

32

GOLDEN OPPORTUNITIES Inside Your Landscape Business

CATEGORY	WHO	WHEN	COMPLETED	TASK
BUSINESS MODEL 			<input type="radio"/>	B1 Calculating and monitoring each division's net profit margin
			<input type="radio"/>	B2 Computing the gross profit margin required for each division to achieve its net profit margin goal
			<input type="radio"/>	B3 Computing the revenue contribution percentage required for each division to achieve the company's net profit margin goal
			<input type="radio"/>	B4 Identifying customers with below average profitability and repricing their services
			<input type="radio"/>	B5 Anticipating labor and other cost increases and increasing customer pricing
			<input type="radio"/>	B6 Using the results of financial analysis, defining the characteristics of the company's ideal customer
			<input type="radio"/>	B7 Ensuring close alignment between the company's estimating software, job costing software and accounting software
SALES AND MARKETING 			<input type="radio"/>	S1 Focusing each person involved in sales on the activities likely to generate the types of customers and revenue most desirable to the company
			<input type="radio"/>	S2 Measuring and reporting specific, value-producing actions for each person involved in sales
			<input type="radio"/>	S3 Upselling and cross-selling current customers
			<input type="radio"/>	S4 Assigning responsibility for achieving each division's budgeted revenue to a specific individual
RETENTION 			<input type="radio"/>	R1 Communicating proactively with customers
			<input type="radio"/>	R2 Monitoring and reporting the quality of services rendered
			<input type="radio"/>	R3 Creating and communicating narratives to customers about the value the company produces for them through its people and processes
EMPLOYEES 			<input type="radio"/>	EM1 Implementing incentive compensation plans which align the interests of the company and the employees
			<input type="radio"/>	EM2 Training employees in processes, equipment operations and safety procedures
			<input type="radio"/>	EM3 Establishing processes to reduce the potential for theft of time, fuel, materials and equipment
			<input type="radio"/>	EM4 Calculating and reporting employee turnover



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ESTIMATING 			<input type="radio"/>	ES1 Computing and maintaining the appropriate gross margin on "time and materials" billings
			<input type="radio"/>	ES2 Calculating and maintaining precise labor rates in estimating software
			<input type="radio"/>	ES3 Calculating and maintaining precise labor load (overtime premium, vacation, holiday, sick time) percentages in estimating software
			<input type="radio"/>	ES4 Analyzing and maintaining accurate labor times, including travel time, per unit of output
			<input type="radio"/>	ES5 Calculating the cost of "internal" time and including it in either direct labor or overhead markups when completing bids. Internal time includes crew team meetings, prep time, yard time and training.
			<input type="radio"/>	ES6 Computing and maintaining accurate materials quantities per unit of output
			<input type="radio"/>	ES7 Analyzing and maintaining accurate materials pricing in estimating software
PRODUCTION 			<input type="radio"/>	P1 Computing and managing estimated to actual labor hours daily or weekly by crew
			<input type="radio"/>	P2 Reporting and managing travel time and route efficiency
			<input type="radio"/>	P3 Identifying materials price variances timely, performing root cause analysis and changing estimating assumptions, if required
			<input type="radio"/>	P4 Identifying materials quantity variances timely, performing root cause analysis and changing estimating assumptions, if required
			<input type="radio"/>	P5 Calculating warranty cost and including it in either direct costs or overhead markups. For significant warranty issues, performing root cause analysis and changing estimating assumptions, if required.
			<input type="radio"/>	P6 Identifying other direct cost (subcontractors, equipment, etc.) variances timely, performing root cause analysis and changing estimating assumptions, if required
			<input type="radio"/>	P7 Assigning responsibility for achieving the budget for each indirect and overhead expense to a specific individual

