



OWNER ROUNDTABLE

What It Takes to Build a \$1M+ Pool Business

Featuring Ben Nabors, Angie Reinhardt, & Ryan Martins

August 27, 2026

About Skimmer

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

Over **40,000+** pool professionals serving **over a million pools** rely on Skimmer to run their businesses.

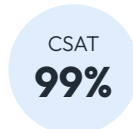
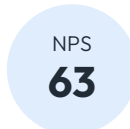
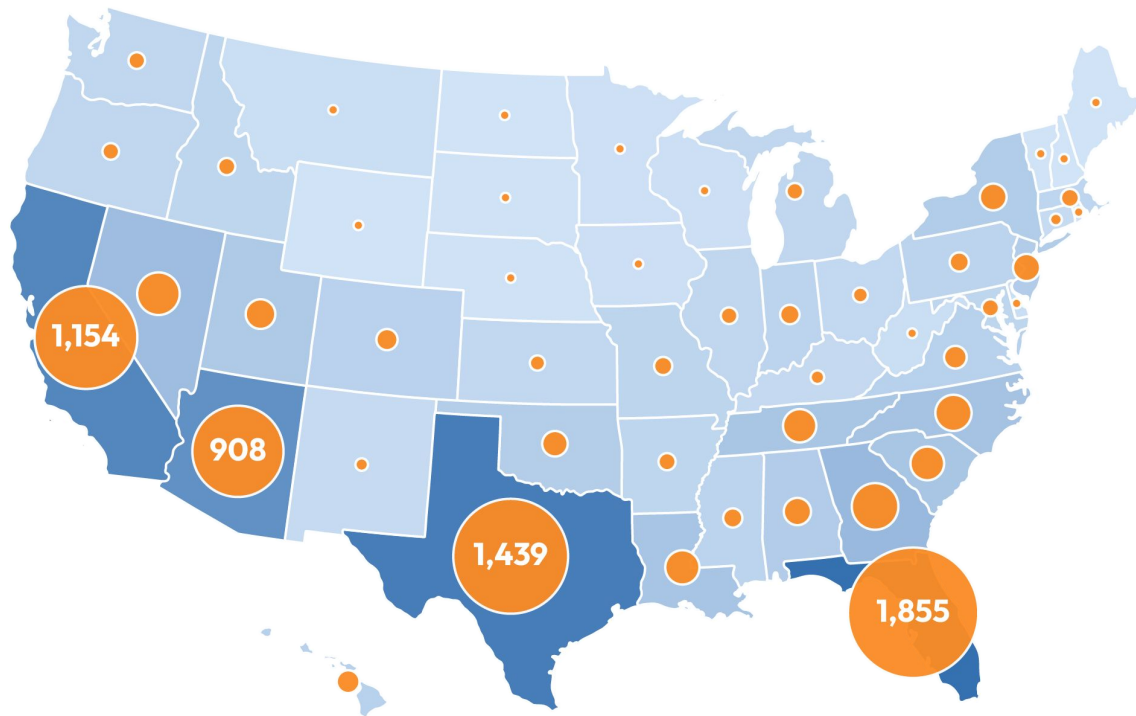
Our mission is to help pool professionals **build great businesses**.

Density of pool businesses by state

0.2%

9.8%

● Skimmer customers



The Big Idea

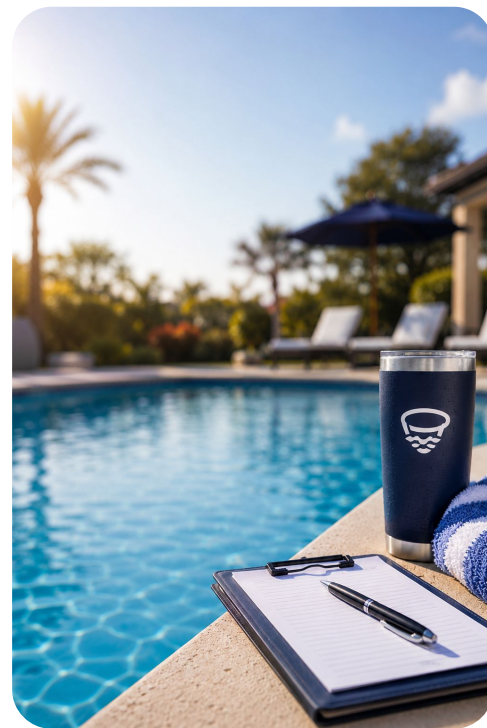
**\$1M+ isn't one big break.
It's a stack of smart decisions.**

Pricing. People. Routes. Systems. Profitability.

Small decisions compound into a very different business.

