



SCALING MULTI-BRANCH OPS

EVO PLAYBOOK WITH IAN HODGE

01. EXPAND ONLY WHEN SYSTEMS ARE READY

"If you can't hand your playbook to someone and have them run it without you, you're not ready for a second branch."

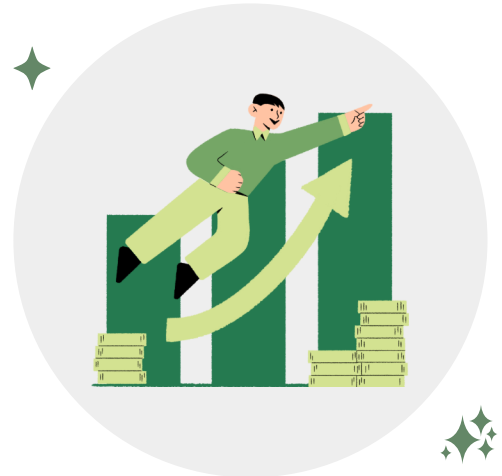
- Don't chase growth without a replicable model
- Stress-test your ops before cloning them
- Delay expansion until branches can run without founder touch



02. HUB-AND-SPOKE MODEL

"Our branch managers should focus on sales and service. Everything else – payroll, HR, admin – runs through HQ."

- Centralize admin at HQ → branches stay lean
- Free managers to drive revenue, not file paperwork
- Scale with fewer bottlenecks



03. HIRE MANAGERS AHEAD OF NEED

"A bad manager will sink a branch faster than bad sales. We brought them in early, sometimes before we had the branch."

- Over-invest in leadership upfront
- Avoid promoting "cheap" or underqualified managers
- Managers = culture + retention + growth





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04. METRICS THAT MATTER

"Revenue will lie to you. Route density won't."

Core KPIs:

- **Route density** (profitability indicator)
- **Churn rate** (retention health)
- **Tech utilization** (efficiency per day)



05. CULTURE ACROSS LOCATIONS

"It's really easy for branches to feel like their own islands. We killed that with cross-branch training and recognition."

- Rotate training sessions across branches
- Cross-branch recognition programs
- Create "one company" identity even across states





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MISTAKES

Expanding too early → chaos

Overloading managers → burnout

Branch silos → culture drift

and

FIXES

- ✓ Waiting until systems were documented & replicable
- ✓ Hub-and-spoke centralization
- ✓ Cross-branch training & recognition

TOOLS OF THE TRADE

Central dashboards tracking **density, churn, utilization**

Apruv for onboarding consistency across every branch

ACTIONABLE CHECKLIST

- ✓ Build your playbook before opening branch #2
- ✓ Centralize payroll, HR, admin in HQ
- ✓ Hire/overpay managers before launching branches
- ✓ Track density, churn, and utilization weekly
- ✓ Run cross-branch trainings to kill silos

WHERE APRUV FITS

Contract verification → eliminated bad reps closing "sketchy" deals

Technician accountability → flagged low-rated techs early

AI welcome calls → solved churn from unclear expectations

Feedback loops → turned red-flag customers into retention saves

"Revenue can trick you. Density won't."

– Ian Hodge