

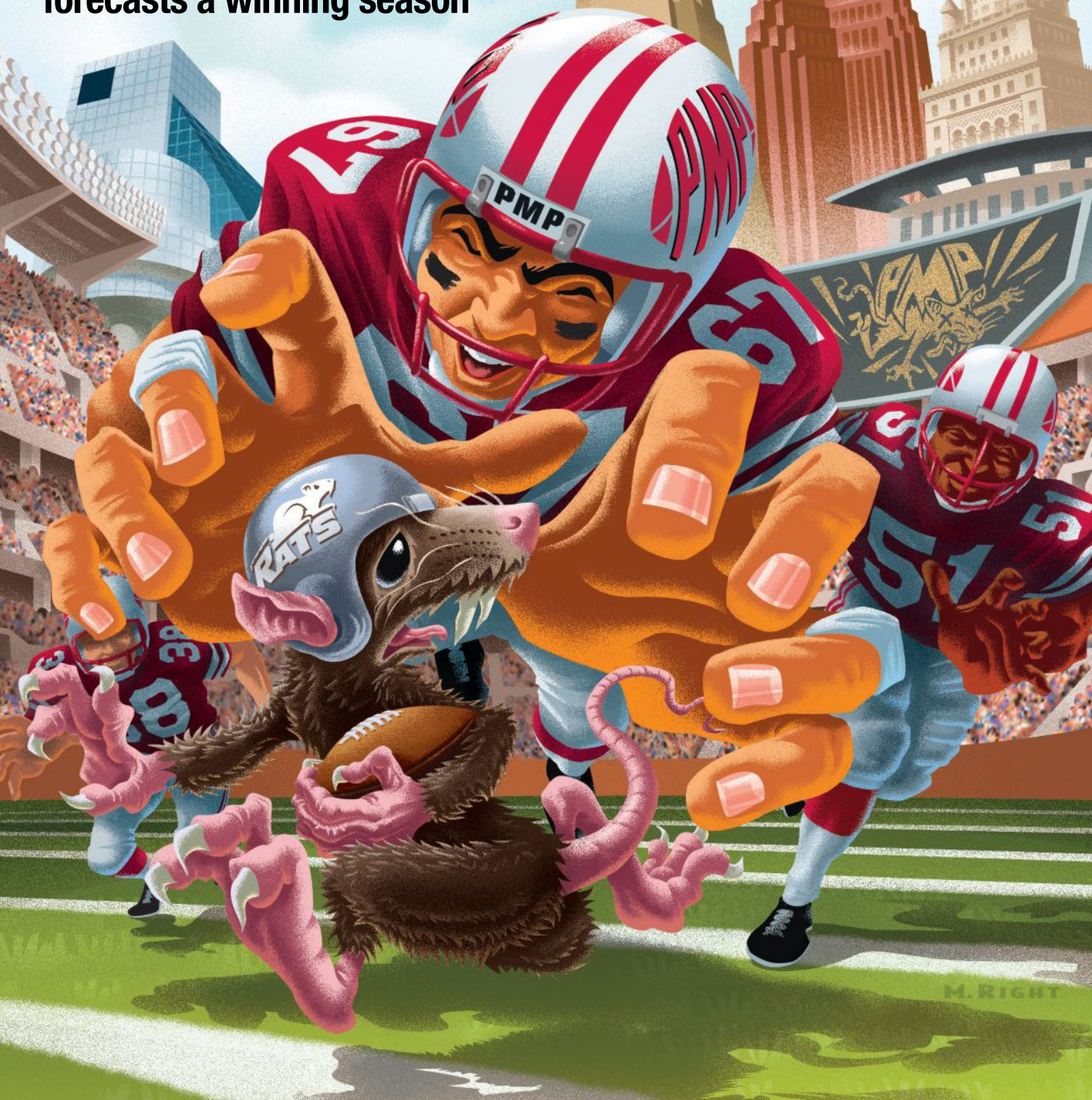
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# PMP Pest Management PROFESSIONAL

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**PMP's 2022 State of the Industry  
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# REAL-TIME SOLUTIONS FOR PEST CONTROL



**BY STEVE LEVY**  
**President & CEO**  
**Bell Laboratories**

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**B**ell Laboratories has long been recognized for the science, research and development that go into the products we manufacture. With a singular focus on rodent control products, we also believe it is critical to factor in how pest management professionals (PMPs) service accounts whenever we develop new rodent control solutions.

The past two years have brought unique challenges to the pest control industry. Embracing new strategies and adapting to changing environments have been crucial for businesses to succeed. One prominent obstacle has been retaining and recruiting skilled workers. With the acute labor shortage throughout the nation, we need to ensure our labor force is as productive as possible.

The Bell iQ line of monitoring products does just that. In addition to providing predictive rodent control, which can prevent callbacks at accounts, iQ traps and stations can be used purely as labor-enhancing instruments. Accounts can be serviced in less than half the time as standard devices, making it easier to get to every jobsite or take on new business, even with personnel shortages. Our time studies have indicated that an individual PMP can increase his or her productivity by as

much as three times — all as a result of not having to manually inspect empty traps.

