

# Built to Scale: The Builder's Path to Sustainable Growth

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# Question:

**What's the difference between  
a production builder  
and a custom builder?**

*Wrong answers only.*

*The Right Answer:*

**Production builders leverage  
the past to improve the future.**

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*Leveraging the past and preparing for a better future is becoming a more mature builder*

# Scalability Is Operational Maturity

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**Scale – When you grow revenue and profits at a pace greater than your expenses.**

*Growth through maturity — not volume.*

## TODAY'S FIVE FUNDAMENTALS

# 1 Design the Organization

# 2 Control the Handoffs

# 3 Build the Platform

# 4 Control Costs

# 5 Create Visibility

## 02 Control the Handoffs

### Your Assignment...

- Identify each "box" – tasks needing done by one role
- Determine what each box requires – its inflow
- Determine what each box creates – its outflow
- Ensure the outflow is exactly the inflow(s) for other box(es)
- Identify the time expectation for each group of tasks
- Create a complete list for each 'arrow' – a SOP

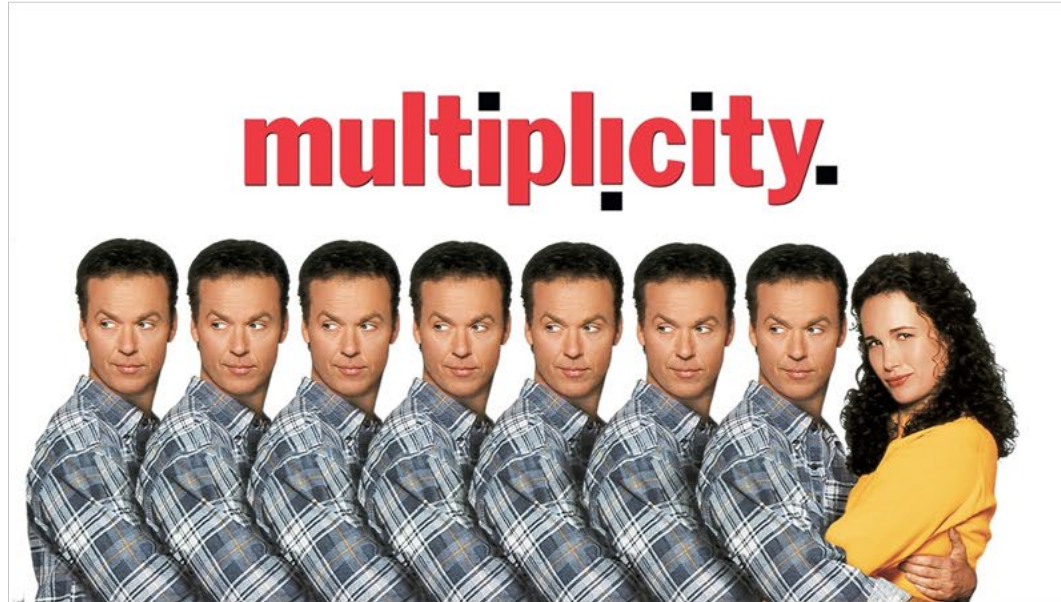
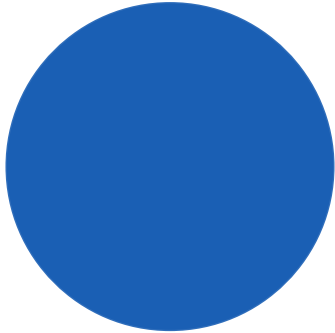
*Know what each role is required to do BEFORE you hire*

