



THE HAPPY THESIS CO

BIG SPLASH POOL & SPA

CASE STUDY

Field Operations & Labor Efficiency

THE HIDDEN COST OF AN UNDEFINED WORKDAY

How Big Splash Pool & Spa recovered approximately \$8,000 per month through clearer field procedures and structured management oversight.

16

EMPLOYEES

12

FIELD TECHNICIANS

15

LABOR HOURS RECOVERED / DAY

ZERO

TURNOVER DURING
IMPLEMENTATION

Prepared by The Happy Thesis Co.

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01 Executive Snapshot

Big Splash Pool & Spa had grown into a substantial field-service operation with 12 technicians and four office and administrative employees. The technicians were experienced and hardworking, but the company had never clearly documented what the beginning, middle and end of a productive workday should look like.

16

EMPLOYEES

12

FIELD TECHNICIANS

15

HOURS RECOVERED DAILY

\$8K

MONTHLY SAVINGS ESTIMATE

02 The Issue

Technicians routinely arrived at the shop and spent one to two paid hours preparing vehicles, organizing supplies, talking with coworkers and waiting for the day to begin. At average wages approaching \$30 per hour, small daily delays accumulated into a significant payroll expense across the field team.

The end of the workday was equally undefined. Some technicians drove company vehicles home before clocking out. The informal reasoning was that the drive home replaced breaks they felt unable to take during a busy service day. Without a written process, managers had no consistent way to determine when the paid workday should end, how breaks should be handled or whether employees were following the same expectations.

WHAT WAS HAPPENING	BUSINESS EFFECT
One to two paid hours spent preparing, organizing or waiting at the shop.	Daily time leakage multiplied across 12 technicians.
Company vehicles were sometimes driven home before employees clocked out.	The paid workday had no consistent end point.
Breaks, meals, downtime and route transitions were handled informally.	Managers could not distinguish legitimate delays from preventable inefficiency.

PREVENTABLE TIME LEAKAGE

\$8,000 PER MONTH

Client estimate, with additional losses caused by unnecessary overtime.



03 The Diagnosis

This was not primarily a dishonesty problem. It was an operating-system problem.

No one had clearly told the technicians what management expected at each stage of the day. Employees were using personal judgment inside a system that provided few written standards and almost no consistent oversight.

Managers could see payroll costs increasing, but they did not have the procedures, reports or performance measurements necessary to identify the source and correct it fairly. The company needed a shared definition of good work, realistic planning expectations and a reliable way to verify performance.

- When the paid workday began and ended
- What route preparation required
- How long routine preparation should normally take
- What had to happen before leaving the shop
- How breaks, meals and downtime should be handled
- What to do when assigned work was completed
- What documentation was required at each property
- How managers would review time and performance

04 The Fix: A Complete Field Operating System

The Happy Thesis developed a structured field-operations system covering the technician's entire workday - from arriving at the shop through completing the final customer record. Each procedure defined the required task, expected outcome, responsible employee and a reasonable planning range for completion.

The standards were designed to improve predictability without encouraging rushed or incomplete work. The system connected day-to-day technician behavior with management review, training and performance improvement.

DAILY READINESS	SERVICE EXECUTION	CONTROL & DEVELOPMENT
Daily operations and route preparation Vehicle, tool and inventory readiness Start-of-day and end-of-day responsibilities	Standard pool and spa service New-customer visits Drain, fill, filter and specialty services Repair escalation and equipment inspection	Service documentation Field safety and emergency response Training, certification and performance measurement



05 A Realistic Workday - Not a Stopwatch

The new system did not pretend that employees could work continuously without interruption. It expressly accounted for meals, rest breaks, coffee, snacks, travel, customer conversations, equipment problems and the normal transitions that occur during a field-service day.

The objective was not to eliminate every quiet minute. It was to remove ambiguity.

Technicians received clearer direction about when work began, what preparation was required, how the route should progress, what documentation needed to be completed and when the workday was finished. When legitimate circumstances caused a task or route to take longer, those circumstances could be documented and reviewed rather than treated as automatic underperformance.

THE STANDARD	THE PRACTICAL EFFECT
Define the normal planning range for routine work.	Employees understand the pace and outcome expected.
Allow documented exceptions for customer, equipment or routing issues.	Managers can separate legitimate variance from recurring waste.
Review trends rather than policing isolated minutes.	Accountability becomes fairer, more useful and less reactive.

06 Management Visibility and Accountability

The procedures were supported by a new management layer that allowed Big Splash to monitor activity, identify exceptions and address recurring problems. This shifted management from reactive supervision to structured oversight.

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| • Defined technician performance indicators | • Timekeeping and overtime oversight |
| • Percentage-based KPI scorecards | • Training and certification standards |
| • Route and documentation review procedures | • Coaching and remediation processes |

Instead of relying on impressions, managers could compare actual activity against documented expectations and determine whether a variance came from employee performance, scheduling, customer needs, equipment problems or an inefficient internal process.



07 The Result

Big Splash recovered an average of approximately 1.25 labor hours per technician per day. Across 12 technicians, that represented 15 labor hours recovered every working day.

1.25

HOURS RECOVERED
PER TECH / DAY

15

LABOR HOURS
RECOVERED / DAY

\$450

DIRECT LABOR COST
RECOVERED / DAY

\$8,000

PREVENTABLE LEAKAGE
REDUCED / MONTH

At an average wage of approximately \$30 per hour, the improvement returned roughly \$450 in direct labor cost per day. The company also experienced a meaningful reduction in overtime, which had been placing additional pressure on payroll and service margins.

Employees became more productive and often completed their days earlier because the work was better organized. Customers noticed stronger and more consistent service standards. Management gained the ability to understand where labor hours were being used and intervene before small inefficiencies became permanent operating costs.

BEFORE	AFTER
Workday start and finish depended on informal habits.	Start-of-day, route and closeout responsibilities were documented.
Managers redirected work reactively and lacked reliable evidence.	KPI, route, timekeeping and documentation reviews created visibility.
Employees guessed what productive work looked like.	Employees had clear expectations and a fair process for exceptions.
Time leakage and overtime were accepted as normal operating cost.	Approximately \$8,000 per month was recovered through preventable loss reduction.

IMPLEMENTATION OUTCOME

ZERO TURNOVER

The move from an informal culture to a professionally managed operating system was completed without employee turnover.



08 The Operational Lesson

Time leakage is rarely solved by telling employees to work harder.

It is solved by clearly defining:

- What work must be completed
- What a completed task should look like
- How long routine work should reasonably take
- How breaks and downtime are handled
- What happens when the schedule changes
- How performance is measured
- Who is responsible for reviewing the results

Clear procedures protect company capital, create fairer employee expectations and allow a growing business to operate without depending on constant owner supervision. The result is not simply lower payroll waste; it is a more stable company with better customer service, stronger training and management decisions grounded in evidence.

Employees should not have to guess what productive work looks like.

Owners should not have to wonder where paid hours are going.



ABOUT THE HAPPY THESIS CO.

The Happy Thesis Co. helps growing businesses replace informal habits with practical operating systems. Our work connects strategy, standard operating procedures, role clarity, management reporting and employee training so owners can protect margin and scale with greater control.

Financial estimates in this case study are based on client-reported staffing, average wages and recovered time. Actual results vary by company, labor mix, implementation quality and operating conditions.

END OF CASE STUDY