Agenda

- **The Road to \$1M**
What changed when the business outgrew hustle
- **Numbers, Routes & Profitability**
The metrics, pricing decisions, and operational discipline that matter
- **People & Systems**
Hiring, accountability, org structure, and getting work off your plate
- **Building Repeatable Growth**
Turning good habits into systems that drive retention, reviews, and referrals
- **What They'd Do Differently**
Lessons learned, rapid-fire advice, and audience Q&A



Meet the Owner Roundtable



Ben Nabors

Nabors Pool Service
Texas



Angie Reinhardt

Off the Deep End Pool Service
Arizona



Ryan Martins

The Pool Professor
Florida

60-second intro: What does your business look like today, and what do you spend most of your time on?

Opening Poll

Where are you on the road to \$1M?

Drop your biggest bottleneck in the chat:



Pricing



Hiring



Routes



Cash Flow



Repairs



Something else?

What changed when the business outgrew hustle?

When did you realize the old way was not going to work anymore?

Angie

What had to get out of your head and into a process?

Ben

What role, system, or decision created the most leverage?

Ryan

What was the first sign the old way of running the company was breaking?

What specifically changed after that?

If you could build your business again, what would you do sooner?

Ryan

Angie

Ben

And what would you avoid?

**Growth gets easier when you know
what actually makes money.**

What numbers do you trust most?

Angie

What KPI do you wish you had watched sooner?

Ben

Which metrics most often change the decisions you make?

Ryan

What number tells you the business is healthy or drifting?

When did one of those numbers force you to make a hard decision?

What gets measured gets managed

Ben's example: tracking what's working, what's not, and where to focus next

Pool Assessment Tracking

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APPROVED SERVICES

NO RESPONSE/FOLLOWING UP

DECLINED SERVICES

	Customer	Work Performed	Finished On	Finished By	Was Customer Present?	Packages Sent	Approved Services?	If no, why?	Last Follow Up	Referral Source
5		PA	8/4/26		Yes		Yes			Facebook
6		PA	8/4/26		Yes	Yes	No	Think he just wants a FC		Google
7		PA	8/5/26		Yes	Yes	No	Worried about		High Level
8		PA	8/6/26		Yes	Yes	Yes			Customer Referral
9		PA	8/7/26		Yes		Yes			High Level
10		PA	8/10/26		Yes	Yes	No			Google
11		PA	8/11/26		Yes	Yes	Yes for both			
12		PA	8/11/26		Yes	Yes	Yes			
13		PA	8/14/26		Yes	Yes	Yes			Customer Referral
14		PA	8/17/26		Yes	Yes	Yes			High Level
15		PA	8/18/26		Yes	Yes				
16		PA	8/18/26		Yes	Yes				
17		PA	8/19/26		Yes	Yes	Yes			
18		PA	8/19/26		Yes	Yes	Yes			Customer Referral
19		PA	8/19/26		Yes	Yes	Yes			Google
20		PA	8/20/26		No					
21		PA	8/20/26		Yes		Yes			
22										
23										
24										

Ben

What do you track to understand what's working and what isn't?

How does this tracking change what you do next?

Tracking is only useful if it changes a decision

Conversion

Where are opportunities being won or lost?

Follow-up

Is the process actually happening?

Lead Source

Where are good customers coming from?

Accountability

When does something need attention?

What do you track that helps you spot problems early?

Route Profitability

How do you know whether a route is actually profitable? What do you primarily focus on?

Route Density

Stops Per Day

Drive Time

Revenue Per Pool

Labor

Chemical Usage

Ryan

Angie

Ben

Pricing & Customers

Where did you have to get more disciplined?

Angie

When did you realize a customer or route was not profitable enough?

Ben

What did you learn about charging for the true cost of service?

