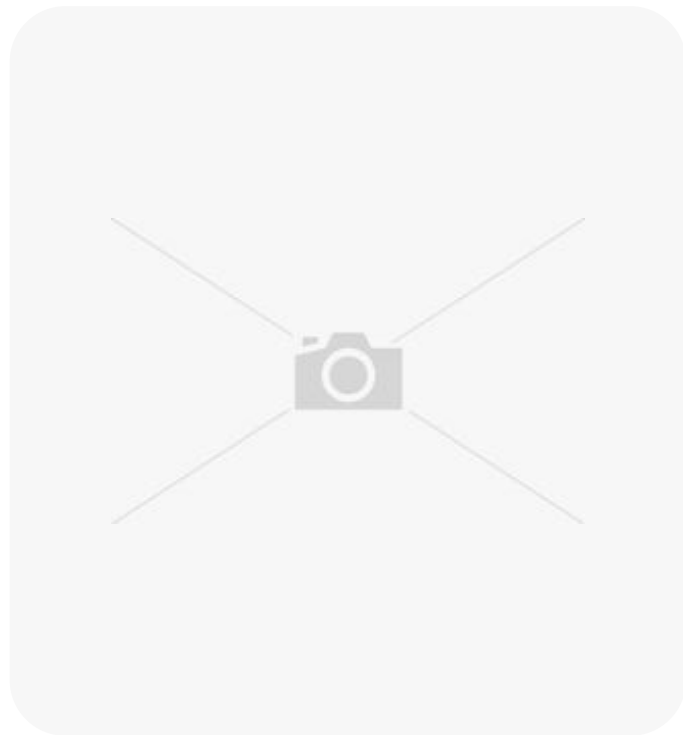


Growth Decisions

Text & Image

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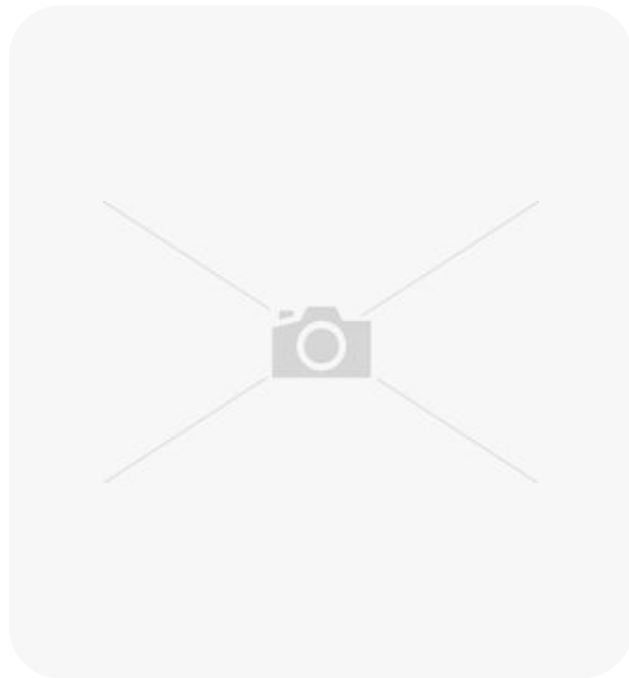
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About Us