# 01 Design the Organization

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# How most builders grow

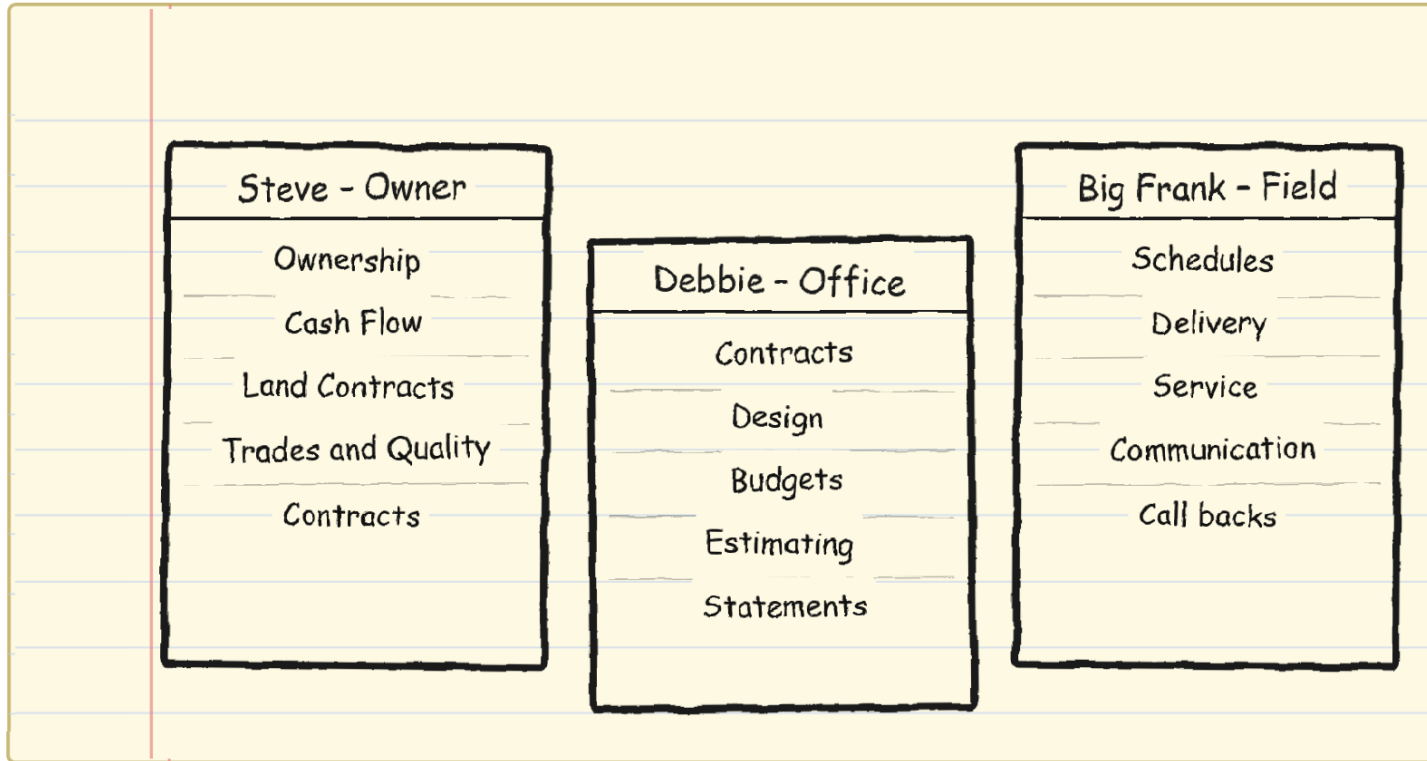


Natural. But it eventually breaks down without design.

