



RealGreen®

by WORKWAVE®

MARKET DOMINATION PLANNER

**Strategic Planning Workbook for Lawn
Care & Landscaping Professionals**



WHY MARKET DOMINATION MATTERS

We've designed this **interactive workbook as your strategic roadmap** to owning your market in 2026. While your competitors are guessing, cutting prices and fighting for scraps, **you'll be prepared with data, positioned for premium pricing and targeting the customers who actually want what you offer.**

WHAT YOU'LL ACCOMPLISH

- ✓ Identify exactly who your ideal customers are (and stop wasting time on everyone else)
- ✓ Discover profitable gaps your competitors are leaving wide open
- ✓ Position yourself to charge premium prices with confidence
- ✓ Create a 90-day action plan that turns strategy into market share

HOW IT WORKS

Each section builds on the last, creating a complete market domination strategy. Don't skip ahead; the frameworks are designed to work together.

This is an interactive workbook—fill it in as you go. Your inputs create a customized strategy specific to your market.

Plan to spend 2-3 focused hours completing this workbook, then refer back to it monthly as your market intelligence guide.



TABLE OF CONTENTS

MARKET INTELLIGENCE ►

MEASURING YOUR DATA ►

COMPETITOR INTELLIGENCE ►

CUSTOMER STRATEGY ►

PRICING AND POSITIONING ►

90-DAY ACTION PLAN ►

CONCLUSION ►



2025 PERFORMANCE SNAPSHOT

Understanding where you are is the first step to dominating where you're going.

FILL IN YOUR NUMBERS:

- Total Revenue 2025: \$_____
- Number of Customers: _____
- Average Customer Value: \$ _____
- Top 3 Revenue Sources:
 - 1 _____ (\$_____)
 - 2 _____ (\$_____)
 - 3 _____ (\$_____)

MARKET OPPORTUNITY RADAR

CHECK ALL THAT APPLY TO YOUR MARKET:

- New construction boom in my area
- Aging competitor owners looking to retire
- Underserved customer segments I could target
- Services my competitors don't offer well
- Technology gaps my competitors haven't filled
- Pricing opportunities (too high or too low in market)

THE DATA MAKES THE DIFFERENCE

WHY ANALYTICS DRIVE DOMINATION

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

When it comes to marketing, many lawn care businesses are flying blind. They spend money on marketing without knowing what works, chase customers without understanding who's profitable and make pricing decisions based on gut feel. Market dominators use data to make every decision.