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Text & Points

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Billing & Payments



Communication



View Reports



Customize Skimmer



Manage Accounts



Manage Routes



Service Techs



Shopping List



Manage Work Orders

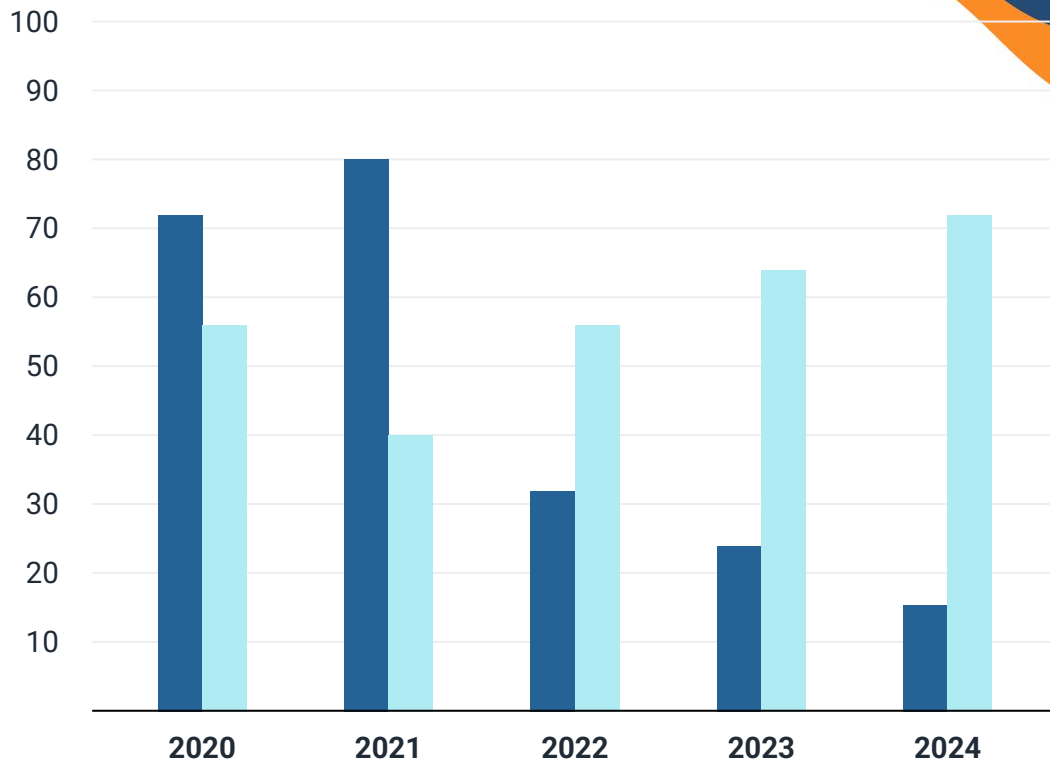


Manage Customers

Numbers - Bar Chart

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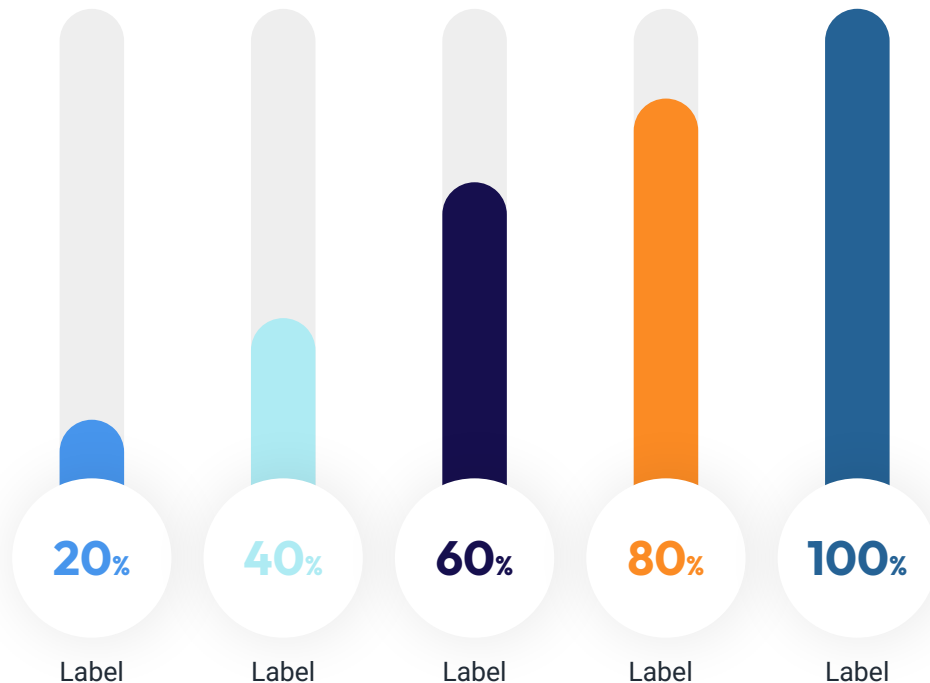
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Numbers - Progress Bar