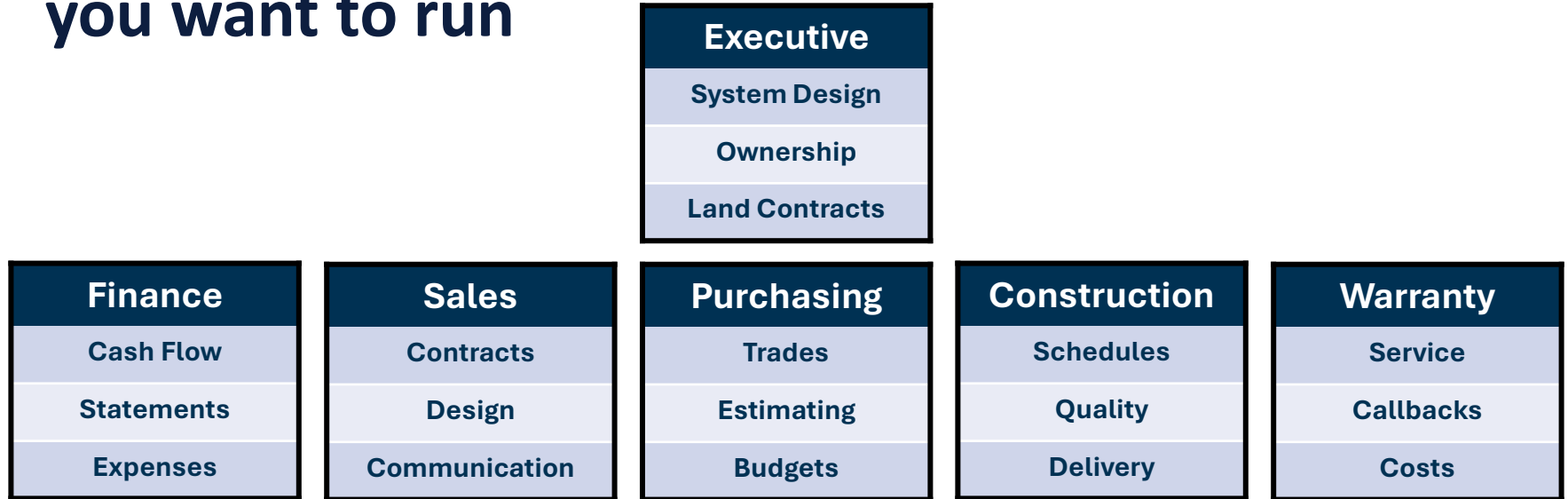
**Organic growth  
makes you larger.**

**Designed growth  
allows you to scale.**

# 01 The org chart



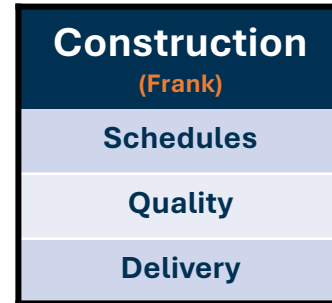
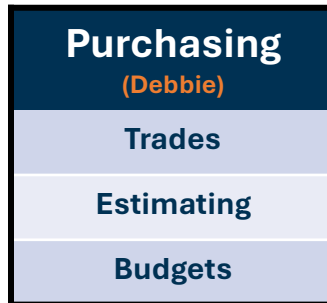
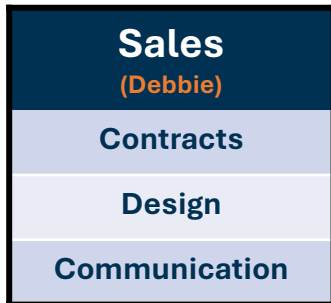
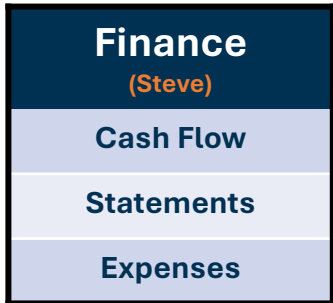
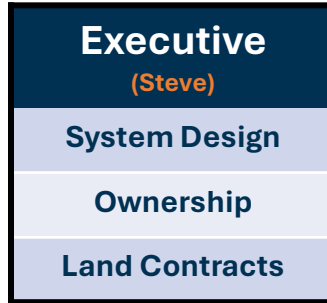
# Build the org chart for the business you want to run



*"Owner" is not a role. Owner is a person. Roles are functions.*

01

# Build the org chart for the business you want to run



# 01 Design the Organization

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## Your Assignment...

- Write out your team's org chart...3 years from now
- Do not use personal names
- Do not concern yourself with who does what today
- Ensure each box is a full role...3 years from now
- Fill in names today
- Predetermine, best you can, number of homes to create the opening
- Hire proactively

*Build the structure before the breaking point.*

## 02 Control the Handoffs

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# What takes one home through your operation?

Land Ready



Plan / Layout



Selections



Permitting



Estimating

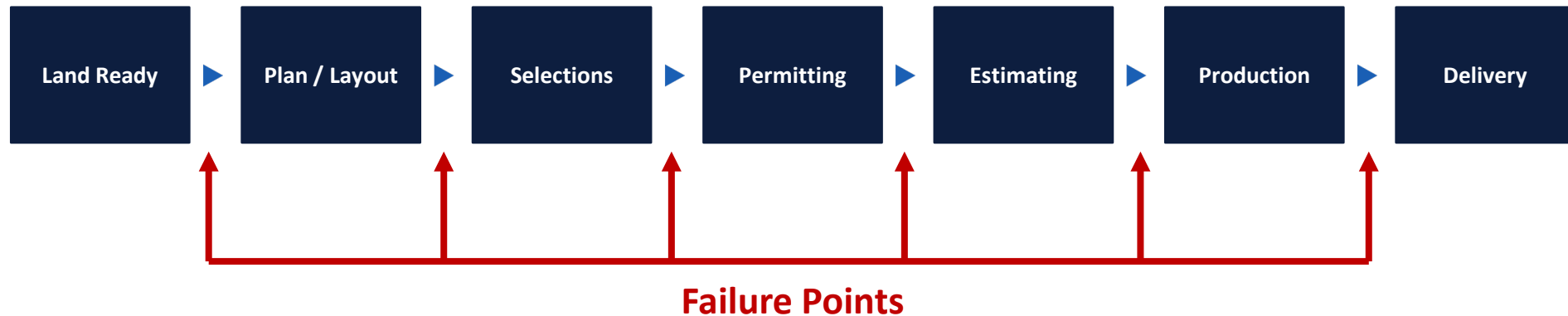


Production



Delivery

# What takes one home through your operation?



**Operations don't break  
inside the boxes.**

**They break at the arrows.**

# 02 Control the Handoffs

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## Your Assignment...

