



THE PATH TO A  
**MILLION-DOLLAR**  
**LANDSCAPE COMPANY**





**EVERY BUSINESS  
STARTS WITH  
A DREAM AND  
A PASSION;  
WITHOUT THE  
RIGHT PLAN, IT'S  
COMPLICATED  
TO REALIZE  
THOSE DREAMS.**

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# ***INTRODUCTION***

The path to building a million-dollar business is never an easy one. 30% of companies fail within the first two years. It takes a commitment to your budget and various other business objectives that drive toward revenue, profitability, and business success. With the right plan and financial awareness, anything is possible.

Most business owners take years of trial and error and learn from hands-on experiences, collecting the information required to implement the plan and course correcting along the way. They often take an iterative approach and turn the dials within each business function from sales, marketing, customer service, leadership, how to manage their people adequately, and so on.

If you are like every other person starting a business, your closest friends and family will tell you over and over that you need a business plan. However, a quick google search will likely leave you empty-handed or with mixed information about an actual business plan. Some business fundamentals, however, cannot be overlooked, and the reality is a business plan can be pretty straightforward.

A revenue goal, a budget to achieve that goal, and a detailed breakdown of how you will get there. That may sound a little too simple, and your budget is essentially your business plan. It dictates what you can and can't do, forces you to get creative with your spending due to the confines of a framework, and truly understand how every dollar you spend could get you closer to your revenue goals.

Once you understand the concept of spending money to make money, the associated risk and plan change drastically. You begin to look at your business from a different lens. Beyond that, everything in-between should help you stay focused on your mission and work towards your business objectives, and we will dive a little deeper in the following chapters.





# ESTABLISHING THE VISION AND MISSION FOR YOUR LANDSCAPE COMPANY

Vision and mission are fundamental business concepts to understand for any business owner. They are the foundation of your business and act as your guiding light.

Vision is the 1000-foot view of your company and how you want your company to appear, and what you want your business to become at some point or in the future based on your company's goals and aspirations.

Mission, on the other hand, is similar to your vision statement. It's expanded in greater detail and outlines the business, business objectives, and how you intend to achieve those objectives, and how each objectives ladders up towards your vision. Your mission statement drives you toward your dream.

So to summarize, a mission statement defines the organization's business, objectives, and how it will reach them. A vision statement details where the organization aspires to go. Below is an example of how the company Shopify defines its vision and mission statement.

## Vision

To be Earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.

## Mission

We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.



# IDENTIFYING AND BUILDING YOUR LANDSCAPING OPERATING BUDGET

In business, you need to live and die by the budget. It's the singular most crucial function within your landscaping business. It sets your entire business plan in motion through financial awareness and helps you and your team members make informed business decisions.

Many landscape or lawn care businesses fail because of weak or non-existent budgets that lead to negative cash flows and not understanding if you are profitable. Frequently landscape businesses fail because of a lack of budget awareness and pricing of their work incorrectly because they don't account for particular costs, break even, or even profitability.

The budget helps you identify your actual cost of doing business, from equipment, labor, material, overhead, subcontractors, etc. Without knowing these costs, you can't truly understand how to price the work accordingly, where business growth could come from, or how to recoup your overhead costs. You're rolling the dice.

And once you know your budget, you can set vital sales goals and identify the gaps to meet the growth goals' needs. Do you need to take steps as far as scaling up operations through added services, hiring to meet labor gaps, adding new equipment for expanded services, expanding or shrinking your local service area, and determining your targeted customers?

For example, before you built your budget, you initially thought you would go after high-end design and build customers looking to install a staycation-type backyard, only to realize you can't cashflow jobs that large, you don't have the equipment, and you certainly don't have enough labor. Determining your company's operating budget helps you make more strategic and informed decisions.





# SETTING OBJECTIVES AND KEY RESULTS

Organizational objectives and key results are relatively new in the business world; however, the concept of goal setting is not new.

OKRs are perhaps a more focused and effective way to set goals, achieve results, and find company-wide alignment to reduce wasted effort within your business and organization.

OKRs drive toward business objectives and should align each department based on how they cascade from the top down or bottom up. For each objective, there are typically 5 KRs, and each person will never have more than five objectives which total 25 key results. Once this goal-setting methodology is adopted within your organization, and amongst your leadership team, the possibilities for growth are endless once it's mastered.

Objectives are clear outcomes of what you want to achieve, not projects, whereas key results are measurable. Below is an example of a single OKR

## Objective

Grow our landscape business

## Key results

- Grow revenue to \$3M
- Launch the new snow removal division
- Acquire one maintenance contract for every new design and build customers
- Install ten pools and patios at 200K per install in 2023
- Upsell a minimum of 80% of all property maintenance customers on spring and fall cleanups

And because OKRs are measurable, the results show you where you are leading or lagging in performance, and this can be broken down month by month or quarter. Objectives and key results are a much simpler version of KPIs and are more manageable for each individual as long as they have adequate training on what they mean, and the check-in cadence is well established and monitored.