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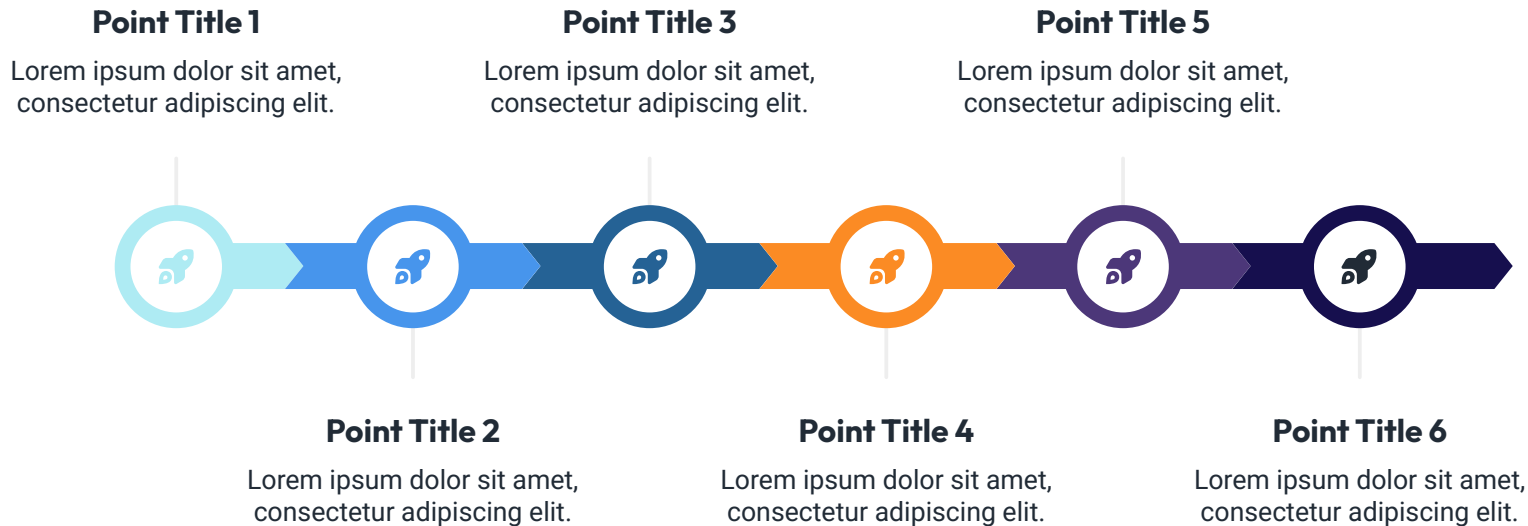
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Timeline



Timeline - Condensed

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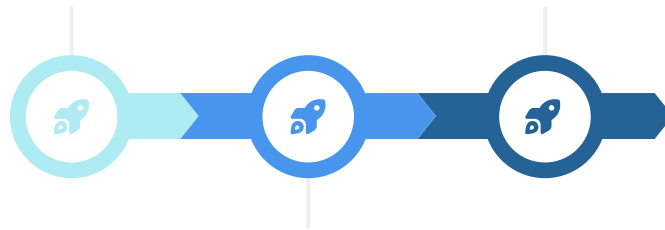
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Detailed Buckets Light



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Our Values | At Skimmer we:

1

Realize our customers' success **is our success**

2

Build humble, diverse teams who **have fun winning**

3

Drive results **with urgency**

4

Earn trust through transparent communication

Detailed Buckets Dark



Bucket Title 1

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Buckets Light



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Buckets Dark



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Statistics

64

Churned Customers

\$48k

Churn

90%

Sub 100

72

Downgrades

1,580

Billing or In progress

\$1M+

Expansion Revenue
(to start)

Static Stats (6)

6,000+

Name of statistic

6,000+

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6,000+

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Static Stats (4)

