



Where Home Services Growth Breaks

Connecting marketing investment, response, booking, capacity and contribution

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The executive decision

A home-services business can generate more inquiries and still become harder to run.

The problem behind the lead report

Calls arrive when the office cannot answer them. Estimate appointments fill the calendar without becoming sold work. The schedule looks full, yet the available technicians do not match the skill, geography or duration the work requires. Revenue rises while overtime, callbacks and acquisition expense absorb the benefit.

Each situation requires a different decision. An increase in advertising may be useful when suitable capacity is available and downstream performance is sound. The same increase can intensify a booking or delivery problem when the business cannot absorb the demand.

A practical management framework

Soaring Demand examines five connected stages: demand, response, booking, capacity and contribution. This is a management framework for locating a constraint and assigning action. It is not an industry benchmark or a claim that every business follows an identical sales process.

Begin with a specific question: which constraint prevents additional demand from becoming worthwhile, deliverable work? Answer it by service line and location before relying on a companywide average. An HVAC repair operation and a replacement installation team can face opposite constraints during the same week.

What leadership should leave with

A useful review produces an agreed definition of the problem, evidence of where it occurs, a named decision owner and a way to assess the next action. The purpose of measurement is to improve a decision while there is still time to act.

Follow the revenue chain

A customer interaction is the start of a record. It is not yet a completed job.

Preserve the differences between stages

An emergency repair booking is a commitment to a service visit. An estimate appointment is an earlier commitment in a longer sales process. A sold replacement may require procurement, installation and collection before its full economic result is known. Keep these events distinct.

Use one opportunity identifier to connect the interactions that belong to the same customer need. Retain calls, forms and follow-up activity underneath it. Deduplication should remove double counting without erasing the history needed to understand the outcome.

Stage	Leadership question	Minimum evidence
Demand	Are we attracting work we can serve?	Unique inquiries; service, geography, urgency and source
Response	Can customers obtain a useful next step?	Connection and response timestamps; unresolved contacts
Booking	Does appropriate demand become a commitment?	Qualified opportunities; booked, sold and lost outcomes
Capacity	Can we deliver the promised work?	Suitable availability; completion, reschedule and callback records
Contribution	Is the work worth acquiring and delivering?	Net revenue; defined direct costs; acquisition expense

Follow the same opportunity across stages. Report exceptions and unknown outcomes explicitly.

Find the constraint before adding spend

The next investment should address the limiting stage for the work you want to win.

When suitable demand is the constraint

Look for available capacity in a defined service, geography and time window, supported by reliable response and acceptable completed-work economics. Examine whether the offer, visibility, targeting or channel mix can reach more appropriate demand. Confirm that unused capacity is commercially usable; open time on a calendar alone is insufficient evidence.

When the handoff is the constraint

Suitable inquiries may already exist. Trace whether customers receive a timely connection, a clear next step and follow-through. Review losses by reason, daypart, service line and source. A low booking rate can reflect poor targeting, unavailable appointments, unclear pricing, a weak proposition or inconsistent handling. The metric identifies where to investigate; it does not identify the cause by itself.

When delivery or economics is the constraint

Review skill coverage, dispatch, travel, parts availability, promised service windows and return visits. Additional bookings may simply create reschedules or expensive overtime. If completed work contributes too little after acquisition, examine price, job mix, delivery cost and channel economics before increasing volume.

Use evidence to distinguish them

Sample wins, losses, unresolved inquiries, cancellations and callbacks. A sample helps reveal mechanisms; it does not establish a population rate unless the selection method supports that inference. Reconcile the sample findings against the full reporting population before making a larger investment.

Response and booking need precise definitions

A phone click, a connected conversation, a booked appointment and a sold job measure different events.

Read the system before reading the score

Google Business Profile reports call-button clicks, which are not verified connected calls. Google Ads also supports different call measurement types, including duration-based conversions and imported sale outcomes. Label the event actually measured instead of calling every signal a lead or sale. [3, 4]

ServiceTitan classifications depend on configuration and workflow. Its documentation explains that call reasons, duration and booking actions influence classification; basic phone integration can also report some answered calls as abandoned when the call bubble is not clicked. Review the relevant setup before drawing conclusions about a person or team. [5]

Separate two kinds of loss

Track inquiries outside the agreed service and geography criteria separately from serviceable opportunities that fail to book. Define service eligibility independently of current appointment availability. Include opportunities lost because the schedule could not accommodate them. The first category informs targeting and service design. The second informs availability, customer choice and handling. Show both counts so exclusions cannot manufacture a better booking rate.

Inspect response distributions

Report a median and an upper percentile when the data supports them, alongside the unresolved population. Define whether time means elapsed time or business-hours time. A satisfactory average can conceal evening inquiries that wait until the next day. Do not set a universal response target without considering the service promise and staffing model.

Measure cohorts and operating periods

Acquisition performance and this week's operating performance require two reconciled views.

The acquisition view

Group opportunities by when they originated, then follow them to booking, sale, completion and collection. Allow enough maturation time for the service and sales cycle. Recent cohorts will contain more open outcomes. Label them as incomplete rather than treating missing outcomes as permanent losses.