No one likes to lose a smart, hardworking employee, and iQ products can make the technician's job physically easier. Placing iQ traps and stations at accounts eliminates much of the bending, kneeling and climbing on ladders, only to encounter empty rodent devices. Affordable and efficient rodent monitoring technology creates both more satisfied customers and employees.

Bell is pleased to announce we are expanding the iQ line with the addition of four more offerings: A rat bait station (iQ Pulse Rat), a mouse station (iQ Pulse Mouse), a mouse snap trap (iQ Trapper Mouse) and a camouflage station (iQ Weighted Landscape). These affordable products provide the same time

savings and rodent knowledge as the current iQ smart devices.

The more than doubling of Bell's iQ product offerings is designed to ensure PMPs are equipped to succeed in every type of situation, and be in a position to navigate a tight labor market. Bell promises to make every effort to provide great rodent control solutions to our customers, and to continue our work in the ongoing fight against rodents.

We appreciate your support and thank you for your business. Stay safe and be well.

Bell added  
four more  
products to  
the iQ family  
this fall.



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**PULSE MOUSE** iQ



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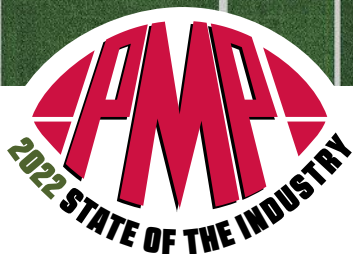


**TRAPPER T-REX** iQ



**TRAPPER MOUSE** iQ





# GAME ON!

A winning season is in store for pest control companies

By Diane Sofranec | PMP Senior Editor

**P**est management professionals (PMPs) have a positive outlook on the pest control industry, and why shouldn't they?

Life slowly is beginning to return to normal after another year of COVID-19-related concerns, giving PMPs who stayed in the game since March 2020 a reason to cheer.

Revenue is on the rise, as customers continue to call on PMPs for much-needed pest control services, *Pest Management Professional's* (PMP's) 2022 State of the Industry survey responses show.

"As America continues to reopen, pest activity that has gone uncontrolled or has lacked attention will create



additional opportunities for our industry," says David Poplin, ACE, president of Legion Pest Management in Murrieta, Calif.

## FORWARD PROGRESS

Revenue and profits will be on the upswing for Carlos Lugo, CEO of Resolve Pest Management in Bayville, N.J., who expects 2022 to be an exceptional year: "I believe business will be better than ever as we begin to move forward as PMPs, despite the pandemic."

Although the pandemic has been a game changer for businesses in other industries due to a lack of customers and reliable workers, PMPs anticipate a winning season.

Business is good for Greg Holley, owner of Zone Pest

## 2022 Outlook 4.4 out of 5 stars



Solutions in Buford, Ga., despite having to invest more on personal protective equipment (PPE).

"We have many more customers working from home," he says. "The extra income they have, now that they no longer have fuel and meal expenses, is good for our business."

## SCOOP AND SCORE

Gillen Pest Control Executive Vice President Gary Gillen says he is very optimistic about the future of the pest control industry in general, and his

## INSIDE

<b>S6-7</b>	<b>Employee and customer retention</b>
<b>S10-11</b>	<b>Planned purchases</b>
<b>S12</b>	<b>Top pest species</b>
<b>S13</b>	<b>Service offerings</b>
<b>S14</b>	<b>Revenue and profit projections</b>
<b>S15</b>	<b>Obstacles and opportunities</b>

company in particular, because of the growth the company has experienced over the past two years. His company, which is based in Richmond, Texas, has grown approximately 20 percent each year, a trend that seems to be continuing.

"I was very surprised we grew as much as we did," he adds. "We have grown every year for a decade, but never at this pace. I am grateful for our growth, and feel awful for those businesses that suffered."

### COMEBACK ROUTE

Perhaps a turnover is imminent. Economists forecast a "post-COVID boom," *The New York Times* reported on June 3. A growing economy and declining unemployment rate would be a win-win for all.

Pest pressure is keeping PMPs across the country very busy, and as a result, commercial and residential work will continue to build. The majority of PMPs who answered our survey this year reveal they have an extremely optimistic outlook on the pest control industry for the year ahead.

Among our findings: Budgets for materials and equipment will be higher than in 2021; employee and customer retention will be strong in 2022; and revenue will surpass last year's earnings.