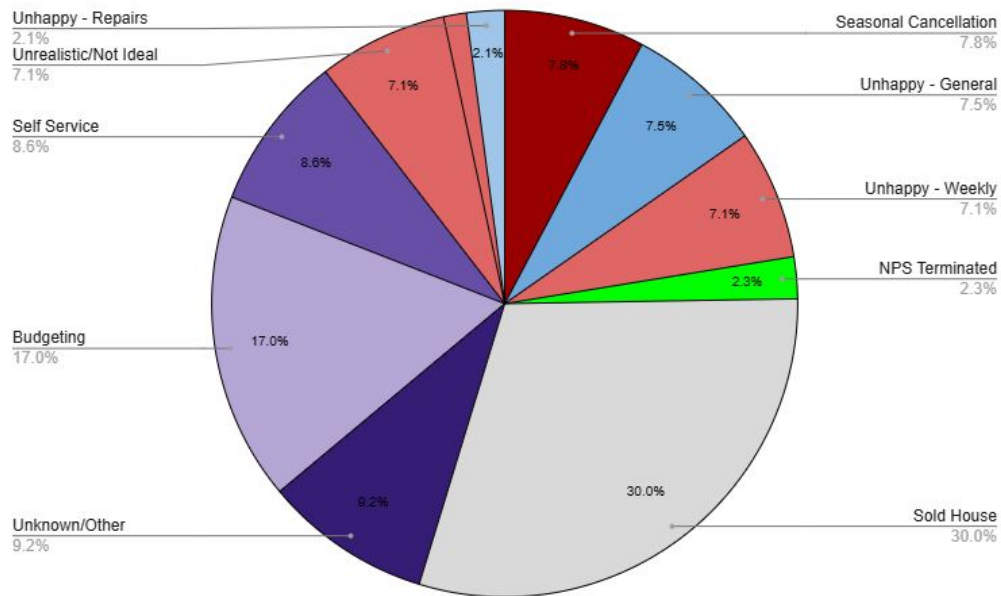
Ryan

What type of customer, job, or route pattern do you avoid now?

If you had to improve profit without adding customers, where would you look first?

Why Customers Leave

Growth is not only about adding customers, it's also about understanding why you lose them.



Ben

How are you getting the cancellation reasons from your customers?

Don't just record the cancellation, learn from it

Ben's example: a process underneath the chart.

Customer Name	Reason for Cancellation	If "Sold House", did new homeowner sign up?	Sold House: Sent Baggie?	Re-Sign Reason	Notes	Zip Code	Weekly Tech	Date of Last Service
Customer 001	Self Service				Will be doing maintenance himself REA	77441	Damion	6/23/26
Customer 002	Sold House				Sold home, effective today, no refund needed	77494	JD	6/24/26
Customer 003	Sold House				Sold his home, cancelled effective 6/30. No money refunded.	77377	Damion	6/24/26
Customer 004	Sold House	Yes			Sold his home, cancelled effective 6/19. \$55.78 refunded RA via SVE	77441	Chris	6/22/26
Customer 005	Sold House	Yes			Moving. Cancel services at the end of this month. They passed along our information to the new homeowner. No refund needed. I've already ended the route. RA per SVE	77441	Damion	6/30/26
Customer 006	Sold House				6/12 last service date. Sold their home. A refund of \$86.60 was already given.	77433	Luke	6/16/26
Customer 007	Sold House				6/12 last service date. Sold their home. A refund of \$110.95 was already given.	77064	Alex	6/12/26
Customer 008	Unknown/Other				We couldn't give him the day that he wanted. We offered every other day but cannot accommodate the day he wants			
Customer 009	Budgeting				Cancelling at the end of June. Found a less expensive option that provides the same level of service. We offered her/him a lower price and he/she declined			
Customer 010	Sold House			Win-Back Call	Cancelled as of 6/15. He's a tenant and a new tenant is moving in. He hasn't given us the new information. You can call Fritz to get that info, so we can get them signed up.			
Customer 011	Unknown/Other				They were VERY hard to understand so we're not really sure why			
Customer 012	Sold House				5/29/26: SVE reached out for past due invoice. He replied to let us know he moved out of the house about a month ago but he'll pay the remaining invoices. Wants to cancel services moving forward. - SVE			
Customer 013	Sold House	No			Sold his house			
Customer 014	Budgeting				He's getting what he thinks is the same level of service for a lower rate			
Customer 015	Sold House				5/25/26: She is a tenant and is moving out of the home. When she signed up in September 2025 we knew she'd only be in this home for about 7 months. - SVE			
Customer 016	Sold House				Sold his home	77377	Damion	5/21/26

Ben

How do you learn from customers you lose?

What do you do or say on a win-back call?

**You can't scale a business that depends
on the owner for everything.**

What did you have to learn about hiring, training, and accountability?

Angie

What separates your best techs from average ones?

Ben

What role or leadership layer made the biggest difference?

