JobOS Pro

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Run 5 Locations Without Hiring a Manager

The Multi-Location Playbook for Franchise Owners

A JobOS Pro Guide for Home Service Business Owners

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The trap: every new location adds a manager

The default way to scale home service is brutal: open a location, hire a manager to watch it, repeat. By location five you're paying $350,000+ a year in management overhead, you're playing telephone through a layer of people, and you still don't trust the numbers because every location reports differently.

The operators who scale profitably break this pattern. They don't add eyes to each location — they build systems that surface what needs their attention and stay silent about what doesn't. Five locations should not require five managers. It requires one owner with the right reporting rhythm and a tight set of standards every location follows.

This playbook is how the best franchise operators run more locations with less overhead than their competitors.

Standardize the operating model before you scale it

You cannot manage what isn't consistent. Before opening location two, lock down the things that must be identical everywhere:

→ **One pricing book.** Same service codes, same flat-rate pricing, same discount rules. Location-by-location pricing is where margin quietly dies.

→ **One job workflow.** Identical stages from booking to paid, so a metric means the same thing in Phoenix as it does in Tampa.

→ **One set of SLAs.** Same response windows, same callback promises, same review-request cadence.

→ **One scorecard.** If each location reports different KPIs, you can't compare them — and comparison is your whole job at scale.

Write these down. A location that "does it their way" isn't a location you own — it's a partner you can't audit.

Manage by exception, not by everything

The single biggest unlock at scale is to stop reviewing everything and start reviewing only what's off. You don't need to read five dashboards every morning. You need one signal that says "Location 3's close rate dropped 11 points this week — look here."

Set thresholds for the handful of metrics that actually move the business, and only surface a location when it crosses one:

→ Revenue pacing vs. plan (flag at -10%)

→ Close rate / booking rate (flag at -8 points week over week)

→ Average ticket (flag at any sustained drop)

→ Membership or recurring-revenue attach rate

→ Customer review average (flag below 4.6)

→ Tech utilization and overtime creep

When nothing's off, you do nothing. When something's off, you go deep on exactly one location. That's how one person covers five.

The metrics that actually predict location health

Vanity metrics will lie to you. Revenue can look fine while the business rots underneath. Watch leading indicators that move *before* revenue does:

Metric	What it warns you about
Booking-to-completion rate	Scheduling or capacity problems
Average response time	Slipping service standards
Membership attach rate	Future recurring revenue eroding
First-time-fix rate	Tech quality and callback costs
Review velocity	Reputation trouble before it tanks bookings

A location whose membership attach rate is sliding looks healthy on this month's P&L and bleeds badly six months out. Catch it on the leading indicator.

Build a weekly cross-location rhythm

Scale runs on rhythm, not heroics. Adopt a fixed cadence so nothing depends on you remembering to check:

1. **Daily (5 minutes):** Read one exception briefing. Act only on flags.

2. **Weekly (30 minutes):** Rank all locations on the same scorecard. Talk to the bottom one, study the top one.
3. **Monthly:** Roll the playbook forward — whatever the best location did that worked becomes everyone's new standard.

The goal is to make your best location's behavior the floor for every location, then raise the floor every month. That's compounding, and it's what separates a 5-location operator from someone with five separate headaches.

Spot the anomalies you'd otherwise miss

The dangerous problems are the quiet ones — a slow two-week drift in one location's average ticket, a single tech driving callbacks, a zip code where close rate cratered. No human scanning five dashboards catches these reliably. You need something watching the cross-location data continuously and pattern-matching against every other location to tell you what's genuinely abnormal versus normal seasonal noise.

Put it on autopilot with JobOS Pro

This is exactly what **Iris**, the JobOS Pro CEO Intelligence Agent, does: she compiles your daily exception briefing across every location, detects cross-location anomalies before they hit your P&L, and tells you the one place to look today instead of making you read five dashboards. With Iris running the reporting rhythm, owners genuinely run five locations on the time it used to take to run one — no regional manager required.

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