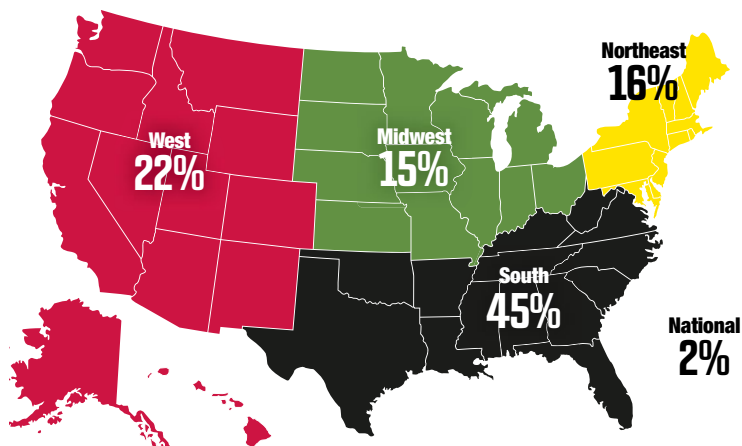
Read on to learn more about PMPs' projections for 2022. Our exclusive 2022 State of the Industry supplement, sponsored by Bell Laboratories, includes benchmarking data, infographics and analyses that highlight key pest management industry trends and projections. PMP

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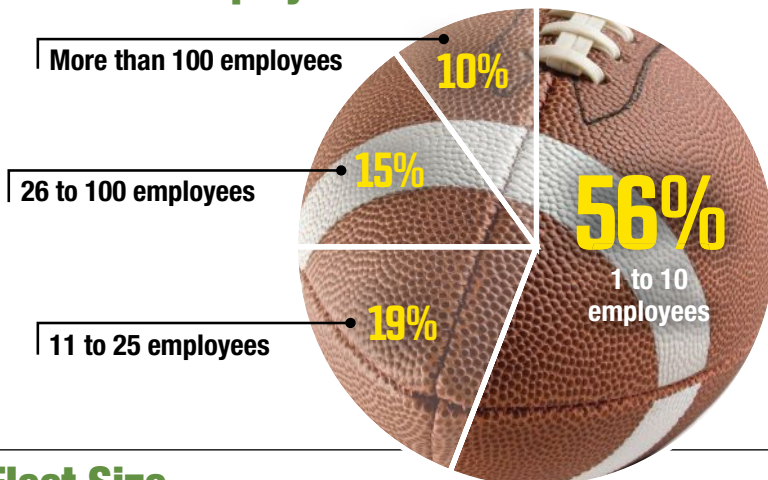
## PMPs who call the plays

In July and August, 212 pest management professionals (PMPs) — primarily company owners and presidents — completed our 25-question State of the Industry survey. Here is some background on their companies:

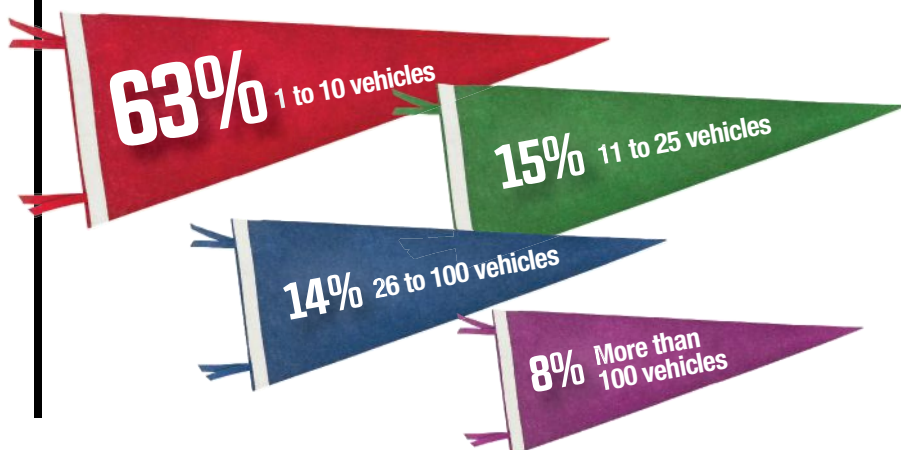
### Area of Operations



### Number of Employees



### Fleet Size







# GO TEAM!

PMPs hold the line on employee and customer retention once again

By Diane Sofranec | PMP Senior Editor

**T**eamwork is critical for pest management professionals (PMPs) whose goal it is to retain workers and customers.

Like last year, the coronavirus pandemic has had a huge impact on business owners' ability to keep their teams intact in 2021. Fortunately, the pest control industry has fared better than many other industries, such as restaurant and hospitality, that lost business due to a lack of workers and/or customers.

"A client who owns about 100 convenience stores and gas stations had to cut back to only two shifts, eliminating the night shift, because he can't find workers," says Phil Clegg, president of Clegg's Termite & Pest Control in Durham, N.C. "Instead of

being open 24 hours, they close every night. Right now, he has 200 open positions he cannot fill."

## RECRUITING NEW PLAYERS

Clegg says his company, too, would take on more work if he could find additional employees. Nonetheless, Clegg's is still on track to grow 5 percent to 10 percent this year: "We've adapted pretty well to the COVID-19 situation, and we will keep making adjustments as we go."

*Pest Management Professional's (PMP's) 2022 State of the Industry survey shows employee retention dipped slightly since last year, as 58 percent of respondents report they retain 90 percent to 100 percent of their employees. Twenty-four percent report they retain 80 percent to 89 percent of their employees, and 10 percent report they retain*

**PEST CONTROL ALWAYS WILL BE IN DEMAND, AS BUSINESS FOR MANY PMPS INCREASED DURING THE PANDEMIC.**



61 percent to 79 percent of their employees. A mere 8 percent say they retained 60 percent or fewer of their employees.