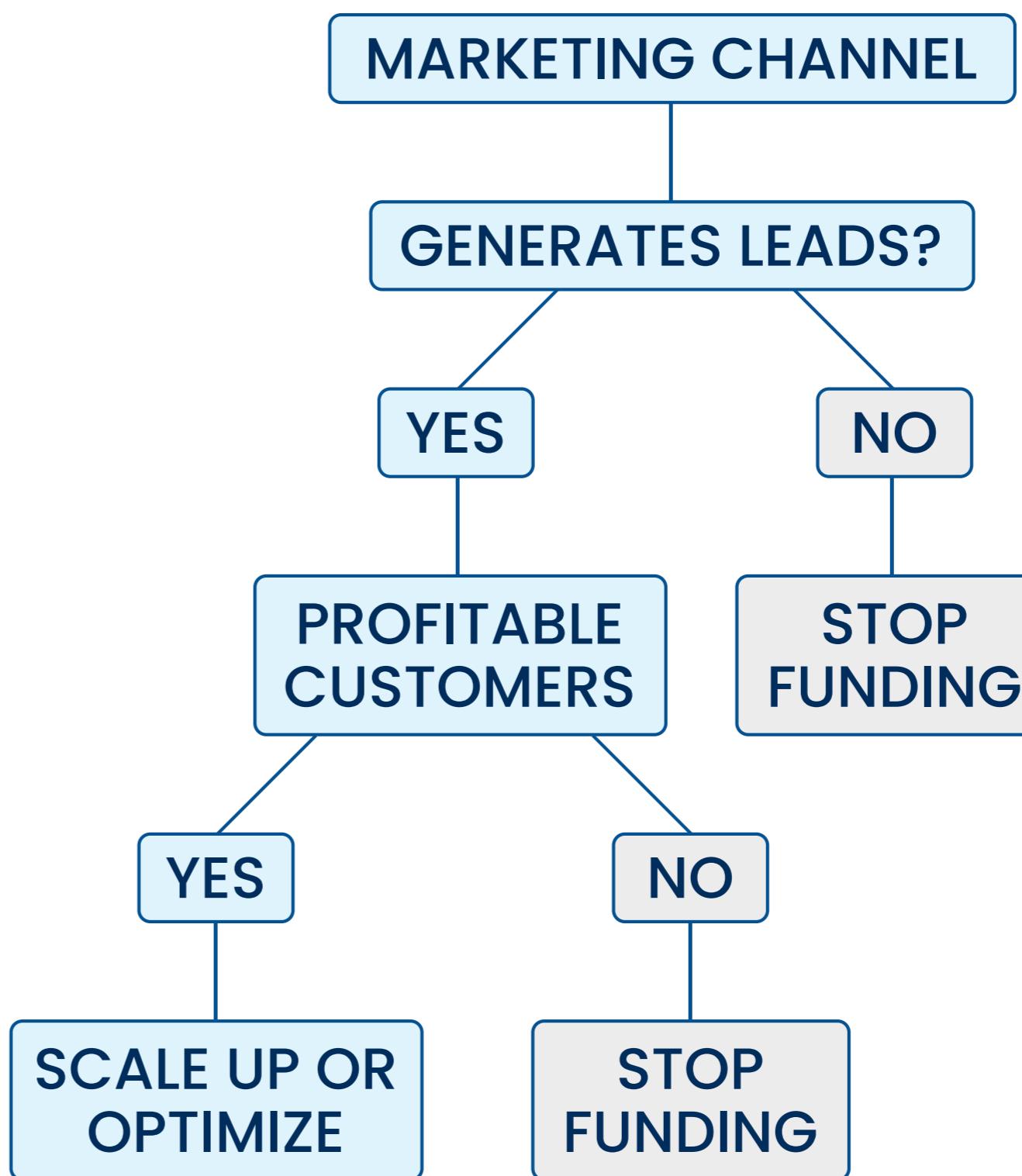
This section transforms you from a marketer who hopes to one who knows. You'll discover which marketing channels actually deliver profitable customers, where to invest more money and where to cut your losses.

KEY PERFORMANCE INDICATORS

Understanding Your Competitive Position Through Data

The metrics below will reveal where you stand today and where your biggest opportunities lie. Be honest with your numbers. If you don't track a specific metric yet, make your best estimate or note "Unknown." That gap itself is valuable information; every blank represents a blind spot your competitors likely share. The goal here is to establish a baseline. Compare against yourself first. **Your biggest competitor isn't the company down the street; it's your own untapped potential. These numbers will show you exactly where that potential lives.**

THE MARKETING ROI DECISION TREE



YOUR KPI ASSESSMENT

REVENUE METRICS

Current Monthly Recurring Revenue (MRR): \$_____

Year-Over-Year Growth Rate: _____ %

Customer Lifetime Value (CLV): \$_____

Average Contract Value: \$_____

Service Mix Revenue Breakdown:

Lawn Maintenance: _____ %

Lawn Care: _____ %

Landscape Design/Build: _____ %

Arbor Care: _____ %

Perimeter Pest Control: _____ %

Irrigation Services: _____ %

Snow Removal: _____ %

Other Services: _____ %

CUSTOMER METRICS

Total Active Customers: _____

Monthly Customer Acquisition Rate: _____

Monthly Customer Churn Rate: _____ %

Net Promoter Score (NPS): _____

Customer Satisfaction Score: _____ /10

MARKETING PERFORMANCE METRICS

Marketing Spend as % of Revenue: _____ %

Cost Per Lead (CPL): \$_____

Lead-to-Customer Conversion Rate: _____ %

Average Sales Cycle Length: _____ days

Website Conversion Rate: _____ %

CHANNEL PERFORMANCE ANALYSIS

Track where your customers actually come from:

DIGITAL CHANNELS

Website: Leads per month: _____ Conversion rate: _____ %

Google Ads: Monthly spend: \$ _____ CPL: \$ _____ ROI: _____ %

Social Ads: Monthly spend: \$ _____ Engagement rate: _____ %

Email Marketing: Open rate: _____ % Click rate: _____ %

Conversion rate: _____ %

TRADITIONAL CHANNELS

Direct Mail: Response rate: _____ % Cost per acquisition: \$ _____

Yard Signs: Monthly placements: _____ Attributed leads: _____

Vehicle Wraps: Estimated impressions: _____

Attributed inquiries: _____

Referral Program: Monthly referrals: _____

Conversion rate: _____ %

MARKET SHARE CALCULATION

Five numbers that reveal your true position:

1 Total Addressable Market (TAM) in your service area: \$ _____

2 Your current annual revenue: \$ _____

3 Estimated market share: _____ %

4 Primary competitor market share: _____ %

5 Growth opportunity (TAM - Your Current Annual Revenue):

\$ _____

METRIC CALCULATION QUICK GUIDE

Use these simple formulas and methods to calculate the KPIs assessed here. If you use CRM or accounting software, these numbers may be readily available in your reports.

Revenue Metrics		Customer Metrics	
Metric	Calculation / How to Find	Metric	Calculation / How to Find
Current Monthly Recurring Revenue (MRR)	The predictable revenue you expect to receive every month. Sum the monthly value of all active service contracts/subscriptions.	Total Active Customers	The total count of customers currently on a recurring service contract or who have received a billable service in the last 12 months.
Year-Over-Year Growth Rate	$(\text{Current Year Annual Revenue} - \text{Previous Year Annual Revenue}) / \text{Previous Year Annual Revenue} * 100$	Monthly Customer Acquisition Rate	$(\text{Number of New Customers Gained in a Month} / \text{Total Customers at the beginning of the Month}) * 100$
Customer Lifetime Value (CLV)	$(\text{Average Contract Value} * \text{Average Purchase Frequency}) * \text{Average Customer Retention Period (in years)}$	Monthly Customer Churn Rate	$(\text{Number of Customers Lost in a Month} / \text{Total Customers at the beginning of the Month}) * 100$
Average Contract Value	$\text{Total Annual Revenue} / \text{Total Number of Active Customers}$ (or $\text{Total Revenue from a defined period} / \text{Total Number of contracts signed in that period}$)	Net Promoter Score (NPS)	% of Promoters (Score 9-10) - % of Detractors (Score 0-6). Based on a survey question: "How likely are you to recommend [Your Company] to a friend or colleague?"
Service Mix Revenue Breakdown	$(\text{Revenue from Specific Service} / \text{Total Annual Revenue}) * 100$. This is typically tracked using your accounting or CRM system.	Customer Satisfaction Score	The average score from customer feedback surveys (e.g., post-service email survey) rated on a 1-10 scale.

Marketing Performance Metrics	
Metric	Calculation / How to Find
Marketing Spend as % of Revenue	$(\text{Total Marketing Expenses} / \text{Total Revenue}) * 100$
Cost Per Lead (CPL)	$\text{Total Marketing Campaign Spend} / \text{Total Number of Qualified Leads Generated}$
Lead-to-Customer Conversion Rate	$(\text{Number of New Customers} / \text{Total Number of Qualified Leads}) * 100$
Average Sales Cycle Length	$\text{Total days from initial lead inquiry to contract signing} / \text{Total number of closed-won deals.}$
Website Conversion Rate	$(\text{Number of Goal Completions (e.g., form fills, calls)} / \text{Total Website Visitors}) * 100$ (Found using Google Analytics or similar tools)
Total Addressable Market (TAM)	Estimate of the total annual revenue potential for your specific services within your defined service area. Use census data, average household income, and estimated spending on lawn/landscape services.
Estimated Market Share	$(\text{Your Current Annual Revenue} / \text{Total Addressable Market (TAM)}) * 100$
Growth Opportunity	$\text{Total Addressable Market (TAM)} - \text{Your Current Annual Revenue}$

