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Shawn Hill 0:46

Welcome into this episode of The Nice Job Podcast. I'm your host, Sean Hill. Second, the last episode here in season two, hope you've been enjoying the ride. If you have, we'd love for you to review our show here. Just go to rate.thispodcast.com/next Job Podcast. Or you just drop us a live podcast at nicejob.co. Here in today's episode, I'm talking to Brian Clayton, CEO and co-founder of green pal, which is really changing the landscaping industry. You hear him talk about that and some of the lessons that he learned in and out of business school. People talk about what they learned in the academic setting, and what they learned, kind of through experience. So no matter what level of business owner you are, if you're just starting out, or if you're a couple of years under the belt there, you're gonna get something from this episode, I'll be back with my takeaways at the end. So be sure to stay tuned for that. But now let's get into it. My conversation with Brian Clayton, my expert, we're going to talk a little bit about, reputation, why it's important how you kind of can use it, which knows about the nice job around. But the main reason I saw this expert in particular, is because of some of the things that he has developed. And I saw a great opportunity when exploring exactly, the people are doing reputation, right, how they're benefiting from some of the things they are doing. So who is that expert? Let's get to him now. It's Brian Clayton, CEO and co-founder of green bow. Brian, thank you so much for joining us here on the knife shop podcast.

Brian Clayton 2:16

Sean, thanks for having me on. Great to be here. heck of an intro. I appreciate that.

Shawn Hill 2:19

Thank you. I try to let people know, get some excitement and build it up. But ultimately, it's 100% genuine, I come to each and every episode trying to learn on my own. But I get the benefit of getting to explore people like you dig in the brain a bit and find out and then obviously, our audience gets to benefit from the insight. So it's exciting for me, because every single episode, I get smarter. If you knew my background, you know, it's a big accomplishment for me just to get a little bit smarter. But let's dive into you for a second here. And I want to get into a little bit of the background and I don't need to go all the way back, this is the childhood road I grew up on, unless someplace in the story. But when you started kind of down the entrepreneurial path and you kind of really started to grow your career, is there a moment in time that you can identify where you have exposure, whether it was to a trade itself or the entrepreneurial side of it. this is something I want to put my head down and really make my career really make my life?

Brian Clayton 3:15

Yeah, that's a really good question. For me, it happened really early. So 20 years of entrepreneurship and in 60 seconds. Right now I am the CEO and co-founder of Green Powell. So in one sentence green PAL is the Uber for lawn mowing. So rather than calling around Craigslist, you can just hire a grass cutting service right through our app that will come out the next day and mow your yard for you've been at this business for eight years. My co founders and I were an eight year, overnight success. We have several 100,000 people using the app doing \$20 million a year in revenue. And we have just been making slow incremental progress for almost a decade now. Rewind before green pal, I actually had a lawn care company, I started cutting grass and high school as a way to make extra cash. Truth be told, my dad forced me to go mow the neighbor's yard one day. And something about that just stuck with me. I made \$20 so I didn't have to hassle my parents for money anymore. I thought this was great. And so I passed out a bunch of door hangers and got like 10 customers that first summer stuck with that little lawn mowing business all through high school all through college. When I graduated college, I said, Hey, I'm just gonna see how far I can take this landscaping company. And over a 15 year period of time I built it to over 150 employees and got it over \$10 million a year in revenue. And one of the largest landscaping companies in the state of Tennessee where I live and sold it in 2013 to one of the largest landscaping companies in the country. And after that I retired and learned a lot about myself that I was an entrepreneur, I'm wired to love business. I'm wired to love to be in the game. I got bored. And I thought okay, I can get back in the game. What now and the idea for green power was a real straightforward idea for me and recruited two co-founders and we're now here we are eight years later, we got a nice business going.

Shawn Hill 4:55

I love that story because you talk about the inspiration and that's like the first rocket As you know, rockets go into space is usually the initial launch, and they have that little booster. And then the second booster became like the boredom of giving a lot of that day to day grind up. And it's interesting, because you talked about getting into high school. Now, when you went to college, did you take a curriculum that led you towards the business path that you take, more lawn management, things of that to really hone this skill? What did that educational period look like? For you?