If your roster is incomplete, you're not alone. Employees are changing jobs in droves; a June 24 NPR report breaks it down: "As pandemic life recedes in the



Phil Clegg

U.S., people are leaving their jobs in search of more money, more flexibility and more happiness. Many are rethinking what work means to them, how they are valued, and how they spend their time. It's leading to a dramatic increase in resignations — a record 4 million people quit their jobs in April alone, according to the [U.S. Department of Labor].”

Job candidates with experience in the service industry are discovering pest control companies that offer good pay, decent benefits and a chance at a long-term and stable career.

Gary Gillen, executive vice president of Gillen Pest Control in Richmond, Texas, says a manager for a large restaurant chain applied for a job with the company because he was tired of the long hours and wanted a new career. “He was well-spoken, educated and clean-cut, and my service manager hired him on the spot,” he adds. “He will join our other trainees, and bring us up to full staffing, plus one for growth.”

The timing was ideal, Gillen says, because he had planned to hire another technician to handle the company's increased workload.

“Naturally, we all have problems finding high-quality employees, but we have noted an uptick in applicants,” he says. “More workers are seeking a new career, and our reputation has attracted them to us. We provide health insurance, flexible scheduling, tuition reimbursement and relatively high pay, and that is attractive to many applicants.”

Now that workers actively are seeking good jobs, it's time to spread the word that pest control is an outstanding career choice for anyone who wants to work in an office or out in the field. Plus, pest control always will be in demand, as business for many PMPs increased during the pandemic.

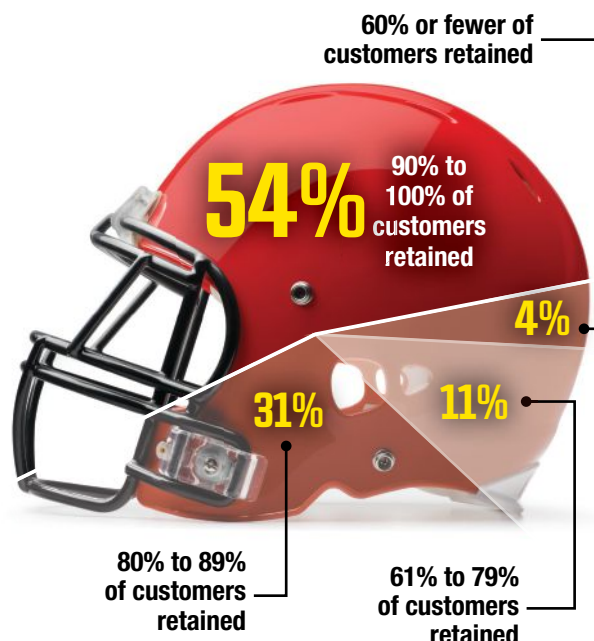
### HOME FIELD ADVANTAGE

Because work has been steady for most pest control firms over the past year, it's no surprise customer retention is high. More than 96 percent of the PMPs who answered our survey say they retain at least 60 percent of their customers, up 2 percent from 2021.

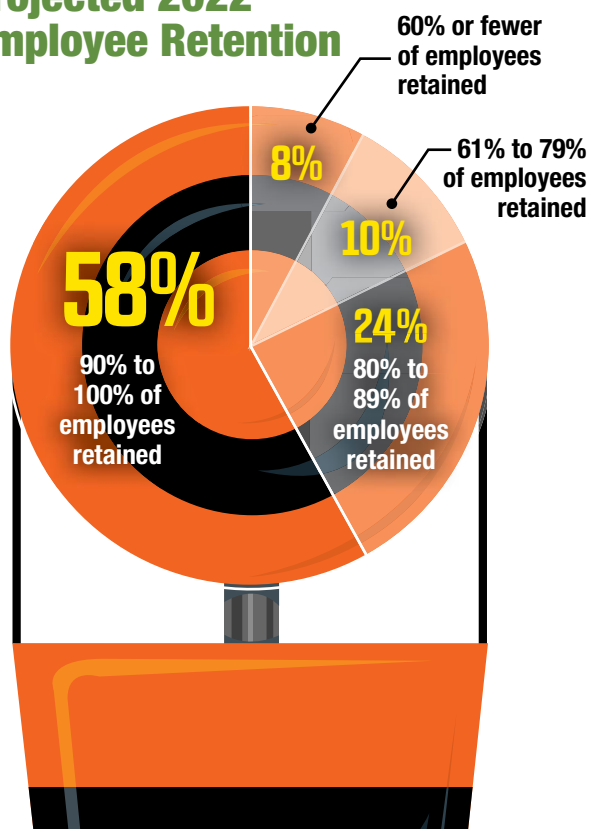
Despite what is happening in the world, customers rely on PMPs to protect themselves and their homes and businesses from pests, making PMPs their MVPs. **PMP**

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## Projected 2022 Customer Retention



