



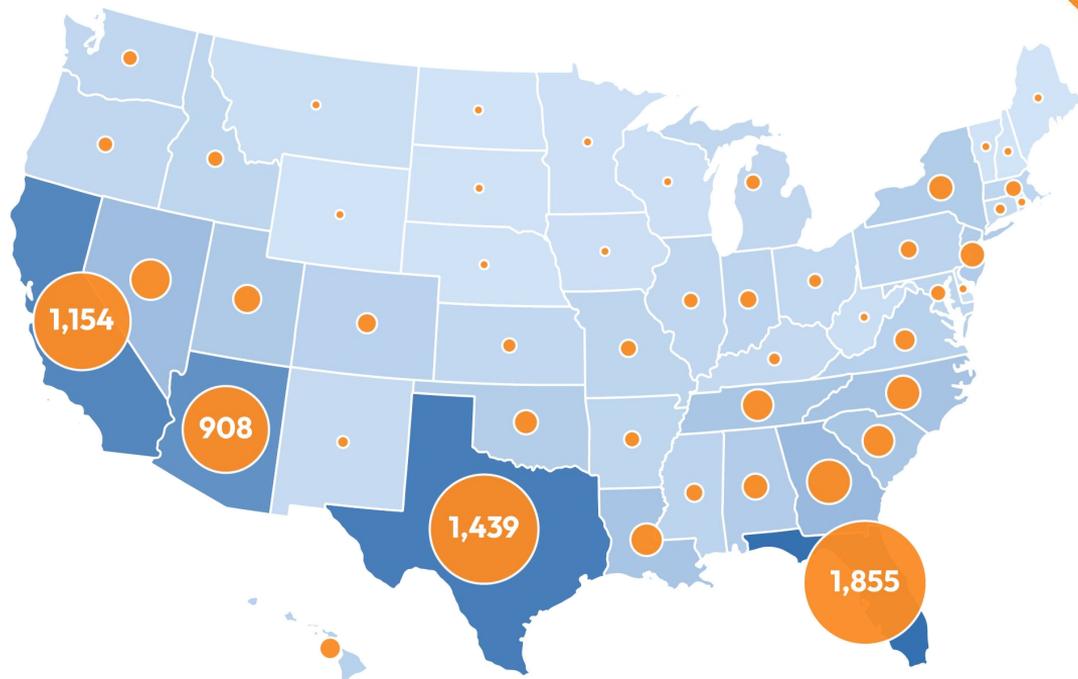
Run a More Profitable Pool Business: Five Moves to Make Before Busy Season

Featuring Ryan Marcinik, Founder of Happy Pool & Spa
March 24, 2026

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.

With **1M+ pools** under management, **35,000+** pool service professionals trust Skimmer to run their business.



Presenters



Ryan Marcinik

Founder, Happy Pool & Spa



Niki Acosta

Director of Industry Relations



Joe Shiraz

Director of Product Marketing



Meet Ryan Marciniak

- Cleaned first pool in May 2024
- 1,300+ customers served on Florida's Space Coast
- One of the nation's fastest growing independent pool service companies
- Background in finance, banking, & entrepreneurship
- Acquired **16** pool routes or businesses over the past year
- Runs the business with a CFO mindset

"I never would have thought we'd be this big a year and a half ago."



Ryan Marciniak, founder of
Happy Pool & Spa

Busy Season Can Make or Break Your Year

The most successful pool companies don't wait for demand to spike to get their house in order. They prepare their:



Pricing

So every job is worth doing.



Operations

So the team executes consistently.



Financial Systems

So profit actually hits the bank.

The companies that struggle?

They're often working hard and still going backwards – and they don't know why.

Agenda

Five moves to make before busy season

- Knowing your numbers
- Pricing your services
- Tracking the right KPIs
- Protecting your margins & cash flow
- Growing revenue from existing customers
- Q&A

Move 1: Know Your Numbers

Build your financial foundation

The uncomfortable question...

Are you actually making money?

Many pool pros are

- Working full routes, full weeks
- Growing their customer count
- ...and still can't tell you if they're profitable

"I've acquired businesses from owners who thought they were doing fine – until they were burned out and realized they were working for less than minimum wage each week."



The goal of Move #1: build a **simple financial picture** you can actually use.

What does your route actually cost?

Make sure you account for

- Tech labor (per hour, per stop)
- Payroll taxes & workers' comp
- Vehicle + fuel allocation
- Chemical cost per service
- Pro-rated overhead

Most operators undercount at least 2–3 of these and fail to price accordingly.