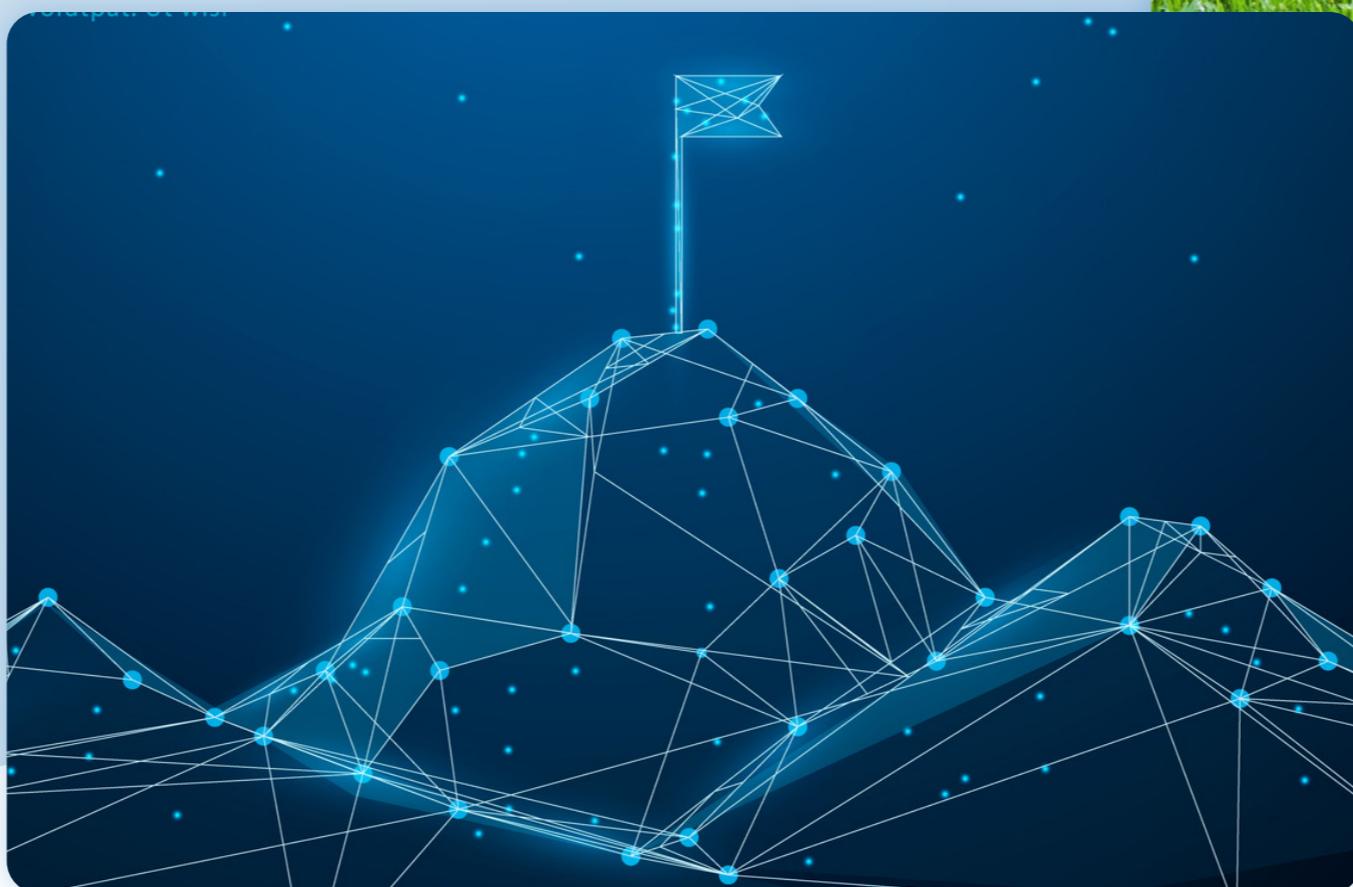
COMPETITOR INTELLIGENCE WORKSHEET

WHY COMPETITIVE INTELLIGENCE WINS WARS

Competitive intelligence is essential research. Don't skip it.

How much do you know about your competition beyond "they're cheaper" or "they're everywhere?" Market dominators study their competition like a chess master studies opponents, looking for patterns, weaknesses and opportunities.

This section helps you become a competitive intelligence expert in your market. You'll discover gaps your competitors are leaving open, services they're delivering poorly and positioning opportunities they're missing entirely.