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Statistic Context

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116M+

Dosages & readings

12+

Route stops/year

300k

Miles saved

\$240k

Fuel savings

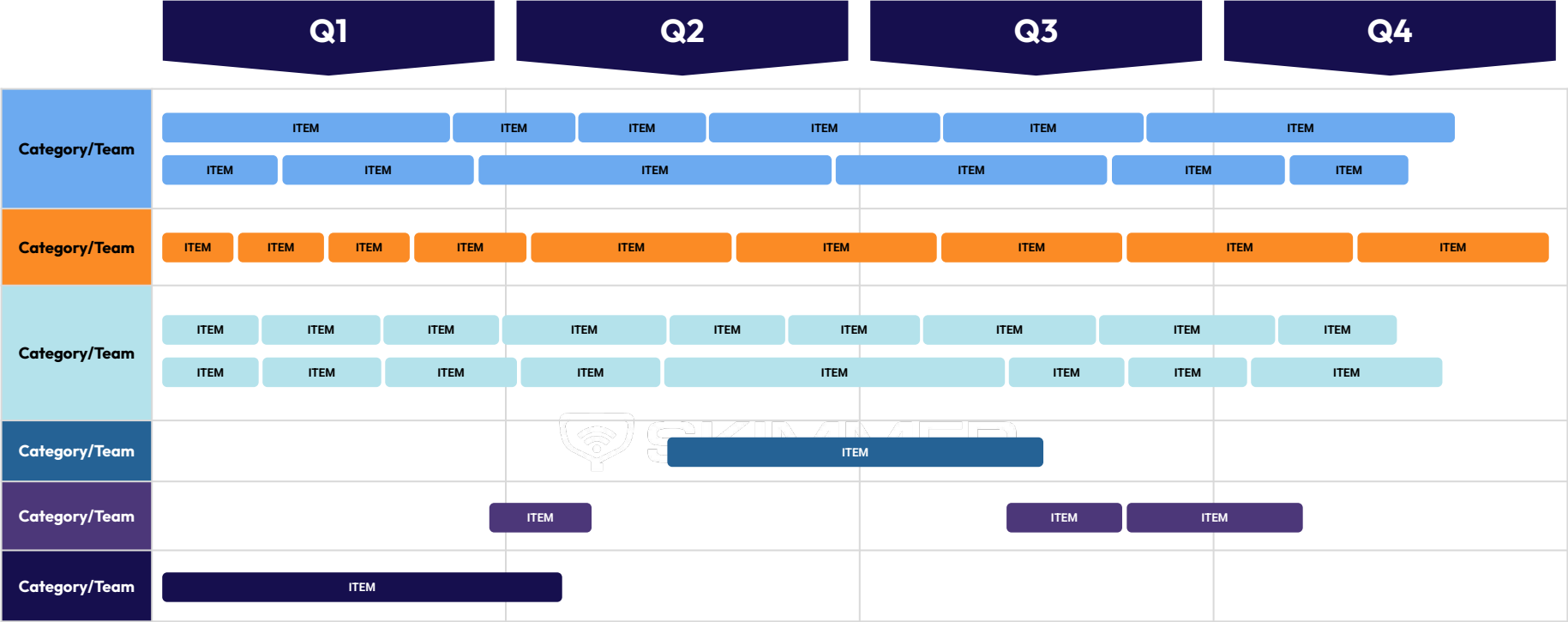
400k

Pools serviced monthly

1.2M+

Hours saved

Roadmap



Thank you!



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Brand Elements

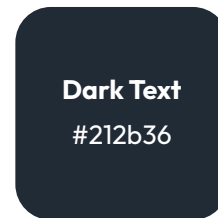
Primary Colors



Secondary Color



Text Color



Primary/Headline Font

Outfit Bold

Secondary/Paragraph Font

Roboto Regular

Logos



Casey's text for slides can be found here:

<https://docs.google.com/document/d/1VkuTbThDeIBFBA37rQ1jztzbFBpfAmHmJOBMZlvPga4/edit?usp=sharing>

