



DTR OPERATIONS • SAMPLE — FICTIONAL CLIENT

Business Diagnostic

Harbor & Pine Landscaping

Prepared for Dana Whitfield (fictional) • August 20, 2026

THIS DIAGNOSTIC INCLUDES

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About this sample

Harbor & Pine Landscaping does not exist. The business, the owner, the scores, the review counts and every finding in this document were invented to demonstrate the format and depth of a real DTR Operations assessment binder. This file was generated by the same rendering pipeline that produces real client reports — the structure, sourcing and depth are exactly what a paying client receives.

In a real binder, as here, findings are informational estimates, not professional advice. Anything load-bearing — entity structure, licensing, tax treatment, insurance, funding eligibility — is either cited to a named source or flagged for a licensed professional, never asserted bare.

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Executive Summary

Overall business readiness: 71 out of 100 — Solid, with clear gaps. This is the average of the 6 DTR lens scores below; a directional read from this engagement, not a formal rating.

- % Legal: 88/100
- % State & Federal: 73/100
- % Financial: 70/100
- % Operational: 86/100
- % Market Fit: 78/100
- % Demand & Visibility: 31/100

The one-minute read

- % Harbor & Pine is not losing work to better competitors — it is never being asked to quote in the first place
- % Three of four rival firms carry 96–412 Google reviews; Harbor & Pine has 4 and its profile is unclaimed — 1 Harbor & Pine is not losing work to better competitors — it is never being asked to quote in the first place. Three of four rival firms carry 96–412 Google reviews; Harbor & Pine has 4 and its profile is unclaimed. The website is currently telling search engines not to list it at all. Operations and legal standing are in good shape — the gap is demand capture, and it is unusually fixable
- % The website is currently telling search engines not to list it at all — 2 Harbor & Pine is not losing work to better competitors — it is never being asked to quote in the first place. Three of four rival firms carry 96–412 Google reviews; Harbor & Pine has 4 and its profile is unclaimed. The website is currently telling search engines not to list it at all. Operations and legal standing are in good shape — the gap is demand capture, and it is unusually fixable
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What's already working — protect this

- % Tightly scheduled crews with capacity to take on more work
- % Clean legal and registration position for Virginia (owner-reported, spot-checked) — 1 Tightly scheduled crews with capacity to take on more work. Clean legal and registration position for Virginia (owner-reported, spot-checked). Healthy per-job margin at the stated average job value
- % Healthy per-job margin at the stated average job value — 2 Tightly scheduled crews with capacity to take on more work. Clean legal and registration position for Virginia (owner-reported, spot-checked). Healthy per-job margin at the stated average job value

The real gap — not just the symptom

SYMPTOM

The phone is quiet even though the work, when it comes, is profitable and well run.

THE ACTUAL GAP

The business is invisible where its customers actually look: a noindex tag, an unclaimed profile, and 4 reviews against competitors carrying hundreds.

Evidence

- % noindex present on every page of the live site (measured)
- % Google Business Profile unclaimed; competitors appear in the local map pack (measured) — 1 noindex present on every page of the live site (measured). Google Business Profile unclaimed; competitors appear in the local map pack (measured). Review counts: 412 / 218 / 96 against 4 (measured from live listings)
- % Review counts: 412 / 218 / 96 against 4 (measured from live listings) — 2 noindex present on every page of the live site (measured). Google Business Profile unclaimed; competitors appear in the local map pack (measured). Review counts: 412 / 218 / 96 against 4 (measured from live listings)

Do this first

Spend the first 30 days entirely on being found: the noindex removal, the profile claim, and a direct review push to past customers.

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Six-Lens Diagnostic

Legal

Structured as an LLC in good standing. Landscaping is not a licensed trade in Virginia at this scale, so no contractor licence is required for the work described — but pesticide application is, and the intake mentions treating turf. Commercial application of pesticides in Virginia requires certification through the VDACS pesticide programme; confirm directly with VDACS or a licensed attorney before applying anything commercially.

WHAT THIS MEANS FOR YOU

You are clean on the licensing that matters for the work you do today — but if you start treating turf commercially without the VDACS certification, one complaint can stop the whole operation. Confirm it before the spring season, not during it.

State & Federal

Registration with the State Corporation Commission is current and the annual report is filed. Sales tax is the open question: Virginia treats some landscaping services as taxable and others as exempt, and the split depends on whether materials are itemised separately on the invoice. This affects every invoice issued and should be confirmed with a CPA.

WHAT THIS MEANS FOR YOU

Nothing here is on fire, but the invoicing question quietly compounds: if the sales-tax treatment is wrong, it is wrong on every invoice you have issued, and it gets assessed backwards. An hour with a CPA now is cheaper than a correction later.

Financial

Directional, not a formal projection. At the stated average job value and current crew cost, gross margin lands in a healthy band, but the business is under-utilised: the crews could carry meaningfully more work at current staffing. Per-job economics are not the constraint; job volume is.

