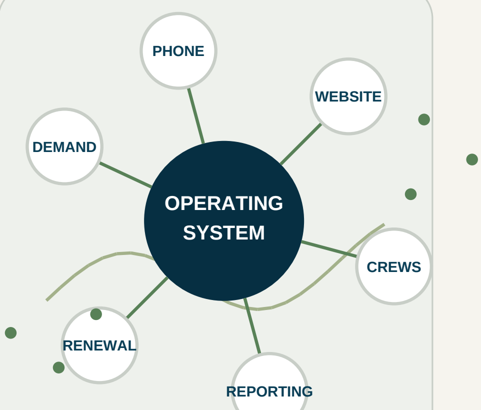
GROWTH

How to Add a Second Branch Without Splitting the Office

A branch launch plan that keeps one brand, one reporting standard, and one accountable operating rhythm.



CHANNELS FOLLOW CAPACITY, QUALIFICATION, AND OWNERSHIP

THE CONSTRAINT

A second branch creates duplicate listings, phone paths, territories, budgets, reports, and sales ownership before it creates scale. Without a shared operating model, the office becomes two smaller companies arguing over the same leads.

USE THIS WHEN

Use this before opening a second yard, acquiring a local operator, or adding a branch manager.

DO NOT START HERE

Do not launch the branch as a separate marketing account unless the ownership and reporting model requires it.

Inputs to gather before the first meeting

1. Branch service mix and crew capacity
2. Territory boundaries and travel limits
3. Phone, CRM, and field-software ownership
4. Shared versus branch-level marketing budget

The five-step playbook

Run the steps in order. A channel should never move faster than the operation that receives the work.

01 Define the branch model

Decide what remains central: brand, website, phone standards, CRM, reporting, creative, and finance. Then list the decisions the branch manager owns, including schedule, local pricing, hiring, and service recovery.

02 Draw territories before campaigns

Create service boundaries from profitable drive time, not county lines. Resolve overlap rules, overflow routing, and which branch owns an enquiry before ads or local pages go live.

03 Build one intake with branch routing

Use one qualification standard for service, property type, timing, and territory. Route the record into the correct branch with a named owner and visible response deadline.

04 Publish branch-level proof

Give each location a real page, team context, service mix, project evidence, and contact path. Do not clone the first branch and change a place name.

05 Report the same operating numbers

Use one scorecard across branches: calls, qualified enquiries, estimates, close rate, revenue, margin, renewals, and capacity. Comparison works only when definitions match.

Measure the operating result

These measures keep the playbook tied to booked work, delivery capacity, and client retention.

01	02	03	04
Qualified leads / branch	Response time	Close rate / branch	Revenue per crew hour

Thirty-day rollout

WEEK 1	WEEK 2	WEEK 3	WEEK 4
assign central and branch ownership.	map territories and routing rules.	publish branch pages and tracking.	launch a shared branch scorecard.

Stop and scale rules

- One company standard, with branch ownership where the field decision happens.
- No lead crosses a territory boundary without a written overflow rule.
- Do not compare branches until tracking and stage definitions match.

Launch checklist

- ☐ Territories approved
- ☐ Duplicate listings checked
- ☐ Phone routing tested
- ☐ Branch pages published
- ☐ CRM ownership assigned
- ☐ Shared definitions documented

One playbook fixes one constraint. We run the whole growth system.

Marketing, AI, website and reporting from $2,000/mo. Ad spend is excluded.

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