Brian Clayton 5:27

Yeah, so I did go to school for business, I got a bachelor's in Business Administration. And I started noticing like back then, and it may still be the case today, like there was a big gap between real world like in the trenches, getting a business going from scratch, and what I was learning in business school, and I was like, Man, these people really aren't teaching the truth. Or maybe it's not even applying to what it is I'm doing. And so I started noticing this gap. And so I stuck it out, I got through college, it actually took me seven years to graduate college, I just went nights and weekends. And I cut grass all day. And so I got my degree, luckily, I did. But when I graduated, I had to make a decision like, I want to go into the job market and start a new career, I didn't really want to be a lawn guy my entire life. But I started doing some quick math, and I was going to take a pay cut. I was like, I was doing pretty good mowing yards, I had a couple of

helpers. And I was gonna take a drastic pay cut going in and starting a career somewhere else. So that's what was the impetus of, let's make a business plan and take what I did learn in business school, let's apply it to this. And then little by little I tried to grow this to be like one of the biggest, best, most successful, profitable landscaping companies in our market. And it took longer than I thought it was going to, and it was a lot harder work than I thought it was going to be. But luckily, honestly, you know, I stuck it out and got lucky and had a good team around me and we got it done.

Shawn Hill 6:51

And did that recognition of a disconnect from necessarily what's being taught to what's out there, or even just maybe less of recognizing the disconnect, but more of identifying sort of the opportunity to take the parts that work, eliminate what doesn't and then bring it with your experience department works and add in the fourth thing, did that sort of same mindset come into the development of green power? when someone said he talked about like it being the Uber for lawn care, that might not be a one to one sort of correlation? If someone's going through a business curriculum to think about that. Granted, it is thinking of, you know, product need, and you know, some unique selling proposition. But was it that same sort of mindset that came to the development of green power? Or was there something else that sparked a hey, I think it's an idea we should explore?

Brian Clayton 7:32

Yeah, I don't believe there's any sort of formal training that can train you to learn how to start a startup from scratch. Like it's just one of those things, you have to get in there, get in the trenches and learn as you go and try and fail, try and fail and move from failure to failure without loss of enthusiasm. Yes, there is a ton of material that you can like to learn from and I encourage people to do that. I certainly like working seven days a week starting green power. And half of what I did was learning, listening to podcasts like this one, watching every video I put on YouTube, listening to audiobooks, trying to watch conferences that I didn't go to but the conference was online. And so all these things like over time, you know, I, I read a quote by Mark Zuckerberg, he said, "Don't be a know it all, be it, learn it all". And it stuck with me. And I just decided, okay, I'm just going to soak up as much as I can, and spend half of my time learning and in doing so I think that's kind of the the recipe for success for me is like, learn from people smarter than you that have done something similar, apply it to your thing, see if it works, if it doesn't learn from that, and then reapply it and try again. And so that's how I approach green power. And it took like three years for my co founders and I to learn the skills we needed, like software development, product design, growth, SEO, all of these skills that we needed to learn ourselves and like kind of reinvent ourselves, we just got in there and just just started learning a little bit at a time and applying it and rinse and repeat. And after about three years, we had a pretty decent product going.

Shawn Hill 9:02

Now our podcast is not a pitch podcast, I like to say so people that come on, they represent organization, things like that. It's not about the selling and the promotion. But I do think it's important for our topic today and our listeners today to have an understanding a little bit of how

green power works. So that as we dive into some of the nuances of how reputation can pay a point and how that kind of expands out for your business gives a little bit more context. So at a high level from the perspective of say I own a lawn care business, how am I using green pal? How's it working for me? What exactly is the process there?

