



FRANCHISE CHIEF OPERATING OFFICER (COO) OVERVIEW

Finding the right person to step into operational leadership is one of the most consequential decisions you'll make as a founder. The wrong hire sets your business back. The right one unlocks the next chapter for the company and for you.

This job description is designed for franchise founders who are ready to bring in an operational leader with a clear path to President. It's built to attract candidates who have done this before: scaled a franchise system, improved franchisee economics, and built the operating infrastructure that drives sustainable growth. Use it as a template, adapt it to your company's specifics, and filter for the right profile before you ever get on a call.

POSITION OVERVIEW

The Chief Operating Officer will serve as the operational leader responsible for accelerating franchisee success, system growth, and enterprise value creation. This executive will be expected to earn the opportunity to become Brand President within approximately three years by consistently delivering predefined operating and financial objectives.

This is not simply an operations role. It is a growth leadership position responsible for improving franchisee selection, accelerating franchisee ramp, increasing average unit volumes, strengthening franchisee profitability, enhancing franchisee validation, and creating the operating flywheel that drives sustainable franchise development.

The successful candidate has lived through a high-growth franchising journey, ideally helping scale a franchise system from approximately 100 units to 250+ units and ultimately worked in a brand with 400+ units while materially improving franchisee economics along the way.

OPPORTUNITY

Over the next three years, this leader will help transform the business by:

- Growing franchise units from approximately 100 to 250+
- Improving Average Unit Volume (AUV) from approximately \$400,000 toward top-quartile performance of approximately \$1M+ (2.5x current for units > 1 year)
- Improving unit-level profitability and franchisee return on investment
- Evolving the ideal franchisee profile
- Redesigning franchise development qualification processes
- Improving franchisee onboarding and speed-to-opening
- Building repeatable operating systems that increase validation rates and franchise development velocity
- Creating a scalable operating model capable of supporting 400+ locations

KEY RESPONSIBILITIES

Franchise Growth Strategy

Partner with franchise development to:

- Improve franchisee selection
- Refine ideal candidate profile
- Increase franchisee quality
- Improve franchisee capitalization standards
- Increase validation rates
- Improve close rates among qualified candidates

New Franchisee Success

Own the operating systems that determine franchisee success.

Responsibilities include:

- Opening faster
- Revenue ramp
- First-year profitability
- Operational readiness
- Sales coaching
- Local marketing execution
- Field support
- Training curriculum
- Manager development
- Peer groups
- Accountability systems

Improve System Performance

Develop repeatable best practices across the franchise system and increase:

- Average Unit Volume
- EBITDA
- Franchisee cash flow
- Net Promoter Score (customer and employee)
- Employee retention
- Sales conversion
- Labor productivity
- Customer lifetime value

Franchisee Economics

Drive measurable improvement in:

- Gross margins
- Labor efficiency
- Revenue mix
- Pricing discipline
- Marketing ROI
- Customer retention
- Productivity
- Franchisee ROI

Franchisor Economics

Improve:

- Royalty growth
- Same-store sales
- Technology adoption
- Franchisee engagement
- Renewal rates
- Multi-unit ownership
- New unit openings

Cross-Functional Leadership

Lead and align:

- Operations
- Training
- Field Business Coaches
- Marketing
- Technology
- Franchise Development
- Customer Experience

Create one operating system that consistently produces successful franchisees.

CANDIDATE PROFILE

The successful candidate will likely possess:

Required Experience

- Executive leadership within a franchisor
- COO, Head of Operations, Chief Franchise Officer, VP Operations, or similar
- **Service** franchise experience (preferred) *[substitute QSR, retail, etc., as applicable]*
- **Home services** strongly preferred *[substitute industry or adjacencies, as applicable]*
- Has personally helped scale a franchise from roughly: 100 → 250+ units
- Demonstrated improvement in AUV and franchisee profitability
- Experience redesigning franchisee onboarding
- Experience improving franchisee selection
- Experience leading field support organizations

Ideal Background

Examples include franchisors in:

[Substitute based on sector/industry, like for like with adjacencies considered]

- Home services
- Restoration
- Residential services
- Commercial services
- Senior services
- Cleaning
- Pest control
- Lawn care
- Property services
- Fitness
- Other service-based franchise models

Leadership Competencies

The successful executive should demonstrate:

- Systems thinker
- Data-driven
- Operational excellence
- Financial acumen
- Franchisee-first mindset
- High accountability
- Builder of teams
- Process improvement orientation
- Strong coaching ability
- Change management
- Executive presence
- Humility
- Bias toward execution

SUCCESS METRICS (THREE-YEAR SCORECARD)

Promotion consideration to Brand President will be based upon achievement of predefined KPIs including:

[All the below should have specific quantitative targets]