Before you price,
know your **true**
cost per pool.

Start with break-even math

Inputs Example

Labor & payroll tax \$4,000

Gas & vehicles \$950

Insurance \$550

Chemicals \$1,350

Software & Tools \$500

Other \$500

Break-even point **\$7,850 / ~52 pools**

Pools on route 70 pools

Monthly rate \$150/pool

Monthly revenue \$10,500

Contribution Margin **\$2,250**

Before you can
price correctly,
you have to
know your cost.

The metrics that matter

Gross Profit/Margin

- Revenue minus direct costs (labor, chems, vehicles)
- What's left to pay the rest of the bills?
- **Ryan's target: 45%+ gross profit margin**

EBITDA

- Earnings before interest, taxes, depreciation, & amortization
- Your real operating profit / cash flow
- **Industry benchmark: 20% is considered strong for service businesses**
- Ryan's EBITDA is well-above industry average

Sample P&L (simplified)

REVENUE

Pool Service (Residential)	\$XX,XXX
Pool Service (Commercial)	\$XX,XXX
Repair Revenue	\$XX,XXX
Other	\$XX,XXX
TOTAL REVENUE	\$XX,XXX

COST OF GOODS SOLD (COGS)

Labor + Payroll Tax	\$XX,XXX
Chemicals	\$XX,XXX
Vehicle / Gas	\$XX,XXX
Workers' Comp	\$XX,XXX
TOTAL COGS	\$XX,XXX

GROSS PROFIT **\$XX,XXX**
(Target: 45%+)

OVERHEAD / SG&A **\$XX,XXX**

EBITDA **\$XX,XXX**
(Target: 30%+)

"I output from QuickBooks, it maps into my model, and I update it monthly. Then I share it with my whole team."



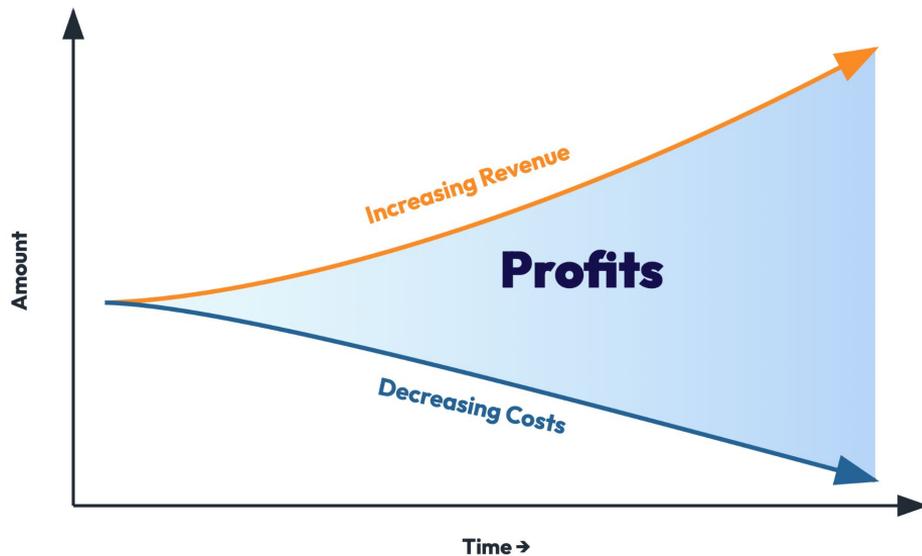
Driving Profitability

Increase Revenue

- Price increase
- Increase number of pools / week
- Add services (G2Cs, Repairs, Fire Ups)

Decrease Costs

- Negotiate supply costs
- Increase route density (fuel expense)



Culture check

Your numbers should drive your culture – not just your spreadsheet. Ryan bonuses his entire team based on gross margin performance, attendance, and EBITDA Margin

- **Technicians:** \$400+/month bonus for February results
- **Leadership team:** \$1,200+/month bonus

Incentives aligned to margin = everyone rowing in the same direction.

**Gross margin
performance**

+

Attendance

+

EBITDA Margin
(leadership team)

=

Bonus

Move 2: Price it Right
Stop leaving money on the table

Margin versus Markup

These are not the same thing!