Brian Clayton 9:34

Yeah, it's a really good question. So our app, our platform, our marketplace offers a nice convenience for homeowners to just jump on there and get quotes really quickly. They can read reviews about different lawn mowing services, see the pricing high who they want, they come out and mow the yard and are booked in for the whole season right on our platform end to end. And so it's a nice convenience. But for service providers. That's really why we do what we do. We have set out to build a platform where anybody who just wants to work hard in the landscaping industry can plug into our platform and make material income go from two customers to hundred customers within their first year. And that's really why I get out of bed every morning. And so for us, we have set out to build an end to end kind of toolkit, a operating system, that they can operate their entire lawn care company on top of and get new customers optimize their route, take care of marketing automation for them accumulate a persistent accumulation of their reputation, where it's like qualitative reviews and their reliability and how often they show up on time. All these things kind of accumulate to their profile. And this gives them an opportunity to plug in, do a great job mowing yards and and everything else just handled, and on top of getting paid on time. So that's why we do what we do. And a lot of people always ask me, when are you going to move into other things like pressure washing and gutter cleaning, and snow removal and all these other things, and it's like, really offer like that end to end solution for one industry, you got to be focused on it relentlessly for a very long time.

Shawn Hill 11:08

Yeah, and that's one of things similar to you know, with a nice shop here and reputation marketing somebody will have asked, we take on other elements like a CRM would have. And really, as we found it and kind of came through, it was important to us to stay in that lane and focus and make it great, because throughout that there are still systems that do translate. So obviously, nice job software is good for a variety of different industries. But if we were trying to worry about scheduling and billing, while at the same time trying to do Reputation Marketing, we're never going to be the leader. And so with our goal of being the leader sitting now on top of that, as the as a leader in Reputation Marketing, you're kind of spot on to kind of to focus in and one thing you talked about is through the process is these lawn cares are going to be able to have you know their quote, or they're kind of being directed to a customer's inbox. So just to find out myself, I kind of signed up, you know, put in my location. And then all of a sudden, super quickly, I was getting close to these actual businesses. And then it came down to what we talked about a lot on this podcast, and let us word a bit deeper with you as now the customer is presented with these options. And they're going to start comparing contrasts and some are just looking for one particular thing, maybe looking for just price or just looking for a certain service, something like that. And others are going to go through fine tooth comb, compare and contrast. And one thing we found that is a huge leg up is probably about reputation, what you're known for, what you've proven that you can do, and I want to talk about lawn care specifically. It

sometimes seems almost like a vanity industry, but obviously like lawns, really aren't natural in their own right. So it's not that you're paying for your house, beautifying your house can raise the value of your house, and it's done, right things like that. So that's our relationship, you and your lawn, landscaper, your lawn maintenance person, and then it's a deep sort of relationship and trust has to be built from the second one. And am I kind of mistaken? And that is it really just like the visual part and then the trust, but for me, I would think I would look for the relationship first. And that's why I think it's so important. Would you agree with that mindset?

Brian Clayton 13:11

Yeah, you really nailed it. So there's like a junkyard of Uber for X companies that crashed and burned a bunch of venture capital from like 2013. To today, Uber for home cleaning, Uber for laundry service, Uber for lawn care, Uber, for, you name it. And one of the tragic flaws or mistakes that a lot of these startups made was they treated the suppliers, like fungible commodities, almost like an Uber driver, where you really don't care who picks you up. To go to the airport, it just needs to hit a minimum standard. And so they have tried to apply that model to home services in general. And the reality is, it's not how it manifests itself in the real world, you really want the same vendor, same professional in your yard week after week. And so they didn't understand that. And so they tried to go to a model where like Uber's marketplace, a sign where it's okay, you show up, you sign up, we are your lawn care service, and we'll subcontract it to somebody local, and it could be somebody different every week. My time and industry 15 years in the business, I knew that wouldn't work, and it hasn't. And so I knew that we wanted to be in the business of making those introductions happen really quick, really fast, really seamless without having to make a phone call, get clarity around the pricing and quality. And also get clarity around the reliability of vendors in your area. In terms of like reviews, you can read about them, but also other stats in terms of like, how often do they really show up on the day they're supposed to? And how often do they flake and how often do they cancel and how often do they get booked for a second lawn mowing and surfacing that to consumers so then they can make the best decision for them. And a lot of these things, kind of combined with the pricing. So let's say you have a rental property, and you just really wanted those lawn knocked down every two weeks you don't really care about it has to be every Thursday, well, then you might go for one of the cheaper options, but let's say, this is your home and you and you really love how the lawn looks, and you want it nice and neat for every weekend was because that's the only time you're home. And, and so you might go for a higher tier vendor that's got like a 90% reliability rating, and like 505 star reviews. So we surface all of that and we accumulate all that data and surface it to the consumer so they can make the best buying decision. And it also is a layer of accountability for cert for the wild wild west of service providers like that, to hold everybody accountable to a minimum standard and beyond. And it doesn't exist anywhere else, if you have to do this and analog, you know, you might, you might call friends and family, you might get some, but you don't really know if you're getting the best price and quality combination. We have spent eight years building out that marketplace where you can push a button, get quotes and hire and know, okay, I've got the best combination of price and quality, it's a good match for me.

