

# The systems were built. Growth was starting to undo them.

|             |                                                                               |
|-------------|-------------------------------------------------------------------------------|
| BUSINESS    | Keystone Property Group — residential lettings & property management          |
| SIZE        | Founder-led · 22 staff across three branches                                  |
| ENTRY POINT | Systems recently built; opening a third branch, structure beginning to strain |
| ENGAGEMENT  | Ops Partnership — monthly retainer                                            |
| CADENCE     | Weekly check-ins · monthly operating review · quarterly re-score              |

Keystone Property Group had the structure in place — systems built, roles defined, a team forming. Then they opened a third branch, and the structure that held for two began to strain. Standards slipped at the edges, problems were patched rather than solved, and decisions quietly started routing back to the founder again. Built systems don't stay fit on their own: as a business grows, they need managing, or they decay.

Ops Partnership is that ongoing management — keeping the systems working, and improving them, as the business grows. Keystone moved onto a monthly retainer, and the drift reversed.

## WHAT THE PARTNERSHIP DOES

### Month to month

- **Performance tracking.** The operating numbers that matter — time-to-let, utilisation, collections, job cycle time — tracked and interpreted, so the founder sees what's moving and what it means, not just a dashboard.
- **Team accountability.** Responsibilities kept current as the third branch staffed up, with a regular check-in rhythm so commitments stay visible. People decisions stay with the founder; routine work stops passing through her.
- **Workflow optimisation.** Processes that strained under the new branch tightened and re-documented — where the team actually works — before they broke.
- **Project management.** Lettings and maintenance jobs scoped and tracked through the system; stalled work caught early, without the founder having to chase for status.
- **Operational alignment.** Each quarter, a check that operations still fit where the business is heading — flagged early when they don't.

## Not held flat — lifted

# 3.5 → 4.3

OVERALL MATURITY  
HANDOVER → MONTH 6

| SYSTEM                  | HANDOVER   | MONTH 3    | MONTH 6                                                                          |
|-------------------------|------------|------------|----------------------------------------------------------------------------------|
| Marketing               | 3          | 3          | <div><div></div><div></div><div></div><div></div><div></div></div><br>4          |
| Lead Generation         | 3          | 3          | <div><div></div><div></div><div></div><div></div><div></div></div><br>4          |
| Lead Conversion         | 4          | 4          | <div><div></div><div></div><div></div><div></div><div></div></div><br>4          |
| Customer Fulfillment    | 4          | 4          | <div><div></div><div></div><div></div><div></div><div></div></div><br>5          |
| Finance                 | 4          | 4          | <div><div></div><div></div><div></div><div></div><div></div></div><br>5          |
| Management              | 3          | 4          | <div><div></div><div></div><div></div><div></div><div></div></div><br>4          |
| <b>Overall maturity</b> | <b>3.5</b> | <b>3.7</b> | <div><div></div><div></div><div></div><div></div><div></div></div><br><b>4.3</b> |

The same discipline shows in the operating numbers the Partnership tracks:

| OPERATING MEASURE                    | AT HANDOVER | MONTH 6        |
|--------------------------------------|-------------|----------------|
| Average time-to-let                  | 24 days     | <b>16 days</b> |
| Properties per manager (utilisation) | 85          | <b>110</b>     |
| Rent collected on time               | 88%         | <b>96%</b>     |
| Maintenance jobs closed within SLA   | 70%         | <b>92%</b>     |

### THE OUTCOME

## Room to Lead

- Month-to-month performance is steadier, and problems get resolved before they grow.
- Ownership is clear across all three branches; jobs move forward without manual chasing.

- The founder's attention is back where only she can add value — setting direction and growing the business at a pace its operations can carry.

*This is sustainable growth — operations that get lighter as the business grows, not heavier.*

*“The third branch opened without me living in the detail. Someone is watching the numbers and tightening things before they break — I get to lead again.”*

— FOUNDER, KEYSTONE PROPERTY GROUP

START HERE

## Keep your systems working as you grow.

Every engagement starts with a complimentary Ops audit — a clear read on where your business stands.

hello@theopsstudio.co.za • +27 83 489 7824 • theopsstudio.co.za