



FROM 7K TO 30K CUSTOMERS

RIDD'S GROWTH BLUEPRINT

FORECASTING OR DROWNING

"Nothing breaks pest control faster than not having enough technicians. Three summers ago, we'd hire the exact number we thought we needed. We quickly realized we can't do that – you never bat a thousand. Now we hire extras and plan 60 days out."

- Track: customers per tech and stops per day
- Rule of thumb: one tech = ~10 stops/day
- Hire +20% more than forecast (if you need 10, hire 12)

CULTURE AS REVENUE PROTECTION

"Your people matter across the board. We screw up plenty, but we can't do it alone. Something as simple as free lunch on Wednesdays has become the most important part of my job."

- Weekly culture check-in with techs
- Track employee NPS alongside customer NPS
- Small perks (like Wednesday lunch) build loyalty

ROUTE DENSITY = PROFITABILITY

"The more dense your markets are, the better off you'll be. More stops per day, less drive time, one branch manager can control it."

- Audit routes monthly → cut wasted miles
- Stack customers into tighter neighborhoods
- Don't open new markets until existing ones are packed

AUTOMATE OR DIE

"If we were doing the same manual work today that we did three years ago, we wouldn't survive. I built two dozen automation triggers in our CRM – reminders, charges, collections. That took hours of work off our plate every day."



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RIDD'S GROWTH BLUEPRINT

MISTAKES

and

FIXES



Scaled before putting systems in place, causing scheduling breakdown at 10K customers

Delayed hiring, leading to burnt-out techs and missed services

Expanded into too many markets, resulting in thin margins

Lacked structure for sales reps, leading to inconsistent contracts



Implemented dashboards & automation



Added 60-day hiring triggers & extra hires



Focused on market density instead of new zip codes



Established audits & Apruv welcome calls



ACTIONABLE CHECKLIST

- ✓ Build a forecasting dashboard: customers ÷ active techs, red-flag at 350+ accounts/tech
- ✓ Add +20% buffer hires each summer
- ✓ Focused on market density instead of new zip codes
- ✓ Route audit every 30 days – flag techs driving >20% of time
- ✓ Weekly 1-question survey for tech burnout
- ✓ Automate everything possible (collections, reminders, service notices)
- ✓ Don't launch new branches until existing markets are at max density

WHERE APRUV FITS

Audit enforcement: clean contracts, no "Wild West" accounts

Welcome calls: confirm pricing, terms, and service upfront → fewer chargebacks

Dashboard accuracy: filters out ghost deals, reports only true scheduled customers



"Forecasting isn't about growth – it's about survival."

– Dan Farah