Shawn Hill 16:05

And that's great, because it makes it a one stop shop, so to speak for the consumer, they don't have to go searching all around and things like that. But, if they did, if they saw the quote in their inbox and decided to go just to open up another tab and search you, that's now we're having a system in place where you're building reputation. And now it has become the cherry on top of the sundae. It's not the end all be all. So you created this ecosystem where guess what you're going to be front and center, you're going to be top of mind, or to narrow down all these decisions suggest Hey, this one, this one or this one, in some cases, people might know. And then now when they go for further social proof, it makes them that much quicker towards a decision.

Brian Clayton 16:46

Exactly. Yeah, that evidence is what enables the consumer to make an informed, confident decision. Versus like, rather than like, Okay, I'm hopefully this person will show up and like halftime they don't.

Shawn Hill 16:59

And you brought up the metric of accountability, right, you know, this is provided to the customer as well. But then obviously, the business itself, whether they're using a software like nice job and insights, they're seeing it through green power, they're seeing it through any other sort of software is kind of knowing what you're known for, and how to go further. But I often see that even when people get that information, they still make the same mistakes. Is there one in particular in the lawn care industry or in your industry that you feel like you'd love to go to everyone that has a lawn business and be like, Hey, you should be doing this thing to help your reputation and not just like collecting reviews? But is it like taking photos? Is it like making on time, things like that. It's just something that just seems to plague the industry a bit that gets a lot of people tripped up?

Brian Clayton 17:43

Yeah, the lawn care industry. So zoom out, it's a \$99 billion industry and the top 20 players in the space constitute less than 10% of that of the sale. So it's hugely fragmented. I mean, like mom and pops dominate the industry. And so one thing you like, if you talk to a lot of entrepreneurs, no matter what they do, a lot of them will say, Yeah, my first business was a lawn care business, a lot of them will say, you know, the first thing I did was start cutting grass. And that was like, how I got my gateway drug into entrepreneurship. Because the barriers to entry are very low, a couple 100 bucks, you can buy a push mower, and guess what, boom, you're in business. And the other thing is, everybody needs your service. So, that's kind of like how the majority of the industry manifests itself. And so, so like, we see a lot of things that you wouldn't think you'd have to call out, but you just do, because these folks are new to business ownership. So things along the lines of having the best polished profile that you can, have a picture of your smiling face with no sunglasses. You know that looks nice that you would be proud of pictures of your previous work that maybe, you know, like, you don't just take it from sitting inside the truck, maybe you actually get out of the truck, and there's no shadow and it looks really nice. You know, like really taking like the table stakes tough like trying to like return customers phone calls