## Projected 2022 Employee Retention





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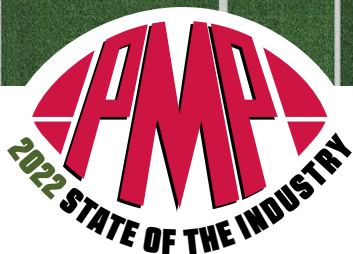
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# OUTFITTING THE TEAM

With some materials in short supply, PMPs ensure they have what it takes to make the win

By Heather Gooch | PMP Editor-in-Chief

For planned purchases, baits still top the list of *Pest Management Professional's* (PMP's) 2022 State of the Industry survey. But there are five data points deviating from our 2021 survey that are worth noting, along with our best-guess theories as to why:

**1** Aerosol insecticides and applicators jumped from 32 percent to 74 percent, mirroring an increase of aerosol options on the market.

**2** Green pest control products rose from 37 percent to 44 percent, as more consumers — especially those who are home more as a result of the pandemic — look to pest management professionals (PMPs) to provide such options.

**3** GPS technology rose from 18 percent to 23 percent, likely due to PMPs looking for a way to offset recent increases in insurance and fuel costs by monitoring and improving the driving habits of their technicians.

**4** Trailers rose from 8 percent to 15 percent, likely because more PMPs are offering heat treatment and other services that require larger equipment.

**5** Merger and acquisition (M&A) broker services went from 6 percent to 10 percent, mirroring the industry's increased M&A activity in recent months.

## GETTING OUTSIDE HELP

This year, nearly a third of PMPs (32 percent) report using accounting services; 23 percent use legal services. Eighteen percent use business consulting services. Dauphin Ewart, CEO of Austin, Texas-based The Bug Master, notes he always is on the hunt for anything that will make his business more efficient. Optimizing his software system features and having an accounting firm take care of finances top his list.

“Whenever we find stress points in our business, we look at what technology potentially

can do to help us work through the issue,” Ewart adds. “Our accounting firm actually helped us implement a couple of different tools this year, including an automatic invoice processing system that eliminates the need for someone to input and code invoices. With many of our employees working from home, we don’t have to rely so much on employees having to pick up physical mail in the office, either. We’re supporting a work environment that is much more distributed, not concentrated in one location.”

Adam Rodriguez plans to invest in a drone system in 2022 — among the 8 percent of respondents to do so. The owner-operator of Atom Pest Control in Bakersfield, Calif., says he sees the potential for inspecting roofs for rodent activity in particular.

“Anything that keeps me off the ladder for long periods is something worth looking into,” he explains.



Adam Rodriguez

## SUPPLY AND DEMAND

In 2021, a common complaint in industries worldwide has been receiving materials and equipment in a timely manner. In some cases, a delay in manufacturing raw goods is the cause; in others, a lack of workers to make the finished product is to blame. The pandemic and the economy are the two root factors. And with demand outpacing supply, some PMPs are starting to feel the pinch in both long waits and higher prices. Still, the games must go on as scheduled.

Stewart Lenner points out the cost of personal protective equipment (PPE) has gone up exponentially in recent months, although



Dauphin Ewart



thankfully, availability has become more favorable vs. the beginning of the pandemic last year.

“We are buying fewer gloves in volume, for example, but we’re spending the same amount on them as we did in 2019, because of the price increase,” says Lenner, president of Arrow Pest Control, Morganville, N.J. “As for trucks, we’re getting away from leasing and going to full-on purchasing. But while I am ready to buy 10 trucks, the demand is such that I’m having trouble just getting one truck ordered.”

Ewart is in a similar spot; at the time of his interview, he was dealing with whether it was worth totaling a truck that was hit, or trying to repair it. He’s been buying Nissan Frontiers for years, and with an approximately five- to six-year run life, it’s been convenient to be able to reuse aftermarket camper shells on different model years. The 2022 Frontier, however, boasts a redesign on which the camper shells will no longer fit. At about \$2,500 per shell, it’s an added cost to consider.

“It made us take a look at what else is out there,” he explains. “In the Austin market, many customers

are interested in doing business with companies that are environmentally savvy. That made us look at the new Ford Mavericks — four-door trucks with an electrical outlet in its bed, getting 40 miles to the gallon. Historically, our techs drive trucks and our sales team drives small cars. We’ve decided to switch to a whole run of Mavericks for both teams, and have 14 on order, which is about 20 percent of our fleet.”

Above all, reminds David Poplin, ACE, president of Murrieta, Calif.-based Legion Pest Management, frustration with product and equipment delays and shortages are never worth complaining to customers about, as they’re likely experiencing the same pain points in their own careers.