# REVENUE BY DIVISION

Going back to our budget, we now understand how much money we have to work with in order to hit our sales goals.



Where those sales goals are going to come from has been determined by our OKRs and now, we get to break that down by division of the business which by the way, LMN Pro does all of this right within the software. As an example, this is what a million dollar landscape company could look like revenue by division. Looking at revenue by division is a sure way to eliminate financial waste and make more informed business decisions on where the revenue growth and profitability are within your company.

Division	2022 Actual Revenue	2023 Planned Revenue
Snow	\$200,000	\$300,000
Design and Build	\$600,000	\$700,000
Property Maintenance	\$100,000	\$200,000
Lighting and Irrigation	\$60,000	\$90,000
	Total = \$960,000	Total = \$1,290,000

Within the chart, you can see year over year growth and how that could play out by division within the business. Increasing revenue within design and build, expanding snow services to generate another 100K a year in revenue, doubling the property maintenance division and increasing lighting and irrigation installs annually. Most important is eliminating the guessing game of spending, saving, making more money within this area, etc. You're standing up business verticals strategically and doing it in a calculated way.



# BUILDING A STRATEGIC PLAN ATTACHED TO A TIMELINE

Now that we have our budget, sales goals, and OKRs, which have established how we will achieve some of those goals, your strategic plan drills down even further and puts items on a timeline. When do things need to happen, and by what date do we need to achieve them?

Every objective needs to be compressed into a timeline to achieve it and be measured. **If no timeline is attached to a goal, it could be considered a wish.** Below is an example of a timeline with some clear objectives for each. Note, we put more than five objectives within each quarter as an example. However, this would typically be owned by multiple employees with five objectives each within the company, so usually, there would be many more than five objectives per quarter based on the number of employees within the company.

## 2023

## STRATEGIC PLAN

### Q1

- Provide adequate training required to achieve company wide objectives in 2023\* should happen Q4 2022
- Establish reporting structure and organizational departmentalization
- Establish clear objectives and key results company wide
- Implement systems, processes and policies to achieve these key results
- Weekly, bi-weekly, and monthly company pulse check on progress
- Identify labor gaps based on growth plans
- Identity any other gaps based on growth plans
- Identify equipment gaps based on growth plans
- Build awareness and visibility for design and build segment of business
- Fill the sales funnel for design and build and property maintenance
- Monthly audit

### Q2

- Preach what we've practiced and begin taking revenue and budget first approach
- Establish local community groups and partnerships
- Monthly check-ins on monthly revenue
- Monthly check-ins on budget
- Launch community giveback event
- Launch snow segment of business
- Fill snow sales funnel
- Monthly audit

### Q3

- Prepare for strong second half of season
- Book all snow contracts
- Nurture any remaining leads in the sales funnel all divisions - follow up calls, discounts, etc. book every date possible
- Hit revenue goals
- Monthly audit

### Q4

- Back to the basics
- 2024 Strategic plan
- 2024 Budgeting season
- Additional training for workforce development
- Potential to host second community event to build 2024 business awareness
- Potential to host job fair for labor needs at end of Q1
- Monthly audit

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# A MARKETING PLAN THAT DRIVES REVENUE

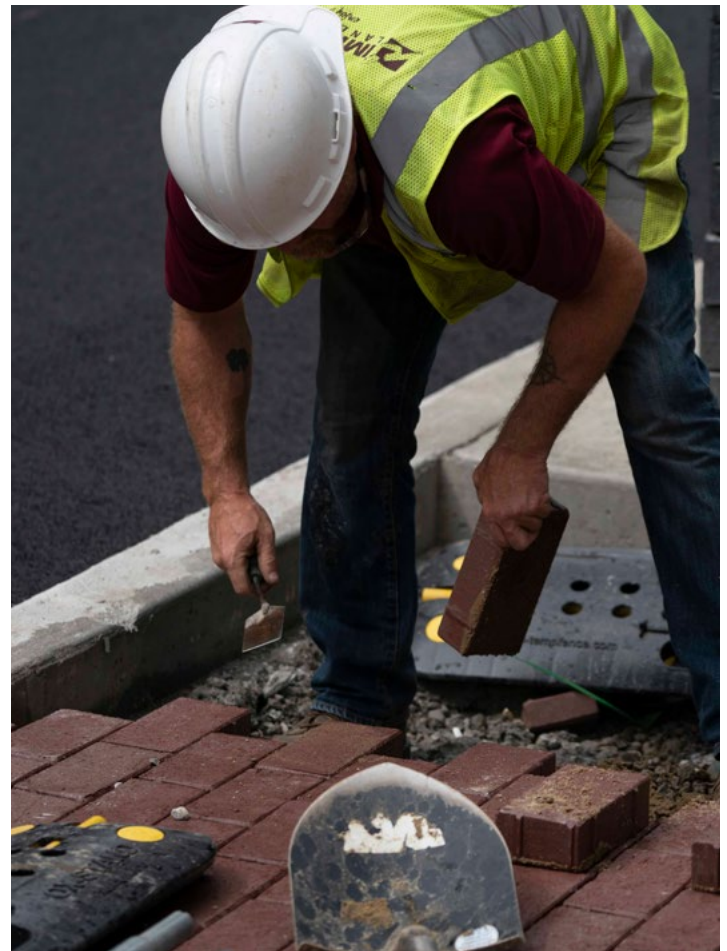
Marketing can often become far over complicated.