Ryan

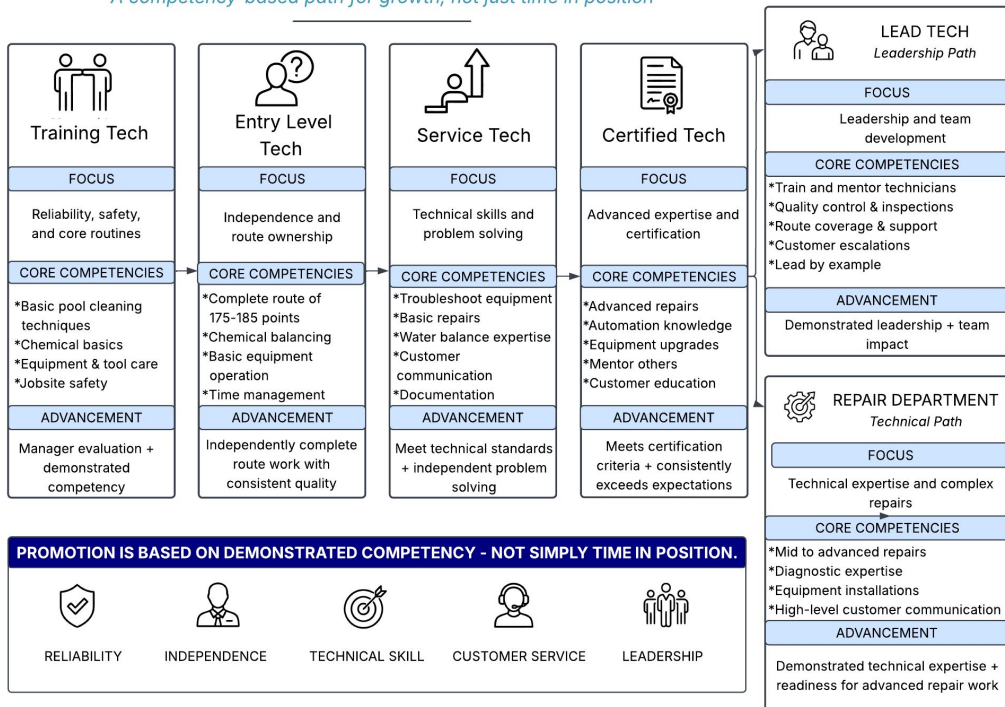
What hiring or training mistake taught you the most?

What does accountability look like without micromanagement?

Give good people somewhere to go

EMPLOYEE ADVANCEMENT PATH

A competency-based path for growth, not just time in position



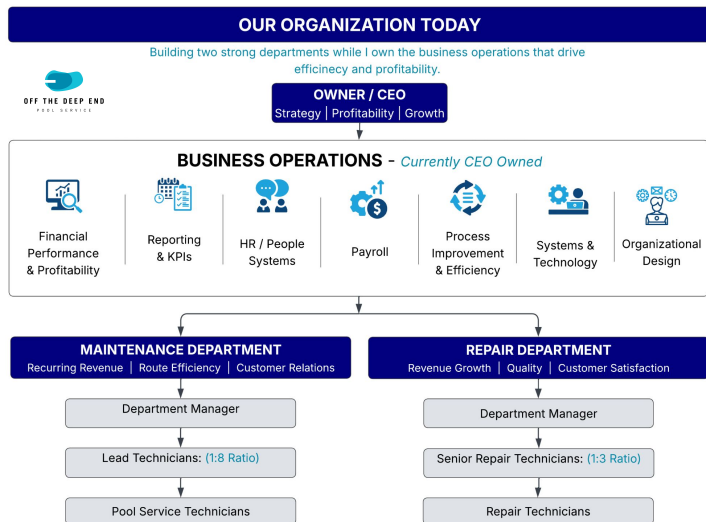
Angie

Why did you create a defined advancement path? What results are you seeing?

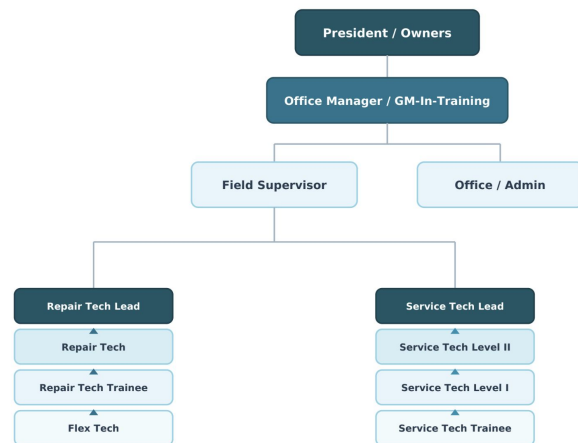
Ben & Ryan

How do you create growth opportunities for your best employees?

How does your organization change as you grow?



Current Organization



Angie

How did you decide what needed its own owner versus what stayed with you?

Ben

What's one organizational change you wish you had made sooner?

Ryan

How is your organization structured differently today than it was earlier?

What had to come **off** of your plate for the business to grow?

Ryan

Angie

Ben

Strategy

Profitability

People

Processes

Systems

What are you still doing today that someone else eventually needs to own?

