

SAMPLE · LANDSCAPING AND FIELD SERVICES

The numbers we track

Landscaping Business

Every figure here is invented and matches the sample Business Analysis.

The first Business Analysis produced 10 main numbers and 51 supporting numbers for Landscaping Business. All 61 are measured again every three months against the values dated 30 September 2026.

How the list works

- **The owner reads ten.** The main numbers are the scorecard. They appear in the quarterly Business Analysis and the Monday report.
- **We track the other 51.** The supporting numbers explain why a main number moved. They appear in the quarterly analysis only where they matter.
- **Every number has a dated starting value** agreed with the owner at the first readout.
- **Seasonal numbers are compared with the same quarter a year earlier.** A landscaping company's winter cannot be judged against its spring. Those numbers are marked "seasonal" below.
- **Each number gets one of three readings every quarter:**
 - **Working:** it moved the right way, and the records show our change is the likely reason.
 - **Watch:** it has not moved, or it is too early to tell.
 - **Adjust:** it moved the wrong way, or the change we made is not producing the effect. The approach changes next quarter.

The ten main numbers

MAIN NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM	FIX
Revenue, last 12 months	\$3,420,000	Higher	QuickBooks	All
Maintenance contracts	212	Higher	LMN	2
Contracts cancelled, last 12 months	11.0%	Lower	LMN	2
Estimates that reached a yes or a no	77%	Higher	LMN	1
Days from site visit to estimate sent	9	Lower	LMN	1
New inquiries with no reply	32 a quarter	Lower	Quo, website form	1
Finished work not yet invoiced	\$31,200	Lower	LMN and QuickBooks	2
Field hours that were billed (seasonal)	74%	Higher	Gusto and LMN	3
Days to be paid	44	Lower	QuickBooks	2
Owner's hours a week on office work	22	Lower	Owner's estimate	3

Supporting numbers

Answering and estimates

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Share of inbound calls missed (seasonal)	21%, and 34% in March to May	Lower	Quo
New callers never called back	96 a year	Lower	Quo and LMN
Time to first reply on a website inquiry	26 hours	Lower	Website form and Gmail
Website inquiries never answered	31 a year	Lower	Website form and Gmail
Share of new inquiries that reach an estimate	46%	Higher	Quo, website form, LMN
Share of estimates won	38.5%	Higher	LMN
Share won when the estimate goes out in 3 days or fewer	54%	Higher	LMN
Estimates with no outcome	112, worth \$418,000	Lower	LMN
Estimates with no follow up after sending	84	Lower	LMN
Average value of a won job	\$6,364	Higher	LMN

Billing and cash

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Days from finished work to invoice, enhancements	11	Lower	LMN and QuickBooks
Days from finished work to invoice, installs	16	Lower	LMN and QuickBooks
Install jobs with extra work and no change order	17, worth about \$14,500	Lower	LMN crew notes, QuickBooks
Maintenance contracts that lose money	9, costing \$18,400 a year	Lower	LMN budgets against actual hours
Maintenance contracts below a 25% margin	23	Lower	LMN and Gusto
Contracts with no price increase in three years	38	Lower	LMN
Money owed to the business	\$412,000	Lower	QuickBooks
Money owed for more than 60 days	\$131,000	Lower	QuickBooks
Gross margin, all work	40%	Higher	QuickBooks, LMN, Gusto
Gross margin, maintenance	38%	Higher	QuickBooks, LMN, Gusto
Gross margin, installs	29%	Higher	QuickBooks, LMN, Gusto
Operating profit	6.9%	Higher	QuickBooks

Customers kept

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Cancellations within 60 days of a crew lead change	15 of 24	Lower	LMN
Contract customers who bought an enhancement	96 of 212, or 45%	Higher	LMN
Average enhancement spend per buying customer	\$7,479	Higher	LMN
One time customers who became contract customers	9 of 126	Higher	LMN
Largest customer's share of revenue	11.4%	Lower	QuickBooks
Top ten customers' share of revenue	31%	Lower	QuickBooks
Cancellations with a recorded reason	None	Higher	LMN

Customers found

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
New customers, last 12 months	143	Higher	LMN
New customers from referrals	58	Higher	LMN
Cost per new customer from Google Ads	\$2,179	Lower	Google Ads and LMN
Share of ad spend on unwanted searches	44%	Lower	Google Ads
Ad leads that cannot be tied to a customer	38%	Lower	Google Ads, Quo
Google reviews and rating	87 at 4.6	Higher	Google Business Profile
New reviews, last 12 months	9	Higher	Google Business Profile
Reviews with no reply	23	Lower	Google Business Profile
Listings with wrong details	3	Lower	Bing, Apple Maps, Yelp

Crew time

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Revenue per field hour paid (seasonal)	\$65	Higher	QuickBooks and Gusto
Daily drive time, crews 3 and 5	71 minutes	Lower	Truck GPS
Overtime premium paid, last 12 months (seasonal)	\$48,900	Lower	Gusto
Return visits to redo work, last 12 months	214	Lower	LMN
Field hours not assigned to anything, last 12 months	2,150	Lower	Gusto and LMN

Records and software

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Office hours a week re-entering data	12	Lower	Office manager's estimate
Duplicate customers across LMN and QuickBooks	286	Lower	LMN and QuickBooks
Crews recording hours in the LMN Crew app	3 of 8	Higher	LMN
Clients with no email address	94	Lower	LMN
Contracts with no renewal date	47	Lower	LMN
Working logins held by people who have left	9	Lower	Every program
Software cost a year	\$35,520	Lower	QuickBooks

The owner's time

NUMBER	30 SEPTEMBER 2026	BETTER IS	WHERE IT COMES FROM
Owner's hours a week writing estimates	9	Lower	Owner's estimate

How the first retest would read

This is an invented example of the main numbers at the first retest, dated 31 December 2026.

MAIN NUMBER	30 SEPTEMBER	31 DECEMBER	READING	WHAT IT MEANS
Revenue, last 12 months	\$3,420,000	\$3,451,000	WATCH	One quarter is too short to judge a yearly figure.
Maintenance contracts	212	213	WATCH	Renewals fall in the spring.
Contracts cancelled, last 12 months	11.0%	10.5%	WATCH	Two crew lead changes this quarter, and no cancellations after either.
Estimates that reached a yes or a no	77%	93%	WORKING	Follow ups closed 78 of the 112 open estimates.
Days from site visit to estimate sent	9	4	WORKING	Estimates are drafted the day of the visit for the owner to approve.
New inquiries with no reply	32 a quarter	1	WORKING	Every missed call gets a text back.
Finished work not yet invoiced	\$31,200	\$2,100	WORKING	The weekly match of finished work to invoices caught 6 new jobs.
Field hours that were billed	74%	73%	WATCH	The same quarter last year was 71%, so this is an improvement for winter.
Days to be paid	44	46	ADJUST	Reminders alone did not move the two associations. Next quarter: a named person calls, and new commercial contracts carry payment terms.
Owner's hours a week on office work	22	17	WORKING	Owner's estimate. Estimates now take about 5 hours a week.

The "Adjust" row is the most useful part of the retest. It shows the owner what did not work and what changes because of it.



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