PRIMARY COMPETITOR ANALYSIS

COMPETITOR 1:

Company: _____

Services Offered: _____

Price Range: _____

Unique Selling Proposition: _____

Marketing Channels: _____

Strengths: _____

Weaknesses: _____

Online Presence (1-5): _____

Customer Reviews Average: _____ stars

Key Insight: _____

COMPETITOR 2:

Company: _____

Services Offered: _____

Price Range: _____

Unique Selling Proposition: _____

Marketing Channels: _____

Strengths: _____

Weaknesses: _____

Online Presence (1-5): _____

Customer Reviews Average: _____ stars

Key Insight: _____

COMPETITOR 3:

Company: _____

Services Offered: _____

Price Range: _____

Unique Selling Proposition: _____

Marketing Channels: _____

Strengths: _____

Weaknesses: _____

Online Presence (1-5): _____

Customer Reviews Average: _____ stars

Key Insight: _____

SERVICE GAP IDENTIFICATION MATRIX

The goldmine most businesses never dig into – services your market needs but competitors don't provide well.

Service/Need	Customer Demand			Competitor Quality				Opportunity Score
	High	Med	Low	Poor	Fair	Good	Excellent	(1-10)
	High	Med	Low	Poor	Fair	Good	Excellent	(1-10)
	High	Med	Low	Poor	Fair	Good	Excellent	(1-10)
	High	Med	Low	Poor	Fair	Good	Excellent	(1-10)

Opportunity Scoring Guide:

High Demand + Poor Competition = 9-10 (Gold Mine!)

High Demand + Fair Competition = 7-8 (Strong Opportunity)

Medium Demand + Poor Competition = 5-6 (Worth Considering)

Low Demand or Excellent Competition = 1-4 (Skip)

MYSTERY SHOPPING INTELLIGENCE CHECKLIST

Become a customer of your competition:

- Get quotes for identical services from each competitor
- Time their response to inquiries
- Experience their sales process firsthand
- Test their follow-up and customer service
- Document their strengths and weaknesses
- Identify what they do better than you (be honest!)

CUSTOMER STRATEGY DEEP DIVE

WHY CUSTOMER STRATEGY DETERMINES EVERYTHING

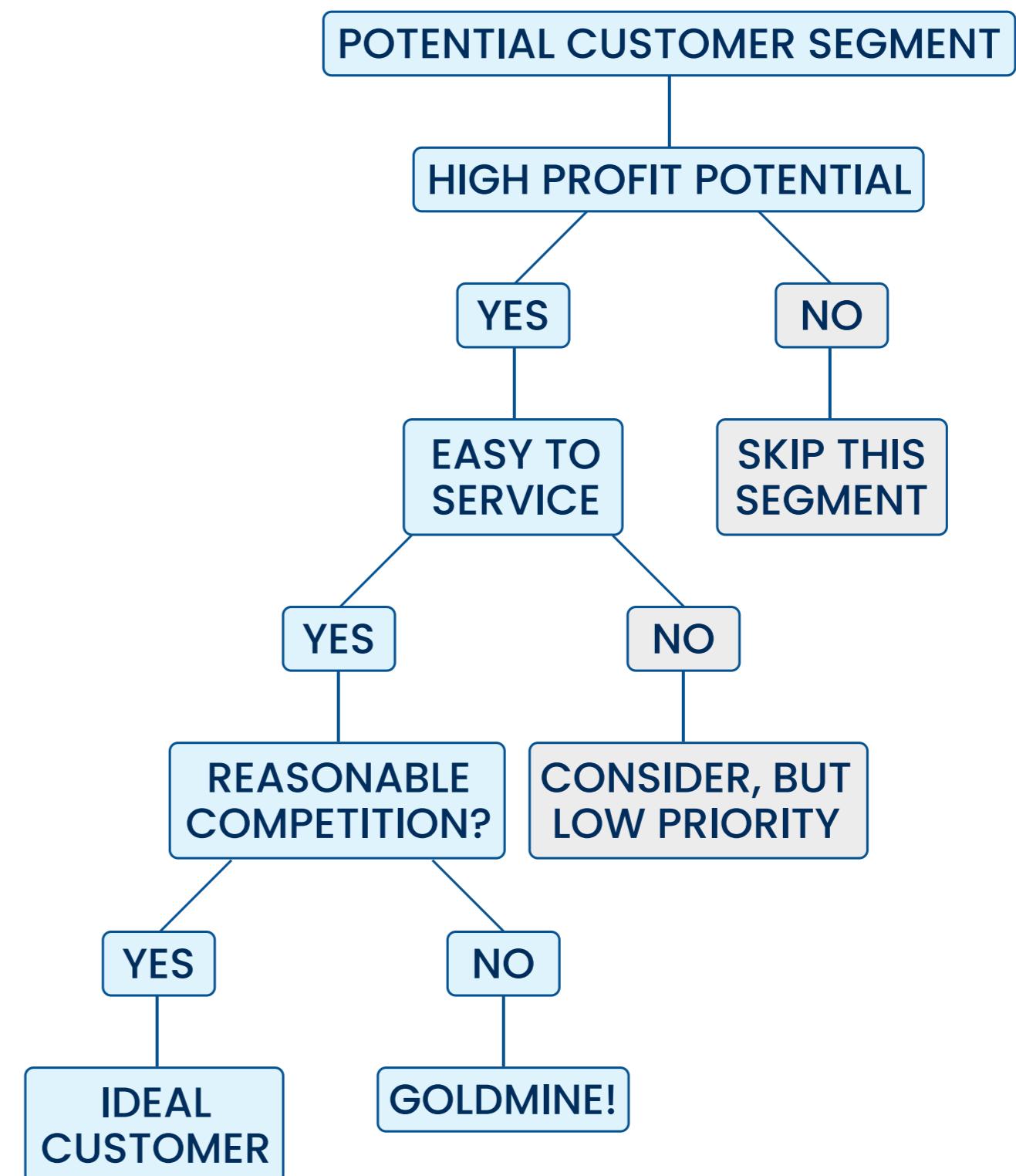
The riches are in the niches.

