

C-SUITE CHATS WITH TACO BELL, TOPPERS AND NAF NAF

# Franchise Times®

JANUARY 2016

The News and Information Source for Franchising

franchisetimes.com

How  
**Orangetheory**  
and **39** more  
brands drive  
smart growth

*Dave Long is CEO  
of Orangetheory, the  
fitness club chain  
that's No. 1 on our  
Fast & Serious list.*

# RELENTLESS

## NEW REGULAR FEATURES

'THE BOSS' GLEANS  
LESSONS FROM  
LEADERS

'FT UNDERCOVER'  
SHARES THE SKINNY  
ON 3 BRANDS

\$4.95 U.S. • \$5.95 CANADA • PERIODICALS

# Mosquito Squad

## Pest spraying and control



Mosquito Squad was under the \$40 million basement for revenue before this past year, and now appears in our top 40 at No. 27. Chris Grandpre, CEO, said his group formed Outdoor Living Brands as the umbrella company in 2008, and acquired Mosquito Squad in early 2009 from three partners, along with four other brands under the corporate roof. At the time, there were 15 locations doing a million dollars in systemwide sales, but at year-end 2017 he expected to cross through 240 locations

with sales roughly three times that long ago number. How'd they do it? "We spent three years re-inventing that business. The average unit volumes were very modest; they were too low," he said. "Our strategy has been to broaden the service offering to drive increases in unit economics." The marketing message, too, has shifted slightly over time. "For the first six or seven years, all the marketing messages were tapping into lifestyle," that is, helping people enjoy the outdoors free of pesky mosquitoes. "While lifestyle is still important, we're seeing health concerns are being a very big motivator, such as West Nile, Lyme disease and chikungunya," all carried by mosquitoes. "We've had to significantly ratchet up the education to tap into those trends that are out there, but doing it in such a way that we're not trying to create

unnecessary fear.” Why is that important? “It’s personal philosophy, ethics,” he said. “Fear is a big motivator, but I don’t want to prey on that fear. I don’t think it’s the right way to grow a business, is using fear.” Grandpre said he carefully evaluates the number of people at corporate it takes to support growth at each of the company’s five brands, and each one is different. Mosquito Squad is “probably our simplest” concept, so he knows he can bring on 25 to 30 franchisees a year, and has been doing that consistently for five years. With Archadeck, by contrast, “we’re talking about five to nine a year, because it is a much more complex business. I think you have to be thoughtful about complexity of the business model or simplicity of the business model, the capabilities of your team, and then instead of just selling everything you can sell, set your franchise development numbers to the number you can support,” he said.