	Markup	Margin
Definition	<i>% added on top of cost</i>	<i>% of revenue that is profit</i>
Formula	<i>Cost × (1 + markup%)</i>	<i>(Revenue - Cost) / Revenue</i>
Example	<i>Cost \$100, 50% markup = \$150</i>	<i>\$50 profit / \$150 = 33% margin</i>

*Price your services to a **gross margin target**, not a markup habit.*

The fear of losing customers

The #1 reason pool pros don't raise prices: *"I'm scared I'll lose customers."*

Reality check from the field:

- Operators who charge what they're worth tend to **earn more with fewer pools**
- **Owner Operators** should be able to **charge more** than a company with employees
- Churn creates capacity for **better-paying customers**
- Pool service is a skilled trade — chemistry, hydraulics, electrical, plumbing — and **should be priced accordingly**

"We have a bunch of \$110 pools we acquired. Some will churn when we raise them. But where are they gonna go? They can't get that price anywhere."



Handling price objections

When a prospect says: "So-and-so will do it for \$120."

Don't just drop your price. Explain your value:

- Automated service reports after every visit
- On-the-way text notifications
- Proper chemical balance and plaster longevity implications
- Licensed, insured technicians
- Consistent, reliable scheduling

The Illusion of Choice

*"Give them a choice — not an ultimatum. 'Option A is X. Option B is Y.' **Both are a yes.**"*

Your filter is due. We can do a standard clean for \$X, or a full service with a new element for \$Y.
Which works better for you?

*Both options move the job forward.
The customer feels in control.
You win either way.*



Move 3: Track the KPIs that Drive Profit

What gets measured, gets managed

Five KPIs to track

Gross Profit %

Is the route inherently profitable?

Utilization (Pools/Day)

Are your techs productive?

Repair Revenue Per Day

Are you capturing add-on work?

Route Stops Completed

Are you executing consistently?

Customer Churn

Are you retaining your customers?

These are available today from your existing Skimmer exports — no custom reports required.

Utilization deep dive

Pools/Day: Your efficiency baseline

- How many pools can one tech service per day — profitably?
- What's your current average vs. your target?
- Are routes optimized for drive time?

Low utilization = labor cost eating your margin.

High utilization without quality = callbacks and churn.

Find the number that is **sustainable AND profitable**, and build routes around it.

Your business mix matters

Not all revenue is created equal

Revenue Type

Residential

Commercial

Repairs

Other (filter cleans/upgrades)

Typical Margin

High, if priced right

Variable

High potential, but risky

High

Notes

Predictable recurring

Higher volume, more complexity

Must manage parts markup & labor

Often underutilized

***The fix:** Automate the nudge. Skimmer's payment automations send reminders, flag overdue accounts, and can suspend service for non-payers – without manual effort.*

Move 4: Protect Your Margins & Cash Flow

Make sure profits actually hit the bank

Revenue \neq Profitability \neq Cash Flow

Without automation:

- High-dollar commercial accounts get attention
- "Bob and Shirley" who owe \$500 slip through – for months
- Cash shortfalls hit before you see the problem coming

***The fix: Automate the nudge.** Skimmer's payment automations send reminders, flag overdue accounts, and can track non-payers – without manual effort.*

"At 70 pools, you might notice a missed payment. At 1,000 pools, you won't – unless you have systems."



Stop Servicing Customers Who Haven't Paid

Suspended customers = protecting your margin

- Skimmer's suspension feature flags non-paying customers
- Techs won't service an account until payment is resolved
- Protects your chemical cost, labor cost, and time

"We're no longer servicing customers that aren't paying us. That's huge."



Auto Pay: Protect Your Time

The math on auto-pay vs. manual collection:

- Time spent chasing payments: 1–2 hrs/week (conservative)
- Your time value: \$100+/hr
- Auto-pay processing fee: ~\$30/month (example)

"Chasing Zelle payments, mailing invoices, and hand-tracking checks are not a valuable use of my team's time."



Surcharging: An Underused Margin Lever

Offset your card processing fees

- Pass credit card processing costs to customers who pay by card
- Cash/ACH payers pay face rate; card payers pay a small surcharge
- Skimmer's solution is fully compliant

Ryan's result: ~\$4,000 in surcharge savings in a single month.

"I absolutely love it. I should have turned it on sooner."



Chemical Costs: Watch the overdosing

One overlooked margin leak: treating pools too generously.

- Overdosing is common — especially when techs are rushing or guessing
- Across 100+ pools for a season, the cost adds up fast
- Use Skimmer's chemical dosing tools and cost tracking to set benchmarks

"Outside of labor, chemical costs are our largest expense. We realized we had some techs that were overdosing and took steps to reign that in."



How Skimmer helps you track metrics & protect margins

The data is already there. Are you using it?