Here's where many service businesses go wrong: they try to serve everyone and end up serving no one well. Market dominators flip this thinking. They choose their ideal customers deliberately, then build everything around serving those customers exceptionally well.

This section helps you identify who your ideal customers really are, how to find more of them and how much revenue potential exists in each segment. Stop chasing everyone and start dominating your niche.



CUSTOMER SELECTION DECISION TREE



IDEAL CUSTOMER AVATAR TEMPLATE

RESIDENTIAL IDEAL CUSTOMER:

Demographics:

Age Range: _____

Household Income: \$ _____

Home Value: \$ _____

Family Status: _____

Psychographics:

Lifestyle: _____

Values: _____

Priorities: _____

Pain Points:

What They Value Most:

COMMERCIAL IDEAL CUSTOMER:

Business Profile:

Business Type: _____

Property Size: _____

Annual Revenue: \$ _____

Decision Dynamics:

Decision Maker Title: _____

Decision Process: _____

Budget Authority: _____

Business Pain Points:

CUSTOMER VALUE MATRIX

Not all customers are created equal. This matrix helps you see who's really driving your business. Plot your customers to identify growth opportunities and flag problem accounts.

		STARS (GROW THESE)	CHAMPIONS (PROTECT THESE)
HIGH VALUE	POTENTIALS (EVALUATE THESE)	<ul style="list-style-type: none">High value, low effortThese are your best customers. Easy to serve, highly profitable, great for referrals.Action: Upsell additional services. Increase frequency. Lock in contracts. Get referrals.Top Star Customers: _____	<ul style="list-style-type: none">High value, high effortMajor accounts that require significant attention but generate substantial revenue.Action: Assign dedicated account manager. Provide premium service. Negotiate long-term contracts. Manage expectations closely.Top champion customers: _____
	LOW EFFORT	<ul style="list-style-type: none">Low value, low effortSmall accounts that are easy to serve. May become Stars with the right approach.Action: Test upsells. Move to automated/efficient service model. Move up or move on.Top Potential Customers: _____	<ul style="list-style-type: none">Low value, high effortProblem accounts: difficult to work with, low margins, time-consuming, constant complaints.Action: Raise prices significantly. Set strict service boundaries. Or release them and free up capacity for better customers.Energy Drain Customers: _____
		HIGH EFFORT	

Key Insight: For many companies, 80% of their revenue comes from 20% of their customers. Use this matrix to shift resources toward Stars and Potentials, while eliminating Energy Drains.