within a couple of hours and not a couple days or never at all like like these days you would think should go without being said but the reality is, is for service providers in the lawn care industry, 90% of people operating space, don't do them. Because they don't know they need to or they might have an employee mindset and not a business owner mindset. Or nobody's taught them this or nobody's forced, so that's what our platform does is like it adds that little layer of accountability and slowly indoctrinates someone who may just be getting started in business to slowly polish up their profile, slowly understand that. Let's write a little bio about your business. What sets you apart from your competition? Let's make sure that we hit the appointments on the day, because guess what you're being scored on that. And you're not going to get hired if you have a 12% reliability rating. It's like educating the service provider over the course of like six months to almost like, understand what it means to run a reliable service based business is something that our platform does and has had to grow to do. It was one of the most surprising things that I came across. When I first started green pal, like one of the, one of the biggest, like misconceptions and false assumptions I had was that we would have to worry about all that. We literally thought that the vendors would be so hungry for these properties that they would do anything that it took. But that's not the case. Like we've had to really curated experience, to get somebody to go from zero to 10, in terms of like, not really knowing what to do to like, Okay, I'm in the lawn care business, and I'm taking but

Shawn Hill 20:48

I never really thought about that. It's because the gateway is pretty easy. I never really thought about the fact that there are probably some neighborhoods around North America where there's a big business competing with. Johnny's kid will cut the lawn for us, actually, he's a competitor in that thing. But then as Johnny gets a bit older, or your Johnny's kid gets a bit older, and he starts going through, he probably doesn't have the business acumen. Because it's always just been like, I do this. And then you know, I get paid. And I guess that ends up manifesting as, I just need more leads, right, any more sales, but then not thank you, perhaps the true thing that's holding you back from really flourishing is those things within the customer experience within the customer journey, which way before you even get the equipment off the truck to go do any sort of maintenance, you probably maybe had a phone call with them, you maybe had to send you know, some communications out, and things of that nature. So I love the fact that you not just create a system of, we're gonna get you out front and center. But we're also going to have accountability metrics that the customer knows. But then also you get to learn kind of throughout the way, these are going to be the key things, they're gonna help you thrive, like we can get you in front and center. Yeah, that's how it will work. But the closing part of it is not just you answering the phone and things like that. It's all of those sort of combined. And I guess that's why the reputation is so powerful.

Brian Clayton 22:04

Yeah, this stuff's not taught anywhere. It's not taught anywhere. It's not taught in high school, it's not taught in business school, like calling somebody back in three hours, there's no business school course that teaches you how to do that. So you just assume people know how to do this. They don't. It's not that they're dumb. It's just nobody's taught it to him. And this is their first

business. And so like, that's what our job is, as our platform is to indoctrinate that service provider to understand how to run a reliable lawn care business.

Shawn Hill 22:34

Yeah, and when they get that knowledge they build systems and processes, and then they're able to pass that on. So as they grow, they get further and further away from driving in the truck. Let's still know that mantra, that mindset has been passed down, I'm interested to get your opinion on if you feel what we experienced over the past year and a half or so, with kind of restrictions, lock downs and things of that nature. Do you feel it, maybe reputation or a little bit of that trust element has gotten exponentially more important, because one just from the pure, you never really thought about maybe who was around you, but keeping distance, things like that, you definitely are more sensitive to that. But also, because you know, people spend a lot more time in their areas and their homes. And when you talk about home service professionals, that relationship gets even more strong. But do you think that the reputation element kind of increased more so especially if people became more digital savvy, as they're spending more time searching online and things like that,