Particularly for small businesses with smaller budgets, and if you don't have an actual operating budget, the chance of overspending on marketing because you believe you need to market to grow sales can often lead to overspending. For a small startup business, we attached a marketing strategy and planned it in the most simple stripped-down version as an example.

**Your Marketing Strategy can be as simple as one paragraph that's objective, and your marketing plan is often the tactics and channels you market on to achieve your marketing results.** Typically these efforts would be measured with google analytics and a spreadsheet to truly understand which marketing channels are driving your business forward the most. You can constantly recalibrate and focus on what makes the most impact vs. wasted effort and money.

Marketing Strategy — utilize free, earned, and community channels as much as possible.

- Lean into organic search, social media, local media/PR, customer referrals, and partnerships within the community
- Be selective with paid media (little to no spending unless we're short on sales leads for the year)
- Lean into our community groups and local partnership email. The local school, the local hardware store, etc.
- Identify our targeted customer to eliminate wasted effort and resources
- Build our email contact list and lean into partnership email list and opportunities to build more recurring work
- Utilize signage and branding on all trucks and on completed projects to generate more referral work





# CHECK-IN, MEASURE AND MONITOR FREQUENTLY

You can't measure what you don't monitor.

Ensuring you have the right systems in place like LMN Pro Software, Google Analytics, and other softwares or forms of measurement is essential to creating a concentrated effort vs. wasted time and resources.

Below are just a few examples of areas within the business you can measure and monitor and constantly perform a gap analysis.

**Sales To Date** — Post company sales targets vs. actuals. Separate upsells into their category to inspire more significant results—even better – post-production sales numbers by the crew.

**Productivity Rates** — What are your total sales \$ per payroll hour? Is it increasing or decreasing?

**Labor Ratio** — What % of sales are spent on labor costs? Using this number, you can implement a payroll system that pays employees what they are worth based on a % of their production.

**Customer Satisfaction** — What percentage of customers recommend your company to a friend? Post customer satisfaction rates by crew. The Brickman Group attributed much of its growth to defining its success by this metric.

**Safety** — Which crews have the best safety records? Who isn't? Who is completing the required safety training?

**Suggestions + Improvements** — Get everyone to make minor improvements by posting improvement solutions. Inspire the best contributors with gift cards, cash, or other special bonuses. Financial results will improve as your business grows more successfully across the measurements. With improved financials, you can reward your best people appropriately and attract and hire the best available people. Better people will continue to improve critical metrics, further improving results, and the cycle can keep turning. This process is truly about building a **business** rather than just a job.

If you're like most owners, you can't do everything yourself. You can't grow your company while also shouldering the responsibility to ensure everything gets done right. But if you don't measure, communicate, and reward results, don't expect anyone to share your goals or passion. At best, you smother ambition and potential in good employees. At worst, you'll lose your best people to competitors who go the extra mile to engage employees in the success of their company.







# OUTRO

To conclude, the path to a million-dollar landscape business isn't easy. However, it can be a sure thing if you have a clear vision, a budget, objectives, a strategy to reach or exceed revenue goals, and a means to monitor progress and actuals.

Landscape companies are dynamic and often more complex than other types of businesses: Labor, materials, equipment, overhead, weather, and needy customers.

A landscape business isn't as simple as your typical brick-and-mortar business and building a profitable and sustainable company that serves its people and customers could be lucrative and an incredible long-term investment.

Create a landscape company that has the potential to build some equity through its real estate investments and eventually a customer list if the recurring revenue is strong enough. Of course, there are people management, customer management, and equipment breakdowns.

Nothing happens by chance, and you need a solid plan to reach your goals. We hope that you found this ebook outline as a practical guide that offered information you can begin using today and more process when building your strategic business plan.

To learn more about LMN recommendations and to create a strategic business plan, visit LMN CEO Mark Bradley's Ultimate Strategic Plan Webinar Series and learn as much as you can from the seat of your couch.

If you're ready to look at some of LMN's products and services, visit [golmn.com/free](https://golmn.com/free) and start a free consultation and account today.





## About LMN (Landscape Management Software)

Founded in 2009, LMN helped customers create over \$51 billion worth of estimates, capture 78 million individual clock-ins, and have managed more than 245,000 employees daily through the software.

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