- Export service history, billing, and labor data from Skimmer
- Map to a simple monthly model (like Ryan's QuickBooks → spreadsheet workflow)
- Review with your leadership team weekly

Coming soon!
AI Insights in Skimmer

Ask real questions and get instant answers, like:

Which customers owe me money?

How many tabs did I use last month?

What pools have CYA over 100?

Move 5: Grow Revenue from Customers

The easiest money in your business

Preventative Maintenance = Recurring Revenue

Filter cleans are a huge, underutilized revenue driver. Build it in to your service agreement!

The opportunity:

- You already know what filter type each customer has
- You know when it was last changed
- You can quote without a site visit

Before busy season: pull your filter data, identify who is due, and get quotes out *now* — before your schedule fills up.

Ryan's approach:

- Aggregate filter data for all customers
- Used bulk order to leverage purchasing power and pass savings onto customers
- Blast a quote
- Customers get a clear choice

No custom report needed — filter data is already in Skimmer.

The Value of Service Agreements

New customers need to know what they're getting.

Before busy season, get your agreements in order:

- Define what's included in monthly service — and what's not
- Clarify your scheduling policies (time off, holidays, access requirements)
- Set payment terms and late payment consequences in writing

Example: happypoolandspa.com/terms-of-service

Onboarding new customers with **clear expectations** reduces disputes, churn, and awkward conversations.

Recap

The Five Moves: Recap

Run a More Profitable Pool Business – Before Busy Season

Move

Know Your Numbers

Price It Right

Track the Right KPIs

Protect Margins & Cash Flow

Grow Revenue From Existing Customers

Action

Build a simple P&L and break-even model

Understand margin vs. markup; charge what you're worth

Utilization, repair revenue, gross profit, business mix

Automate receivables, surcharging, suspension

Preventative maintenance, upgrades, service agreements

The Big Picture

This isn't just about tactics. It's about building a real business.

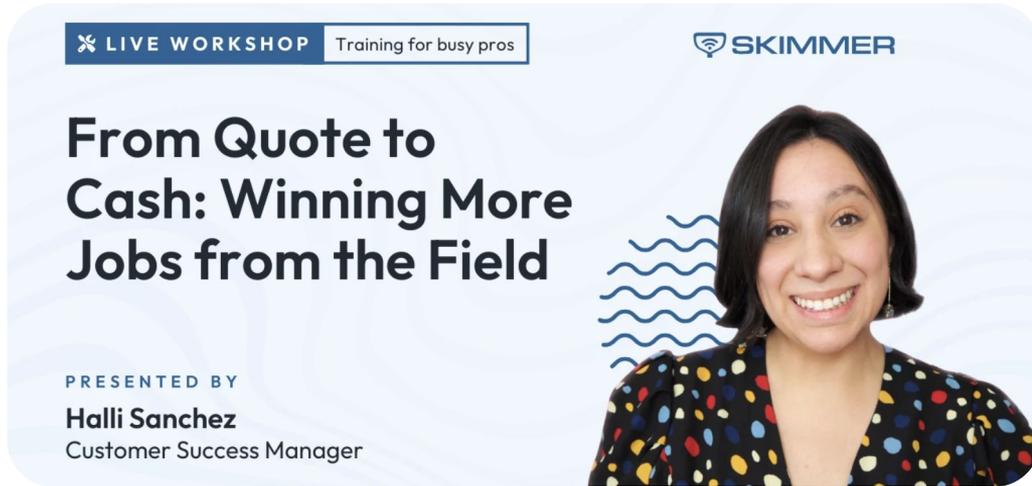
The pool pros who are winning:

- Know their numbers cold
- Charge what they're worth
- Use systems to protect their time and their cash
- Build teams that are incentivized to do the right things

"I've acquired 16 routes or businesses in the past year. A number of the owners told me they weren't making money – and they were right. They just didn't understand why."



Streamline your quote to cash workflows



LIVE WORKSHOP Training for busy pros

SKIMMER

From Quote to Cash: Winning More Jobs from the Field

PRESENTED BY
Halli Sanchez
Customer Success Manager

A portrait of Halli Sanchez, a woman with dark hair wearing a black top with colorful polka dots, smiling. The background of the banner features a light blue and white wavy pattern.

Quote to Cash Workshop

Friday, March 27th

9 AM PT / 11 AM CT / 12 PM ET

60 minutes

What you'll learn:

- Create and send quotes on-site
- Heritage integration benefits
- Field-to-office workflow
- Complete quote-to-cash process
- Payment tools that close deal

Q&A



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Thank You!