“We try not to involve our customers unless we absolutely have to, as they seek results, not excuses,” he says. PMP

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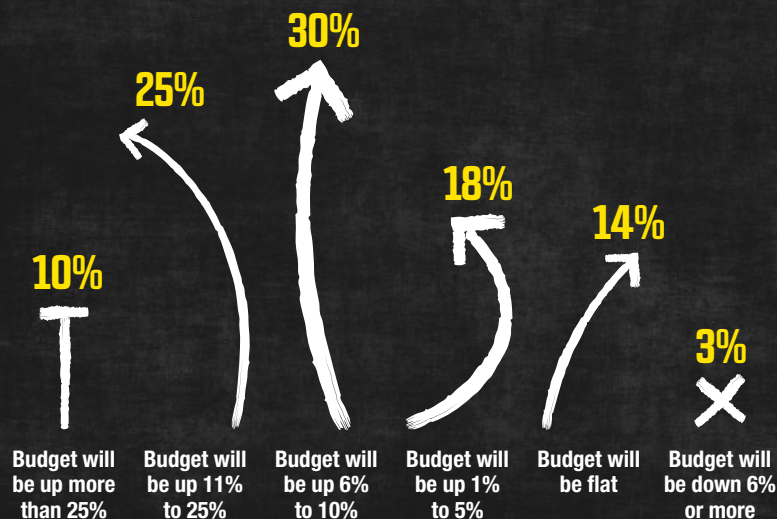


**David Poplin**

## 2022 Planned Purchases

Ant bait	87%
Bait stations	84%
Cockroach bait	84%
Rodent traps	82%
Glue boards/trays	81%
Personal protective equipment	75%
Aerosol insecticides/applicators	74%
Granule insecticides	73%
Insect growth regulators	72%
Spray concentrate insecticides	70%
Safety equipment	70%
Dust insecticides	67%
Wax block rodenticides	65%
Insect monitors	62%
Backpack sprayers	62%
Soft bait rodenticides	61%
Vehicles/accessories	60%
Dusters	54%
Bait guns/applicators	53%
Pheromone traps/attractants	51%
Wettable powder insecticides	51%
Insurance services	50%
Insect light traps	50%
Termite bait/installation tools	50%
Compressed air sprayers	47%

## Projected Equipment & Materials Budget 2022 vs. 2021



# LET'S LOOK AT THE TAPE

Study the top pests to exploit their weaknesses

By Heather Gooch | PMP Editor-in-Chief

Coaches place a high value in gathering all the intel they can on a rival team before the big game. Who are the standouts? What's their offense like? Their defense? Research, prepare and adjust your game strategy accordingly.

It's no different for pest management professionals (PMPs): Identification of the pest and the conducive conditions are key to solving problems. And knowing which species are going from "rookies" to "superstars" in your market also is important.

## MOVING UP IN THE RANKINGS

Pest Management Professional's (PMP's) 2022 State of the Industry survey has long chronicled the top revenue-generating species among the most common pests. This year, carpenter

ants still ranked as the top ant — and the No. 2 pest on the termite and other wood-destroying insect/organism (WDI/WDO) list.

But odorous house ants outranked

pavement ants this year compared to last year; fire ants and Argentine ants also swapped places.

Greg Holley, owner of Zone Pest Solutions in Buford, Ga., notes the job market recently has sparked an influx

of "northern transplants" from New Jersey, New York, Pennsylvania and California. These new homeowners are not familiar with fire ants, so his team strives to educate them.

## BED BUGS DOWN, TICKS UP

Thanks to the pandemic curtailing travel, respondents note bed bugs are not the threat they have been in years past — but don't count them out as hotels and other businesses reopen. Another trend our survey revealed is an "uptick" in ticks, thanks in large part to milder winters in recent years. Stewart Lenner, president of Arrow Pest Control, Morganville, N.J., says his biggest area of business growth has been in the tick/mosquito service he began offering in 2017.

"We do seven treatments a year: two granular treatments in April and October, geared toward ticks, and five monthly backpack misting treatments April through September," he explains. "Twice a year, we go over the breeding site checklist for customers, to help us optimize treatment. We're nearly at the point of doubling overall revenue with this service, and it is triple the revenue of our termite control business." PMP

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# TOP 5

## Revenue-Generating Species

### Rodents

1. House mice (*Mus musculus*)
2. Norway rats (*Rattus norvegicus*)
3. Roof rats (*Rattus rattus*)
4. Deer mice (*Peromyscus maniculatus*)
5. Meadow mice (*Microtus pennsylvanicus*)



### Ants

1. Carpenter (*Camponotus* spp.)
2. Odorous house (*Tapinoma sessile*)
3. Pavement (*Tetramorium caespitum*)
4. Fire (*Solenopsis* spp.)
5. Argentine (*Linepithema humile*)



### Cockroaches

1. German (*Blattella germanica*)
2. American (*Periplaneta americana*)
3. Oriental (*Blatta orientalis*)
4. Smoky brown (*P. fuliginosa*)
5. Brown-banded (*Supella longipalpa*)



### Termites & other WDI/WDO

1. Eastern subterranean termites (*Reticulitermes flavipes*)
2. Carpenter ants (*Camponotus* spp.)
3. Carpenter bees (*Xylocopa* spp.)
4. Drywood termites (*Kalotermitidae*)
5. Wood-decay/ Xylophagous fungus





# OFFENSE AND DEFENSE

These top treatments are the lifeblood of the team

By Heather Gooch | PMP Editor-in-Chief

It's likely no surprise that, according to *Pest Management Professional's* (PMP's) 2022 State of the Industry survey respondents, ants remain