CUSTOMER SEGMENTATION ANALYSIS

The goldmine most businesses never dig into – services your market needs but competitors don't provide well.

SEGMENT	% OF CUSTOMERS	AVG. ANNUAL VALUE	PROFIT MARGIN	EFFORT LEVEL	STRATEGY
Premium Residential	_____ %	\$_____	_____ %	High Med Low	
Standard Residential	_____ %	\$_____	_____ %	High Med Low	
Small Commercial	_____ %	\$_____	_____ %	High Med Low	
Large Commercial	_____ %	\$_____	_____ %	High Med Low	
Other:	_____ %	\$_____	_____ %	High Med Low	

REVENUE POTENTIAL CALCULATOR

This is where you discover if you're thinking big enough. For each target segment:

Segment: _____

Target Market Size: _____ (total prospects in your service area)

Realistic Market Share Goal: _____ % (start conservative, 1-5%)

Potential Customers: _____ x _____ % = _____

Average Customer Value: \$ _____

Total Revenue Potential: _____ x \$ _____ = \$ _____

Use the space below for more calculations if needed:

Revenue Potential By Segment

Segment A: \$ _____

Segment B: \$ _____

Segment C: \$ _____

Segment D: \$ _____

Segment E: \$ _____

Total Market Opportunity: \$ _____

Current Revenue: \$ _____

Growth Potential: \$ _____

PRICING & POSITIONING POWER PLAY

WHY PRICING IS YOUR PROFIT STRATEGY

Price is what you pay. Value is what you get. Profit is what you keep.

This is where lawn care businesses leave money on the table. They price based on what everyone else charges instead of the value they deliver. Market dominators understand that pricing is positioning. Your prices tell customers whether you're a commodity or a premium solution.

This section gives you the frameworks to price with confidence, position yourself in the premium tier, and justify higher prices with unshakeable value propositions.



THE PRICING STRATEGY MATRIX

		PREMIUM STRATEGY	LUXURY STRATEGY
HIGH DIFFERENTIATION	LOW PRICE, HIGH DIFFERENTIATION	HEALTHY POSITION	MOST PROFITABLE HIGH PRICE, HIGH DIFFERENTIATION
	<ul style="list-style-type: none">Best value in market. Differentiated but accessible pricing.Requires: Efficient operations, strong brand, consistent 4-5 star customer reviewsWhy customers choose you:<ul style="list-style-type: none">Quality at fair priceTrusted brandFast growth	<ul style="list-style-type: none">Potential cons:<ul style="list-style-type: none">Price war riskScaling pressureThin margins	<ul style="list-style-type: none">Premium positioning. Highest profit margins. For best customers only.Requires: Exceptional quality, proven results, premium brand image, white-glove serviceWhy customers choose you:<ul style="list-style-type: none">Highest marginsBest customersLess price resistance
COST STRATEGY		OVERPRICED STRATEGY	
LOW DIFFERENTIATION	RACE TO BOTTOM LOW PRICE, LOW DIFFERENTIATION	UNSTAINABLE HIGH PRICE, LOW DIFFERENTIATION	
	<ul style="list-style-type: none">Compete on price alone. This is where most contractors get stuck.Requires: Extremely efficient routes, low overhead, high volume, minimal customization, simplified service offeringsThe pros:<ul style="list-style-type: none">Attracts volumeQuick decisions	<ul style="list-style-type: none">Potential cons:<ul style="list-style-type: none">Constant turnoverThin marginsPrice-sensitive customers	<ul style="list-style-type: none">High pricing without justification. Customers leave for competitors.Typical result: Lost deals, angry customers, poor reviewsHow you get here: Raised prices without investing in quality/brand, or competitor offers better valueThe outcome: High churn, bad reviews, lost market share, sales resistance, reputation damage, death spiral
LOW PRICE		HIGH PRICE	

Where Are You Now?

- Cost Strategy
- Premium Strategy
- Luxury Strategy
- Overpriced Strategy

Where should you be?