The best systems work even when nobody remembers to run them.

Turn great service into repeatable growth

THE POOL PROFESSOR OUR REVIEW PROCESS

Great service. Happy clients. 5-star reviews. *It's a system.*



WWW.THEPOOLPROFESSOR.NET

26241 Catamarina Drive
Punta Gorda, FL 33983



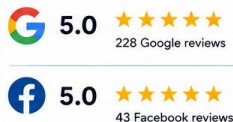
OUR SYSTEM IN ACTION



WHAT OUR CLIENTS ARE SAYING

★★★★★ "The Pool Professor is by far the best pool service we've ever had. Reliable, knowledgeable, and always goes above and beyond!" – Debbie H.	★★★★★ "Exceptional service and communication. They treat your pool like it's their own. Highly recommend!" – Mike R.	★★★★★ "Love the detailed reports and photos after every visit. It's so nice to know everything is being taken care of." – Karen S.	★★★★★ "Fast response, fair pricing, and honest work. I wouldn't trust anyone else with my pool!" – Jeff T.
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OUR RESULTS



Ryan

Walk us through how this system works.

Angie & Ben

What part of your customer experience or growth process have you systematized?

Where Else Have You Turned a Good Habit Into a System?

Angie

People development and
advancement

Ben

Tracking, follow-up and
accountability

Ryan

Reviews and
reputation

**What process would break tomorrow if you
stopped paying attention to it?**

WHAT WOULD YOU DO DIFFERENTLY?

If you were back at 100 pools today...

Angie

What would you document, delegate, or measure first?

Ben

What would you track earlier so you could make better decisions sooner?

Ryan

What would you systematize earlier to save time, money, or stress?

What's one thing an owner can do in the next 7 days?

Rapid Fire

Best business decision?

Most expensive mistake?

Most underrated KPI?

One hire you'd make earlier?

One thing every pool company should automate?

One thing every pool company should track?

One expense you wouldn't cheap out on?

Back at 100 pools, what are you doing tomorrow morning?

Angie

Ben

Ryan

Marketing Suite

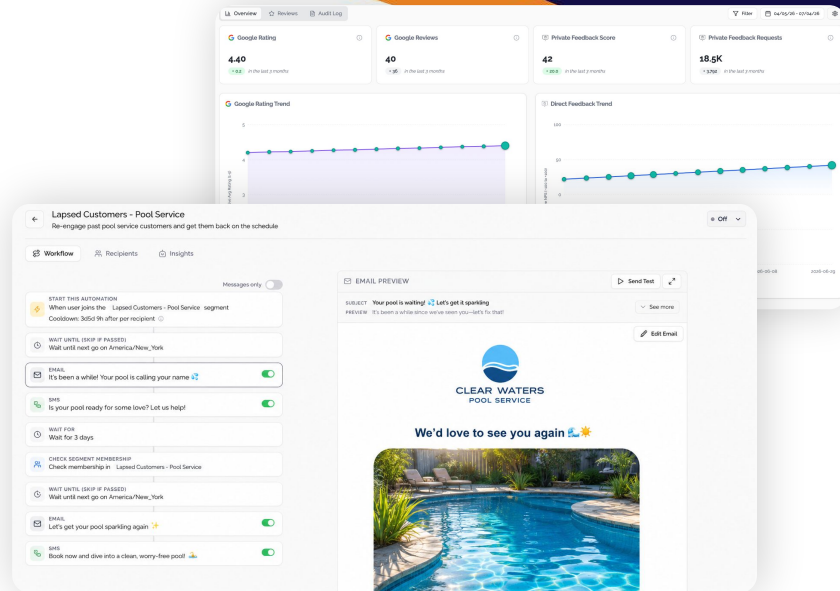
Email & SMS Campaigns:

- Pre-built automations
- AI-drafted content
- Drag-and-drop editor
- Campaign ROI insights

Reviews:

- Smart routing: drive positive feedback to public Google reviews, keep negative feedback private
- AI-drafted review replies

Launching September 15th – beta open now for Skimmer users



Automated
marketing
engine



Visibility into
activity



ROI insights
connected to
booked work



Time savings



Single system,
no manual
exports

\$1M+ Is Built Through Repeatable Decisions

- **Know your numbers**
What gets measured gets managed.
- **Create structure**
Build roles and accountability before growth forces it.
- **Develop people**
Give good employees ownership and somewhere to grow.
- **Building systems**
Turn what works into something repeatable.
- **Lead the business**
Move from firefighting to strategy and growth.



Q&A



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Ryan Martins

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Florida

Thank you!