No. 1 in terms of the most revenue-generating pest and the most profitable pest, and No. 2 (only behind rodents) in terms of account volume. In fact, most of the "usual suspects" from 2021 are rounded up again for the new year. There are some deviations from last year, however, including:

- At 88 percent, flea and tick management overtook stinging insect control (86 percent) as the fifth most-in-demand service for 2022.
- Rodents scurried up the profitable account ladder, ranking No. 2 this year vs. No. 4 last year (58 percent vs. 51 percent).
- While termites and other wood-destroying insects/organisms (WDI/WDO) stayed at No. 3, bed bugs fell from No. 2 last year (53 percent) to No. 4 this year (51 percent).

Our survey found that the majority of pest management professionals (PMPs) are staying the course, focusing on existing services. Only 13 percent are planning to introduce new services this year.

For some, 2022 will be spent promoting a service already in place. Adam Rodriguez, owner of Atom Pest Control, Bakersfield,

Calif., recently became an authorized In2Care mosquito trap installer. "It's something I was able to add to ongoing pest service as a win-win: The customer sees fewer mosquitoes and I have an added revenue stream."

Greg Holley, owner of Buford, Ga.-based Zone Pest Solutions, says in his market, American cockroaches beat out German cockroaches by a mile, particularly in Atlanta proper.

## Current Services

Rodent management:	93%
Ant management:	93%
Cockroach management:	91%
Spider management:	88%
Flea & tick management:	88%

"There is a lot of old-growth ivy on houses. American cockroaches use that to gain entry through soffits and attic spaces, flying from area to area," he says, adding Oriental cockroaches also are becoming easier to find in the shaded, moist crawlspaces of older Atlanta residences. "In fact, there's

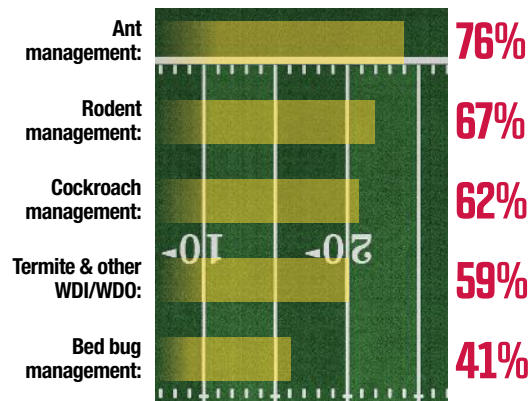
a distinct difference between in-town and suburban accounts. In Atlanta, we deal with cockroaches. In the suburbs, we deal mainly with ants and spiders."

As mentioned previously, stinging insects fell out of the Top 5 in-demand services this year. But at No. 6, it's still a viable offering. Holley says working with beekeepers to remove honeybees is a good and widespread practice; however, pay attention to whether these specialists remove all of the comb at the account.

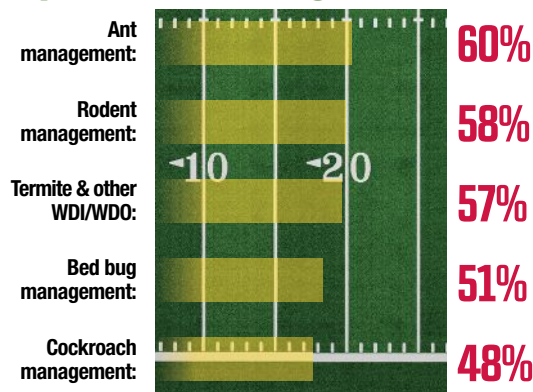
"If they leave comb inside a wall or void — well, let's just say I've seen honey coming out of electrical outlets and running down the wall," he warns. "And where there is honey, an ant problem is sure to follow." PMP

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## Top Revenue-Generating Services



## Top Profit-Generating Services





# TOUCHDOWN-BOUND

Healthy revenue gains are predicted for 2022

By Heather Gooch | PMP Editor-in-Chief

**N**ext year, Carlos Lugo expects to double his revenue and net profits. What is giving the CEO of Resolve Pest Management, Bayville, N.J., such confidence? In part, a booming housing market and the ability to sell home protection plans.

“Our plans are tailored to each customer based on the level of pest protection their home requires, as opposed to a ‘one-size-fits-all,’ cookie-cutter approach for treatment,” Lugo explains. “These plans help develop a personal relationship with the customer, which in turn, builds trust.”

With new construction on the rise both commercially and residentially, Lugo adds, there has been a growing demand for wood-destroying insect (WDI) inspection and treatment inquiries. “Not only termites, but carpenter ants and wood-boring beetles, as well,” he says.

Although not everyone is expecting a 50 percent gain — and it’s worth noting he has only been in business for a year — Lugo’s experience seems in line with the majority of respondents to *Pest Management Professional’s* (PMP’s) 2022 State of the Industry survey. Only 9 percent predicted their revenue would be down or flat, compared to 18 percent in 2021.