- Cost Strategy
- Premium Strategy
- Luxury Strategy
- Overpriced Strategy

Gap to close:

How to get there:

SERVICE PRICING COMPARISON CHART

SERVICE	YOUR PRICE	COMPETITOR A	COMPETITOR B	COMPETITOR C	MARKET POSITION			PRICE GAP
Basic Lawn Care	_____ %	\$_____	\$_____	\$_____	High	Med	Low	+/- \$ _____
Fertilization	_____ %	\$_____	\$_____	\$_____	High	Med	Low	+/- \$ _____
Pest Control	_____ %	\$_____	\$_____	\$_____	High	Med	Low	+/- \$ _____
Aeration	_____ %	\$_____	\$_____	\$_____	High	Med	Low	+/- \$ _____
Cleanup	_____ %	\$_____	\$_____	\$_____	High	Med	Low	+/- \$ _____

VALUE PROPOSITION CANVAS

This is what separates premium providers from commodity services. Map customer problems to your solutions.

Customer Problem #1: _____ Our Solution: _____

Customer Problem #2: _____ Our Solution: _____

Customer Problem #3: _____ Our Solution: _____

Proof Points: _____

90-DAY ACTION PLAN

STRATEGY WITHOUT EXECUTION IS HALLUCINATION.

<p>DAYS 1-30: INTELLIGENCE GATHERING</p> <p>FOCUS: Build your strategic foundation</p> <p>Complete competitor research and analysis. Set up tracking for all marketing channels. Survey recent customers about decision factors. Calculate accurate customer acquisition costs and lifetime value by segment. Identify the top service gaps in your market that competitors are missing.</p> <p>End this phase with clear answers: Who are you competing against? What do customers actually value? Where are your biggest opportunities?</p> <p>SUCCESS CHECK: You should have complete competitive intelligence, accurate financial metrics, and a clear strategic direction.</p>	<p>DAYS 31-60: POSITIONING & MESSAGING</p> <p>FOCUS: Launch your new strategy</p> <p>Implement new pricing on select services. Update marketing materials with your differentiated positioning. Train your entire team on the new value proposition so everyone sells the same way. Launch targeted campaigns for your ideal customer segments.</p> <p>This is where strategy becomes visible to the market. Your messaging should clearly answer why customers should choose you over competitors—and it should never be price alone.</p> <p>SUCCESS CHECK: Your team confidently articulates your value. Customers respond positively to new messaging. Revenue trends move in the right direction.</p>	<p>DAYS 61-90: MARKET PENETRATION</p> <p>FOCUS: Scale what works and solidify gains</p> <p>Double down on your highest-ROI marketing channels. Launch campaigns specifically highlighting your competitive advantages. Expand into the service gaps you identified in Phase 1. Measure market position gains against competitors.</p> <p>By day 90, you're not just different—you're demonstrably better in ways your market recognizes and rewards.</p> <p>SUCCESS CHECK: Market share is growing. Revenue per customer is increasing. You're winning customers based on value, not price.</p>
--	--	--

TRACK MONTHLY:

- ✓ Market share in target segments
- ✓ Win rate against specific competitors
- ✓ Average deal size vs. market average
- ✓ Customer acquisition cost by channel

MONTHLY REVIEW QUESTIONS:

- ✓ Are we gaining share in our target segments?
- ✓ Are customers choosing us for value or price?
- ✓ What new competitive threats have emerged?
- ✓ Where are our biggest opportunities for next month?

The goal is to continue to build your momentum. Thirty days of intelligence. Thirty days of implementation. Thirty days of scaling. See how much of a difference you can make over a single quarter.

ONE FINAL REALITY CHECK

Right now, you know more about your competitive landscape than most of your competitors know about theirs. You've identified gaps they haven't seen. You understand customer segments they're ignoring.

That puts you in an incredible position.

The companies that will thrive in your market over the next 12 months are the ones taking confident action today. Not because they have perfect conditions or complete certainty, but because they trust their insights and know that progress beats perfection. You have everything you need to move forward.

Your market is full of opportunity. Your team is ready to make an impact. Your future is bright with possibility. **You've got this. Now go make it happen.**

Visit RealGreen.com or scan the QR code for more resources designed to help you run a successful green industry business.