Brian Clayton 23:31

we've definitely seen the shift, accelerate the adoption of use this to get things done around the house, this is the remote control for your life. And, DoorDash, UberEats Postmates, these companies have had banner years, because people are ordering food now. And people have never thought so to order food from an app, just do it as a default way to get it done. And so we've been able to ride that, that wave. And so reputation reliability is a big part of that of reassuring people, that they can get things done in the real world through an interface. And whereas, five or 10 years ago, the user behavior may not have been there, heck, the marketplaces in the dynamic like the the actual tech may not have been there. But now today, you've got a convergence of okay. we have a SaaS products like nice job, we have marketplaces that, that are collecting this stuff we have, we have apps like DoorDash that you know that you can order food from this Thai restaurant and it'll be good it'll show up on time because guess what they got like 8005 star reviews. And so like for the for now, like all this stuff has been accelerated where user adoption is getting, like exponentially growing. And the thing is it's always been easier to do it that way. But people are now being like forced and conditioned to do it that way. And the status quo is a bit Just the hardest thing to compete against, like you would much rather go head to head with with with another competitor than the status quo. And, and so like COVID has helped the status quo shift in terms of people understanding that, yes I can order food from Postmates DoorDash. It'll show up when it's supposed to, I can order a lawn mowing service, and it'll happen, I can go some to a city I've never been to, and I may just stay in an Airbnb, because I have reassurances that it's going to be up to the quality standard. And so a lot of these things have like, been accelerated probably five or 10 years because of COVID.

Shawn Hill 25:38

And I would say the fear that some people had of kind of like, alright, well does it super reverse like my wife and I were talking about, like we're amped up to go back to be in a restaurant,

things like that. So if we're ordering delivery, and this is just a bubble that's bursting. But I think you've put it correctly as these barriers have been broken down. And so now it doesn't seem like a foreign concept to get groceries delivered doesn't seem like a foreign concept. I book a landscaper online, it doesn't seem foreign. And from that restaurant analogy is like, it's still gonna rain, we're still gonna not want to, get dressed up to go out. And so now, we have such familiarity with these apps and things like that. It doesn't really faze us. And so yeah, I would agree with you, I think it has been a big push in the shift forward. And it's interesting, even I guess the phrase like the Uber for that had its own little curve before but even just a foreign sentence.

Brian Clayton 26:31

push a button, something happens in the real world. It's amazing that that was a total just like a dream 10 years ago, and now it's becoming commonplace. It's just a default way you get your groceries, you get your food, you get your lawn mowing, maybe maybe soon, you'll be able to push a button or somebody, they'll show up and clean your car or something like that, like these things are happening this this minute, one of day one. And I think COVID accelerated that. And I think small business owners listening to this podcast should probably think about how, like a tech company, I might just be in the window washing business. And like, software development is the last thing on my mind. But you need to be thinking like a tech company like how do you adopt platforms as SaaS products like, nice job, or see different CRM tools or different marketing tools and stitch them together? So Well, guess what? Now you're in the tech business, and you'll be able to beat the pants off your competition.

Shawn Hill 27:24

Apps absolutely love that. Brian, I think you and I could go probably for another hour or so to diamond in a couple of things. I love the energy you're bringing things like that. But before we wrap up, I want to ask you a question. I've been asking everyone here in season two, if you've listened to all the previous episodes, you know what it is, but for those that might be joining us for the very first time, we have experts on the show. And I feel like that people like yourself, get to love where you are. Because there's not a stop start point. It's always constantly going, it's always churning. So the question I have for you is, what don't you know, now that you're either working on the answer or you're excited to find out and it doesn't necessarily have to be business related, but just where the first thing that comes to mind for that question.

Brian Clayton 28:05

Yeah, business is one of those things like it's a humble feedback machine for how much you don't know, like, the more you learn, the more you realize there's so much more that I don't know. And so for me I have a healthy dose of paranoia, that there's always stuff I need to be learning. There's always smarter people than me that I need to be learning from. And so for me, we're doing well, we have several 100,000 people using it, we're profitable, we have 24 people that work in the business, doing 20 something million in a year in revenue, but we're not part of that. DoorDash Instacart, UberEats Postmates conversation in terms of the default way you get the stuff done. So that's where we're going. That's the mountain we're climbing, getting to ubiquity status, and getting there. I have theories, I have ideas, I have things we're going to try, I

have things I'm gonna we're gonna test, but I don't know 100% how we're gonna get there. We're just going to keep doing it until we get there.

ShawnHill 29:01

I know that's going to resonate with all people out there that are either making some changes to their services, or trying something new. Trying new technology and implementing it and fighting those always sort of in battles. I wish you the best of luck in that class. And just from this conversation here, I know you're to make some big gains. And we have a lot of needles there. And it'd be fun to kind of watch along as you go through that journey. If someone's listening to this podcast, wants to find out even more about you or more about Green Powell. Where should we direct them towards?