System Growth

Target

Grow franchise locations from approximately 100 to 250+ <i>(approximately 2-2.5x units)</i>	
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Franchise Development

Target

Increase qualified franchise candidates <i>(leads, applications, closing %, deals)</i>	
Improve candidate conversion <i>(lead to close, application to close)</i>	
Improve franchisee quality <i>Y/Y 1st year AUV improvement</i>	
Increase validation scores <i>(% of positive validations or < 5% candidates lost validation)</i>	

Opening Performance

Target

Reduce time from signing to opening	days
Increase percentage of openings completed on schedule	%
Improve first-year success rates <i>(achieve or exceed break-even by end of 12 months; AUV)</i>	\$

Franchisee Economics

Target

Increase AUV from approximately \$400,000 toward \$1M+ <i>(2.5x current for units > 1 year)</i>	
Improve unit EBITDA <i>(EBITDA % or Owner's Discretionary %; % of franchisees exceeding target)</i>	
Improve franchisee cash-on-cash returns	
Increase percentage of profitable franchisees	

Same-Store Growth

Target

Increase annual same-store sales <i>(SSS growth %)</i>	
Increase customer retention <i>(LTV, retention)</i>	
Improve pricing realization <i>(Margin)</i>	
Increase referral business	

Franchisor Economics

Target

Increase royalty revenue <i>(Y/Y growth)</i>	
Increase EBITDA <i>(Y/Y 15% growth rate each year)</i>	
Improve support efficiency <i>(revenue / \$ payroll)</i>	
Improve technology utilization <i>(% of franchisees on the platform)</i>	%

Franchisee Satisfaction

Target

Franchisee engagement scores	%
Validation scores	
Renewal rates	
Multi-unit ownership growth	
Franchisee Net Promoter Score	
Franchisee dispute / termination rate	

PATH TO BRAND PRESIDENT

Promotion will be considered following consistent achievement of the agreed strategic KPIs, demonstrated enterprise leadership, successful development of high-performing teams, and the ability to lead the brand's long-term growth strategy.

EXECUTIVE INTERVIEW QUESTIONS

This structure is designed to assess not only whether a candidate has held a senior franchising title, but whether they have personally driven the operational, economic, and organizational changes required to scale a franchise system while strengthening both franchisee and franchisor performance. Use the boxes below to jot down notes and reprint this section for future interviews.

Franchise Growth Experience

Tell us the story of the franchise system you helped scale. Where did it begin, and where did it end during your tenure?

What were the three biggest changes that enabled accelerated growth?

What prevented growth before those changes?

Franchisee Selection

How did you redefine your ideal franchisee profile?

What characteristics became predictors of top-performing franchisees?

What candidate profiles did you intentionally stop awarding franchises to?

How did you improve franchisee validation?

What percentage of candidates did you decline, and why?

Unit Ramp

Walk us through your first 180-day operating playbook for a new franchisee.

What determines whether a franchisee becomes a top performer versus an average performer?

How quickly were new franchisees expected to reach breakeven?

What interventions were most effective when a franchisee fell behind plan?

Growing AUV

Describe a specific initiative that materially increased Average Unit Volume across the system.

What operational levers produced the greatest revenue gains?

How did marketing, operations, sales, pricing, and technology work together?

Which initiatives failed, and what did you learn?

Improving Unit Economics

What operational metrics did you monitor every week?

Which KPIs were most predictive of franchisee profitability?

Describe the largest improvement you achieved in franchisee EBITDA.

How did you balance top-line growth with margin expansion?

Field Operations

What did your field coaching model look like?

How frequently did Business Coaches engage franchisees?

How did you identify underperforming franchisees before financial results deteriorated?

What tools produced the greatest operational improvements?

Leadership

Describe a major organizational redesign you led.

How did you gain franchisee buy-in for difficult operational changes?

Describe a decision you made that was unpopular but proved to be the right one.

How do you build accountability across a franchise organization?

Executive Thinking

If you joined us tomorrow, what would be the first 90-day diagnostic you would conduct?

What information would you request during your first week?

What operational metrics would appear on your executive dashboard?

What would concern you most if AUV had remained flat for three years?

Strategy

Imagine you inherit a 100-unit franchise system averaging \$400,000 in AUV. You are asked to reach 250 units while increasing AUV to \$1M. Walk us through your strategic roadmap over the next three years. What would you prioritize first, what sequence of initiatives would you follow, and what measurable milestones would you expect to achieve each year?

Board-Level Discussion

What do you believe creates the franchise flywheel that simultaneously increases franchisee profitability, franchisor royalties, franchisee validation, and franchise development growth?

Looking back over your career, what are the two or three decisions that had the greatest long-term impact on franchise system performance, and how would those lessons shape your approach here?