- Identify each “box” – tasks needing done by one role
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*Know what each role is required to do BEFORE you hire*

# 03 Build the Platform

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**Will your current platform  
work at 500 homes a year?**

# Three ways builders run the operation

- 1 **Point to Point**  
Spreadsheets, emails, paper, tribal knowledge.
- 2 **Integrated**  
Multiple tools, connected. Hub-and-spoke.
- 3 **ERP**  
Single source of truth. All data in one system.



# Your platform is the factory floor of the business

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## Point to Point

Tools scattered around the shop floor.

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## Integrated

Modular stations — can be added as you grow, risk of integration breaks

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## ERP

Machines already installed. Some not fully used yet.

*You don't need every machine on day one. But the factory must be designed so machines can be added.*

**The worst time to change systems  
is when your current system  
is failing because of volume.**

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# 03 Build the Platform

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## Your Assignment...

- Identify your current platform type
- Stress test before real volume pressure comes
- Be fully aware of your failure point
- Determine the solution(s) for current/future gaps – will they work?
- Do NOT decide too late

*Stress-test the architecture before it fails.*

# 04 Control Costs

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# Waste is any cost the customer did not value.

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*Not cutting corners. Eliminating cost they never valued in the first place.*

# Four ways to reduce cost without destroying value

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## 1 Value Engineering

*Material savings through smarter spec decisions*

## 2 Process Engineering

*Time and labor savings through better workflows*

## 3 Supply Chain

*Lower volatility, better trade economics*

## 4 Market Engineering

*Align product design with what buyers actually value*

# Review 2–3 recent jobs. Look for waste.

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## If you trust your budgets

- Start where actuals exceeded budget
- Pull the invoices
- Find top 3 over-budget categories
- Ask why

*Being under budget doesn't mean you were efficient.*

## If you don't

- Start with top 3 most expensive categories
- Pull the invoices
- Look for waste

# Every dollar of waste eliminated goes straight to net profit.

**\$2,000 eliminated × 100 homes = \$200,000**

*Pure profit. No revenue required.*

# 04 Control Costs

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## Your Assignment...

- Watch “Be a Cost Reduction Guru by Lunch” [<https://www.themainspringgroup.com/resources>]
- Pull last several jobs – budgets, actuals, and invoices
- Trust budgets?
  - If yes – find greatest budget busts
  - If no – start with highest costing categories
- Review each invoice, what was bought and what was returned
- Where was the waste? SPOILER: There WAS waste...find it
- Leverage the past...prevent recurrence

*Waste is rarely just stuff in the dumpster*

# 05 Create Visibility

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# Data and insight are not the same thing.

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## Data

Raw information.  
Numbers in a system.  
What happened.



## Insight

Translating data into decisions.  
What to do next.

# Every decision is a blend of insight, experience, and gut

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## Insight

Data-driven understanding

## Experience

Pattern recognition over time

## Gut

Intuition & leadership instinct

*When you're small, insight is easy — you have access to most of the data.  
As the company grows, that changes.*

# Your capacity doesn't grow as fast as your data.

You can't offload *your gut* to another person

**You want systems that carry the data and make insight visible.**

# As builders mature, decisions shift from gut-driven to insight-driven

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**Gut-Driven**

**Insight-Driven**

Early stage

At scale

**Operational maturity is the engine behind this shift.**

# 05 Create Visibility

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## Your Assignment...

- Watch for two weeks – each decision you made...how/why did you make it?
- Identify the key indicators for each role for decisions...1 to 3 max
- Determine the tool and frequency for each
- Begin to measure the KPIs, confirm decisions are informed by the KPIs
- Rinse and repeat – iterative until you have true visibility
- Do NOT underestimate the significance of this for your future

*Move from gut to insights before you move the decision making to others*

## FIVE FUNDAMENTALS

5 Create Visibility

4 Control Costs

3 Build the Platform

2 Control the Handoffs

1 Design the Organization

*These aren't five random ideas. They build on each other.*

# The Five Fundamentals of Scalable Homebuilding

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- 01 Design the Organization**  
*Build the org chart for the business you want to run.*
- 02 Control the Handoffs**  
*Operations break at the arrows, not the boxes.*
- 03 Build the Platform**  
*Your systems must scale before your company does.*
- 04 Control Costs**  
*Waste is any cost the customer did not value.*
- 05 Create Visibility**  
*Insight comes from data. Gut doesn't scale.*

# Know Where You Stand. Then Know What to Do Next.

The Builder Maturity Assessment scores your operation across the Five Fundamentals — and gives you a prioritized action plan.

[www.buildermaturity.com](http://www.buildermaturity.com)

FREE ONE-TIME ASSESSMENT

Coupon Code: **EPC2026**



*Scan to get started*

# Growth doesn't create chaos.

## Systems that weren't built for growth do.

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