WHAT THIS MEANS FOR YOU

Per job you are making good money. The problem is not what each job earns, it is how few of them arrive — which is why the plan spends its first thirty days on being found rather than on your pricing.

Operational

The strongest area measured. Crews are scheduled tightly, supplier terms are sound, and equipment maintenance is on a real cadence rather than run-to-failure. This is the part of the business already built to absorb more demand.

WHAT THIS MEANS FOR YOU

This is the part of the business you have already got right. Protect it: the fixes in this report are about getting more work in the door, and tightly-run crews are what make that survivable rather than chaotic.

Market Fit

The service area shows steady demand for landscaping at this price point, and the competitive field is established but not saturated. The market itself is healthy — the constraint identified in this assessment is not whether demand exists, but whether this business is visible to it.

WHAT THIS MEANS FOR YOU

There is real demand where you operate and the market is not overcrowded. That is the good news and the frustrating news at once — the work is out there, and it is going to people who are easier to find than you are.

Demand & Visibility

The weakest measured area, and the one holding the score down. The website instructs search engines not to index it, the Google Business Profile is unclaimed, and the review count sits at 4 against competitors carrying 96 to 412. Nothing here is a quality problem; all of it is a visibility problem, and three of the five highest-leverage fixes cost nothing but time.

WHAT THIS MEANS FOR YOU

This is the one holding your score down, and it is the most fixable thing on the list. Three of the five actions in your first thirty days cost nothing but an afternoon, and they are what stand between you and being in the comparison at all.

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Digital Presence & Security Scan

We ran your website and your local search presence through DTR's own checks. Each item below shows what we measured and what it means for your business in plain language. Anything we could not complete is marked as such rather than estimated.

Your website

Security headers

NEEDS ATTENTION

WHAT WE FOUND

We scanned <https://harborandpine.example> directly and graded it D (35/100). 4 of the 6 protections we check are missing: Strict-Transport-Security, Content-Security-Policy, X-Frame-Options, Referrer-Policy.

WHAT THIS MEANS FOR YOU

These are instructions your website gives a visitor's browser, and they shut down a few specific, common attacks — another site framing yours to trick your customers into clicking something, or someone on the same public Wi-Fi reading a visitor's session. Missing them does not mean your site has been broken into, and there is no evidence here that it has been. It does mean you are relying on luck against a category of problem that is a configuration change on the hosting side, not a rebuild.

Source: DTR scan of your site's response headers — <https://harborandpine.example>

Search-engine basics

NEEDS ATTENTION

WHAT WE FOUND

Reading your homepage's code: no meta description; the page asks search engines NOT to index it.

WHAT THIS MEANS FOR YOU

This one is worth acting on today: your own page is currently telling Google not to list it. That is usually a setting left on from when the site was being built, and while it is on, no amount of marketing will make you findable in search.

Source: DTR scan of your homepage's HTML and crawl files — <https://harborandpine.example>

Crawl files (robots.txt and sitemap.xml)

WORTH FIXING

WHAT WE FOUND

robots.txt: present. sitemap.xml: not found.

WHAT THIS MEANS FOR YOU

A sitemap is a file listing your pages so search engines do not have to discover them by chance. For a site of a handful of pages this is a minor gain, not an emergency — most site builders generate one with a single setting.

Source: DTR scan of your homepage's HTML and crawl files — <https://harborandpine.example>

Secure connection (HTTPS)

WORKING WELL

WHAT WE FOUND

Your site serves over HTTPS and correctly redirects insecure visits to the secure address.

WHAT THIS MEANS FOR YOU

Visitors see the padlock rather than a warning, which is the baseline customers now expect before they type anything into a form.

Source: DTR scan of your site's connection and response — <https://harborandpine.example>

Page speed (mobile)

COULDN'T VERIFY

WHAT WE FOUND

We couldn't verify this — the page-speed test could not be completed. We've left it out rather than guess.

How you show up against local competitors

Your own Google listing

NEEDS ATTENTION

WHAT WE FOUND

Your listing shows 4 reviews at 4.8& , which is 408 behind the highest competitor we found.

WHAT THIS MEANS FOR YOU

You are in the comparison but visibly below the businesses you are competing against, and review count is the part of that comparison you can change deliberately. Asking every satisfied customer, every time, is the entire method — it is slow, it compounds, and it is the closest thing to a reliable lever in this report.

Source: Google listing — Harbor & Pine Landscaping — <https://maps.example/harbor-and-pine>

What your competitors' review counts look like

WORTH FIXING

WHAT WE FOUND

We searched the public record for landscaping businesses serving Suffolk, Virginia and verified review counts for 3 of them, ranging up to 412 reviews (median 218).

WHAT THIS MEANS FOR YOU

This is the number your customers actually see next to a competitor when they search. It is the comparison being made before anyone calls you, and unlike price or quality it is visible from the search results page without clicking anything.