Use an agreed lookback period and a consistent attribution method. Report new and existing customers separately where that distinction changes the investment decision. Attribution allocates credit under a rule; it does not establish that every credited sale was caused by advertising.

The operating view

Show the work booked, sold, completed or collected in the current period. This view supports staffing, delivery and cash management. It may include demand originating in earlier periods. Comparing this month's spend with this month's completed revenue can misstate acquisition performance when those populations differ.

The bridge between them

Retain the source opportunity, key event dates and current status. Reconcile total completed net revenue to the agreed operating or finance report before using a channel allocation. Show unmatched revenue and unattributed opportunities as explicit categories. A visible reconciliation gap is more useful than a precise-looking number with unknown coverage.

Connect downstream outcomes where useful

Offline conversion imports can connect outcomes after a click or call to advertising measurement. Conversion values can distinguish outcomes with different economic value. The implementation should reflect the agreed event and value definitions, with documented access and data handling. [1, 2]

Define contribution before optimizing it

A useful management calculation makes both the included costs and the remaining costs visible.

The calculation

Contribution before acquisition = net job revenue less agreed direct delivery costs. Contribution after acquisition = contribution before acquisition less allocated acquisition expense. This management measure is not EBITDA, net profit or cash flow.

Agree the cost perimeter with finance. Depending on the operating model, relevant costs may include materials, subcontractors, direct labor and burden, commissions, payment or financing fees and an allowance for callbacks. Record whether acquisition expense includes only media or also agency fees, tools and allocated staff costs. Apply the definition consistently.

An illustrative completed job

A job with \$900 of net revenue and \$540 of defined direct delivery costs contributes \$360 before acquisition. If allocated acquisition expense is \$140, contribution after acquisition is \$220 before remaining overhead. These are invented teaching numbers, not a client result, target or industry benchmark.

The interpretation

A cost per lead of \$110 is insufficient to evaluate that job. Leadership still needs the proportion of suitable opportunities that become completed work, the mix of services delivered and the costs attached to each outcome. A channel with a lower cost per lead may acquire work with weaker economics.

Use scenario ranges when direct costs or attribution are incomplete. Preserve the uncertainty. Do not assign apparent precision to lifetime value without retention, service cost and time-horizon evidence.

Illustrative job economics	Amount
Net job revenue	\$900
Defined direct delivery costs	(\$540)
Contribution before acquisition	\$360
Allocated acquisition expense	(\$140)
Contribution after acquisition before overhead	\$220

Match demand to serviceable capacity

Capacity is usable availability by skill, geography, duration and service window.

Why total hours mislead

Payroll hours include travel, training, administration and variability. A technician with an open afternoon may lack the required skill or be too far away to fulfill the promise. A replacement crew's available hours cannot automatically absorb repair demand. Define capacity at the level at which the business can make and keep a customer commitment.

The planning conversation

Before changing demand volume, review suitable appointment availability for the promoted services and markets. Ask what will happen if the campaign succeeds. Identify the booking options the team can actually offer and the conditions that should trigger a change in promotion or routing.

During a constraint, options may include protecting urgent availability, narrowing the promoted geography, changing the service mix, repairing scheduling friction or building the missing delivery capacity. Select an action with the operator responsible for fulfillment. Advertising settings cannot resolve a field-capacity decision on their own.

Preserve recovery room

Avoid treating every unsold hour as waste. Travel variation, service recovery, training and emergency work can require deliberate headroom. Monitor the customer consequences of a full schedule: lead time, cancellations, reschedules and callbacks. A higher utilization rate is not automatically a better operating outcome.

Close the feedback loop

Return completed-work and exception information to the demand and booking teams. They need to know which promises are becoming difficult to keep. The weekly review should connect next-period availability with current demand decisions and lagged evidence from work already delivered.

A scorecard for management decisions

Each metric needs a definition, a population, an owner and an action it can inform.

Keep the dictionary close to the report

For every measure record the source system, numerator, denominator, event date, exclusions, refresh cadence and accountable owner. If a denominator changes, restate the comparison or show the break. Report counts alongside rates so a small sample cannot look more conclusive than it is.

Choose thresholds from the business's own history, economics and service promise. A universal red or green benchmark can conceal service mix and seasonality. Investigate exceptions before prescribing the same response across brands.

Allocate the full cost pool

Include acquisition costs from unsuccessful inquiries in the relevant channel and cohort cost pool. Allocating only costs attached to completed jobs overstates the economics. Distinguish fully allocated average results from the incremental cost and capacity effects of the next investment.

Measure	Working definition	Decision informed
Serviceable demand share	Serviceable unique opportunities / all unique opportunities in the same intake cohort	Targeting and service-area fit
Booking rate	Booked opportunities / unique opportunities meeting agreed service and geography criteria, including losses from unavailable appointments	Availability and booking practice
Completion rate	Completed jobs / comparable booked-job cohort	Delivery and cancellation issues
Acquisition cost per completed job	Defined acquisition expense / attributed completed jobs in matched cohort	Channel and job-mix economics
Contribution after acquisition	Net revenue less defined direct costs and allocated acquisition expense	Investment and delivery priorities

For estimate-led work, add estimate held, proposal issued and sold-job stages. Never apply a repair-job denominator to an estimate sales process without qualification.