Brian Clayton 29:29

Yeah, life's too short to cut your own grass. So if you're in the United States, you can just download green pal in the app store or Play Store. And you'll get hooked up with a great lawn mowing service and a few minutes. Anybody wants to reach out to me, just shoot me a connection on LinkedIn and drop me a note there.

Shawn Hill 29:44

Awesome, we'll link it down in our description. So if you're watching live, give me a couple of moments to wrap up the episode and then we'll get it out there. But if you're listening to the recording or watching on YouTube, just check out the description where you'll find it and that's we'll see the links there. Brian, thank you so much for joining us here on the Nice Job Podcast.

Brian Clayton 30:00

Shawn, thanks for having me on. I enjoyed it.

Shawn Hill 30:02

And I'm so glad that they were here. So glad that you were here as well again, this conversation was amazing just Brian and myself, but the fact that there's a whole audience that gets to listen and learn from it, that's actually why we do it here. So I'm glad you're joining us here for the next to last episode here in season two. So excited that we're going to get there. we're going to take a small little break with more information on that in just a little bit. But until then, thank you so much for tuning in. Again, feel free to like it, share it, comment, but at the very least just take something you jot it down, try it out, Tonya, it's going to be great for you. Until then, we hope that you're being healthy, we hope you're being safe. And don't forget to have a little fun out there as well. Before we get to that fun, here's a recap of the business. Absolutely enjoyed my conversation with Brian Clayton. And here, my green power, how it all came together came a reality. So from his mind, but here are my three key takeaways from the episode. If there's something that you got from this episode that I didn't say, please drop us an email podcast at Nicejob.co.

My first takeaway was kind of specific to the lawn care industry. But I loved how Brian talked about the low entry barrier and how mom and pop businesses still have a big stake in that

industry. And I felt that was a bit inspiring in one regard to let you know that the competition can always be a level playing field as long as you're doing the proper things. But he also talked about how you really need to transition from when you start to as you grow. And some people call it, you know, the startup mentality to the larger business mentality. But I like the mom and pop sentiment of keeping that sort of narrative and that culture throughout, but being able to do the smart things to help you grow and scale. Because a lot of people might find the cheapest way to get into an industry, but they're going to make a lot of noise, what they're actually going to end up usurping you on is how they show their value, and how they do the small things in the customer experience.

A second takeaway was Brian really identifying as he went through his collegiate years and all the things that he's taught there were important, but ultimately, were kind of outshined by the things that he needed to learn from an experiential standpoint. And I think that's important for two ways, one, in your own sort of leadership to make sure that you're looking to gain experience, gain knowledge from a lot of different channels, but also as your grooming or perhaps bringing new people into your industry to take over key positions, take a look at their background, and what they could provide, in a sense of a knowledge base, but also not to rely purely on one side of the other. So if you're someone that has a great academic background, they don't have that experience, would they be able to lead a team that has a ton of experience, and vice versa. So for those of an interesting way that Brian talked about, the things that are taught in business that you need to know, don't often come in the classroom.

And my final takeaway was, and Brian talked about the importance of accountability and why he built that into the system at Green Powell. Accountability is a big pillar of trust, right? You need to make sure that you are fulfilling that trust, but also, your customers want to know if they feel something is not up to the value that there's some accountability there. And so if you are promising accountability, and actually showing up to do that, that's going to be huge for your growth. I know there was more than just those three takeaways, so please drop us an email at a podcast at nicejob.co. Hope you enjoyed the conversation in the episode today. And episode 50. The end of season two is coming next week. We hope you will join us for that. We're gonna have some special episodes after that little mini guys, they're gonna keep you engaged but we'd love the support we've seen this season if you haven't subscribed yet please do so I want to get you all set and ready for new episodes as they come out. Until next week. Remember to be healthy or being safe, not forget to have a little fun out there as well.