Source: Google listing — Competitor A (fictional) — <https://maps.example/competitor-a>

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Risk & Readiness Register

Risk 1 — Invisible in local search

- %, The noindex tag and unclaimed profile mean the comparison customers make is happening without Harbor & Pine in it.
- %, Every week this persists, competitors bank reviews that compound. — 1 The noindex tag and unclaimed profile mean the comparison customers make is happening without Harbor & Pine in it., Every week this persists, competitors bank reviews that compound.

Risk 2 — Pesticide work without certification

- %, Treating turf commercially without VDACS certification exposes the business to a stop-work order from a single complaint.

Risk 3 — Sales-tax treatment accruing quietly

- %, If the invoicing format is producing the wrong tax treatment, the liability accrues on every invoice and is assessed retroactively.

Risk 4 — Single-owner dependency

- %, Scheduling, quoting and customer contact all run through the owner; a two-week absence stalls the pipeline (owner-reported).

Specific requirements and where to confirm them

Commercial application of pesticides in Virginia requires certification through the VDACS pesticide programme.

Verify with the relevant state agency directly before acting on this.

Virginia distinguishes taxable tangible-goods sales from non-taxable services on landscaping invoices; the invoicing format can change the treatment.

Verify with a licensed CPA or tax professional before acting on this.

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Execution Playbook & 30/60/90 Plan

Ordered so the free, fast fixes land first and start generating the demand the later work depends on. Nothing in the first 30 days requires spending money, and every day-1-to-30 item traces back to Demand & Visibility — at 31, it is the score dragging the other five down.

Priority tasks — days 1–30

- % Remove the noindex tag — web contractor, 15 minutes; unblocks everything below
- % Claim the Google Business Profile — Dana, about an hour plus postcard verification — 1 Remove the noindex tag — web contractor, 15 minutes; unblocks everything below. Claim the Google Business Profile — Dana, about an hour plus postcard verification. Write a real meta description — web contractor, 30 minutes. Ask your last 20 customers for a review — Dana, one afternoon; highest-leverage single action. Confirm pesticide certification status with VDACS — Dana; regulatory, do not defer
- % Write a real meta description — web contractor, 30 minutes — 2 Remove the noindex tag — web contractor, 15 minutes; unblocks everything below. Claim the Google Business Profile — Dana, about an hour plus postcard verification. Write a real meta description — web contractor, 30 minutes. Ask your last 20 customers for a review — Dana, one afternoon; highest-leverage single action. Confirm pesticide certification status with VDACS — Dana; regulatory, do not defer
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Days 31–60 — make it repeatable

- % Add a review request to job close-out — crew leads; turns reviews into a system
- % Sales-tax invoicing review with a CPA — Dana; stops quiet accrual — 1 Add a review request to job close-out — crew leads; turns reviews into a system. Sales-tax invoicing review with a CPA — Dana; stops quiet accrual. Fix the missing security headers — web contractor, about two hours. Get the insurance certificate on file — Dana with broker; unlocks commercial and HOA bidding
- % Fix the missing security headers — web contractor, about two hours — 2 Add a review request to job close-out — crew leads; turns reviews into a system. Sales-tax invoicing review with a CPA — Dana; stops quiet accrual. Fix the missing security headers — web contractor, about two hours. Get the insurance certificate on file — Dana with broker; unlocks commercial and HOA bidding
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Days 61–90 — convert and re-measure

- %, Re-measure the review gap and search visibility against this report
- %, Decide the pesticide service line with certification in hand — 1 Re-measure the review gap and search visibility against this report, Decide the pesticide service line with certification in hand, Revisit pricing with 90 days of pipeline data behind it
- %, Revisit pricing with 90 days of pipeline data behind it — 2 Re-measure the review gap and search visibility against this report, Decide the pesticide service line with certification in hand, Revisit pricing with 90 days of pipeline data behind it

Where a professional is needed

- %, CPA — Virginia sales-tax treatment of landscaping invoices
- %, VDACS or an attorney — pesticide application certification before treating turf commercially — 1 CPA — Virginia sales-tax treatment of landscaping invoices, VDACS or an attorney — pesticide application certification before treating turf commercially, Insurance broker — certificate of insurance for commercial and HOA bidding
- %, Insurance broker — certificate of insurance for commercial and HOA bidding — 2 CPA — Virginia sales-tax treatment of landscaping invoices, VDACS or an attorney — pesticide application certification before treating turf commercially, Insurance broker — certificate of insurance for commercial and HOA bidding

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APPENDIX

Sources & how we checked

Every measured figure in this binder came from one of the sources below, retrieved on the date shown. Where a check could not be completed we have marked it “couldn’t verify” in the relevant section rather than estimating a number.

%, DTR scan of your site’s response headers — <https://harborandpine.example>

%, Google listing — Competitor A (fictional) — <https://maps.example/competitor-a>

%, Google listing — Harbor & Pine Landscaping — <https://maps.example/harbor-and-pine>

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Prepared with care by DTR Operations.

Our name and our faith are attached to this — so it's honest, whether that's flattering or not.

Donald & Tiffany Roberts · DTR Operations