The weekly growth review

Thirty focused minutes can produce a clearer decision than a larger dashboard.

Before the meeting

The reporting owner updates the agreed measures and flags changes in definitions, coverage and cohort maturity. Marketing, the booking lead, operations and finance each bring their relevant exceptions. Circulate the record early enough for people to investigate obvious discrepancies.

The agenda

Spend the first five minutes identifying what materially changed. Use the next ten minutes to examine the largest service-line or location constraint with supporting records. Use the following ten minutes to choose one bounded action and confirm that the team can deliver it. Close by naming the owner, the review date and the evidence that will determine the next decision.

The decision record

Record the question, observed evidence, working explanation, chosen action and expected mechanism. Add the accountable owner, dependencies and review date. State what result would support continuing, changing or stopping the action. Keep the original expectation visible when reviewing the outcome.

When the evidence is ambiguous

A simultaneous change in seasonality, price, staffing and channel spend can make interpretation difficult. Where feasible, isolate changes or use a planned comparison. Record what remains uncertain. The review can legitimately decide to improve measurement before making a larger commercial commitment.

Escalate disagreements about definitions to the metric owner. Escalate decisions about service promises or capacity to operations. A useful growth rhythm has decision rights as well as data.

The first 30 days

Use the first month to establish a trustworthy baseline and resolve one meaningful constraint.

Week one Establish the facts

Agree the business question and a narrow service or location scope. Map the systems and event definitions. Trace a representative mix of opportunity outcomes. Record missing identifiers, duplicated opportunities and inconsistent classifications. Select the core measures and their owners.

Week two Repair the first handoff

Choose one material failure that the evidence supports and the team can influence. Specify the event that transfers responsibility, who accepts it and the action that should follow. Establish an exception path. Improve the record alongside the workflow so the result will be observable.

Week three Align demand and delivery

Review channel and offer choices against serviceable capacity. Separate unsuitable demand from serviceable demand that does not book. Examine completed-work contribution using the agreed cost definition. Identify where a limited test is more appropriate than a broad budget change.

Week four Review and commit

Check whether the expected mechanism appeared and whether the relevant cohort has matured. Assess adverse effects such as overtime, cancellations or callbacks. Keep, adapt or stop the intervention. Choose the next constraint and add a dated decision to the log.

A realistic expectation

This is a proposed management sequence, not a guaranteed delivery schedule or performance promise. Data access, data quality, sales-cycle length and team availability determine the pace. The first month should improve the quality of the next decision even when the final commercial outcome takes longer.

A useful starting point

The Growth Diagnostic creates a shared view of where the growth system is working, where it is breaking and what to do next.

What the review examines

The engagement examines the path from inquiry to completed work, the definitions behind the scorecard, the handoffs between teams and the relationship between demand, serviceable capacity and contribution. Scope is agreed around a specific business question and the evidence available.

What leadership receives

A documented baseline with known limitations, a map of the material handoffs, a prioritized constraint assessment and a proposed 90-day action plan. Recommendations include an accountable role, a measure and a review point. Where the data cannot support a conclusion, the output identifies the additional evidence needed.

How to begin

Start with the decision you need to make: where to invest, why booking has weakened, which location needs attention or whether an operating change is working. An initial conversation establishes fit and the proposed scope. Timing and fees follow that scope.

Explore the Growth Diagnostic at soaringdemand.com/services/growth-diagnostic. For Corne's perspective on home-services growth, visit cornenieuwoudt.com.

Written for owners and executive teams of home-services businesses. No client outcomes or industry performance benchmarks are asserted in this paper.

Sources and method

The operating framework and recommendations are Soaring Demand's proposed management approach. Platform documentation supports the specific measurement and configuration statements cited in the text.

Source register

[1] Google Ads. About offline conversion imports.

<https://support.google.com/google-ads/answer/2998031?hl=en>

[2] Google Ads. About conversion values. <https://support.google.com/google-ads/answer/13064207?hl=en>

[3] Google Ads. About phone call conversion tracking.

<https://support.google.com/google-ads/answer/6100664?hl=en>

[4] Google Business Profile. Understand performance and insights.

<https://support.google.com/business/answer/9918094?hl=en>

[5] ServiceTitan. Understand call classifications.

<https://help.servicetitan.com/docs/understand-call-classifications>

[6] Google Maps. Prohibited and restricted content.

<https://support.google.com/contributionpolicy/answer/7400114?hl=en>

How to use these references

Sources checked October 19, 2026. Platform behavior varies by product, configuration and implementation and may change. The paper uses documentation to explain measurement boundaries, not to imply platform endorsement of Soaring Demand.

All financial arithmetic is explicitly illustrative. Definitions should be agreed with the client's finance and operating teams. No review of client records, causal impact study or external validation of the five-stage framework is represented.