Stewart Lenner

Stewart Lenner, president of Arrow Pest Control, Morganville, N.J., says the secret to his recent revenue success can be attributed to one thing: monthly payments.

“We have added 35 percent more customers in two-and-a-half years, and upped our retention rate immensely — all based on how people are billed,” he explains. Rather than a large amount due once a year, giving customers a reason to cut such a number from their budget, 12 monthly payments offer both reliable revenue and customer loyalty.

“Every year before we switched to this, it was a fight to have growth,” Lenner admits. “When we made the change in early 2019, we grandfathered in anyone who still wanted to make an annual payment. But new customers automatically are put on a monthly payment system, and it’s been going great. I forecast 20 percent growth for us this year, and we plan to double in size within seven years, all through organic growth.”

Employee retention is key to that growth, Lenner says. He is a strong believer in having licensed technicians, to reduce callbacks and bolster a quality reputation. “I incentivize the technicians to study by giving them a salary increase with each passed test.”

## Projected 2022 Revenue

**54%**

Less than \$1 million in revenue

**34%**

\$1 million to \$9,999,999 in revenue

**12%**

\$10 million or more in revenue



## Projected Revenue Change 2022 vs. 2021

**15%** Revenue will be up more than 26%

**52%** Revenue will be up 10% to 25%

**24%** Revenue will be up 9% or less

**8%** Revenue will be flat

**1%** Revenue will be down

Zone Pest Solutions tends to hire people without a pest control background. “Our experience has been, if a tech is in the field and comes across something he is unsure of, he will call in and get the answer,” explains Greg Holley, owner of the Buford, Ga.-based firm. “If he has worked elsewhere, chances are he won’t call and just do what he did at his old job — which may not be what we’d prefer he does.”

The bottom line for revenue growth? Holley keeps it simple: Happy employees lead to happy customers, so “if you don’t invest in your people, they won’t invest in you.” PMP

You can reach **GOOCH** at [hgooch@northcoastmedia.net](mailto:hgooch@northcoastmedia.net) or 330-321-9754.



# RECOVER THAT FUMBLE

Maintain possession by meeting challenges head-on

By **Diane Sofranec**  
PMP Senior Editor

**P**est management professionals (PMPs) have faced obstacles during the global pandemic. This unprecedented event has had an impact on how pest control companies do business, particularly when it comes to staffing. Hiring, training and retaining employees are among the most prevalent challenges company owners currently experience.

*Pest Management Professional's (PMP's) 2022 State of the Industry* survey shows hiring and training employees now rank No. 1 on our list of Top Obstacles, moving up from the fourth spot. Although pest control was deemed an essential service by the U.S. Department of Homeland Security in the early days of the pandemic, PMPs say many workers left their jobs to collect unemployment benefits that paid better than their wages due to pandemic-related supplemental programs. Pest control companies with fewer employees and more work than they could handle were left scrambling to fill positions.

On a related note, employee retention ranked No. 6 on our list of Top Obstacles, as pest control companies do their best to keep the workers they have at a time when employees are changing jobs in droves.

Fuel costs made the Top Obstacles, landing at No. 4, as oil and gas prices rose over the summer. Experts agree that the price of crude oil, and a demand that exceeds supply, are two of the main reasons why PMPs are paying more at the pumps.

## HEAD FOR THE END ZONE

Restrictions related to the coronavirus pandemic remains on the list, but drops to No. 5 after coming in second last year. No doubt, PMPs are eager for this obstacle to disappear soon. As a result, do-it-yourself competition did not make the list for the first time since 2016.

Opportunities abound, however, if you know where to look. Many PMPs have been able to meet — and exceed — the needs of their residential and commercial customers despite the challenges COVID-19 have brought.

Carlos Lugo launched Resolve Pest Management in March 2020, just as the

pandemic hit the United States. The CEO of the Bayville, N.J.-based company admits he was not sure how COVID-19 would affect his newly established, family-owned business. But as he looks back 21 months later, he realizes he need not have worried.

“By the grace of God, we were able to successfully navigate and overcome the hurdles necessary to not only maintain business flow, but flourish as well,” he says.

For Lugo, the pandemic kept more people home, either working or home-schooling their children. As a result, they have been using technology and social media platforms more than ever before. “Online marketing and advertising, especially targeted marketing on social media



**Carlos Lugo**

platforms, have provided many new opportunities for PMPs to access customers by the masses without exceeding their monthly marketing budgets,” he says.

“What began

as what many saw as an opposition in reference to going virtual, has been a very rewarding benefit.” PMP

You can reach **SOFRANEC** at [dsofranec@northcoastmedia.net](mailto:dsofranec@northcoastmedia.net) or 216-706-3793.

### Projected Top 2022 Obstacles

- 1 Hiring & training
- 2 General economy
- 3 Lowballing competitors
- 4 Fuel costs
- 5 Restrictions related to coronavirus pandemic

### Projected Top 2022 Opportunities

- 1 Increase referrals
- 2 Increase repeat business
- 3 Improve customer retention
- 4 Upsell services
- 5 Increase prices

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