# 441 rows came in. 382 real customers came out. Here is what they say about the business.

The clean list is in **Larkspur-Customers-Clean.xlsx** (tab "Clean"), ready to import. 48 duplicate rows were merged, 11 rows need a decision from you first, and every change is listed row by row in the "Change log" tab.

**441**
rows in the export

**382**
unique customers after cleaning

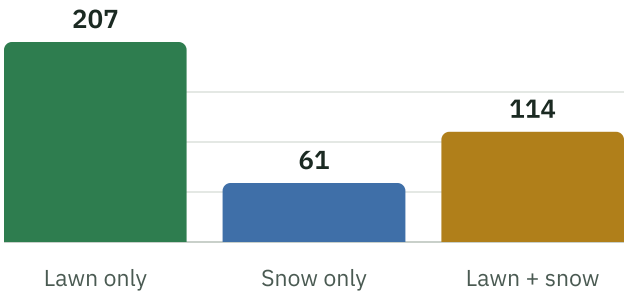
**48**
duplicate rows merged (matched on phone, email or address, never name alone)

**11**
rows that need you: no way to contact them, or two conflicting records

**$7,686**
owed by 33 customers; the top 10 owe 66% of it

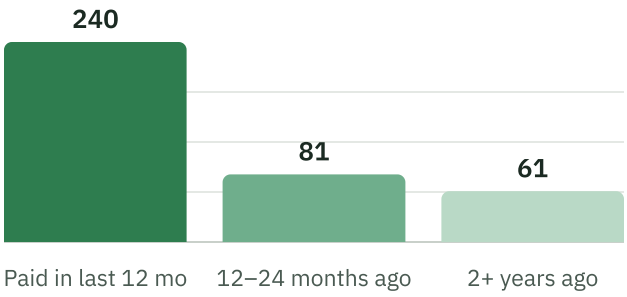
## What customers buy

382 customers by service. Snow is the margin business; most customers only buy lawn.



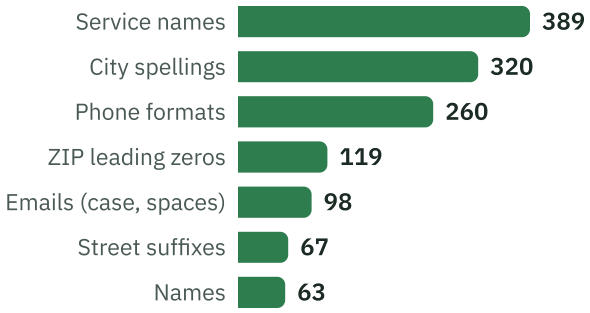

## When they last paid

Darker is more recent. The right-hand bar is the list you are carrying for nothing.



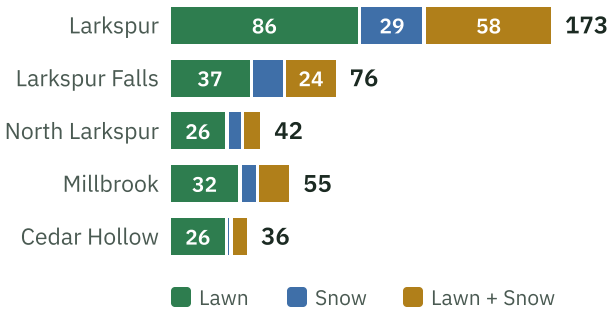

## What we fixed, by count

Field corrections, all logged. Not shown: 996 dates rewritten to one format (three fields per row, four formats in the export).




## Where the snow customers are

Customers by town and service. Snow routes already run in the three Larkspur towns.




RECOMMENDATION 1

### Retire the 61 who have not paid in two years

Import the 240 active customers as active and the 81 who last paid 12–24 months ago as "check in". Send the 61 lapsed ones one postcard, then drop them. 8 of them still owe money: collect it or write it off, but do not carry it in as current.

RECOMMENDATION 2

### Sell snow to the lawn-only customers on streets you already plow

149 lawn-only households sit in the three Larkspur towns where the plows already run. One in five saying yes is about 30 snow accounts with no new route and no new truck. One email in October, one text in November.

RECOMMENDATION 3

### Collect before you migrate

33 customers owe $7,686; the top 10 owe $5,108 (66%). Statements to all 33 this week; a call to the 7 who owe over $400 ($4,233 between them). 4 customers hold $211 in credits: apply them before the move so nobody is double-billed.