



Acquisition vs Organic Rent Roll Growth

with Belinda Butterworth

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Growing Organically

Growing organically is often the most cost-effective way to scale, and it is typically more achievable than many businesses expect. With consistent lead flow from sales, a strong property manager can add approximately five to ten managements per month, while a capable BDM can achieve eight to fifteen.

When referral partners are layered in, a high-performing BDM can generate fifteen to thirty or more managements per month. To ensure organic growth is effective, performance must be tracked closely, including calls made, appointments attended, conversion rates, and the true cost of referrals.

The biggest risk in organic growth is not speed, but non-performance, as poor execution quietly erodes opportunity. While organic growth can be a slower burn for revenue, disciplined tracking and accountability ensure it remains a sustainable and profitable growth lever over time.

Retention is The New Growth

Retention has become the new growth lever, and understanding where losses occur is critical. Industry churn is commonly reported between 15% and 30%, with losses typically split across sales, owner move-ins, and service-related issues.

While some losses are non-controllable, a significant portion are directly influenced by service quality and team execution. When applied to a rent roll of 300 properties under management, this equates to between 45 and 90 lost properties over time. Framing this in terms of value rather than property count is essential, with those losses representing approximately \$337,905 to \$675,810 in lost business value.

Even the loss of 10 managements can translate to around \$75,000 in asset value and \$30,000 in recurring income. The most effective way to reduce controllable service losses is through a team that is engaged, accountable, and aligned to a growth mindset.

Diagnose Your Rent Roll...

- If organic growth stopped tomorrow, would your business still scale?
- How much of your current growth is replacing losses versus creating new value?
- What would your rent roll look like if controllable losses were removed?
- Where is your growth really coming from - and what is it costing you?
- Are you growing by design, or compensating for avoidable losses?
- Is your business replacing churn fast enough to actually grow?



Rent Roll Acquisition

Acquisition can provide an immediate injection of revenue, but its success depends entirely on execution. What you buy matters, including the quality of the rent roll, fee structure, and alignment with your existing portfolio. Just as critical is how you onboard and communicate with landlords, tenants, and internal teams, as poor communication is often where value is lost.

Sustainable acquisition requires a clear plan supported by documented systems, repeatable processes, and the right people in place to absorb growth without disruption. Without a defined strategy, acquisition can create short-term gains while introducing long-term operational risk, making preparation and intent essential to protecting both service standards and value.

Before you go unconditional, be clear on this...

How much **additional income** will this rent roll generate in the next 12 months, and what is the **true arbitrage** on the asset?

Increase Revenue and Create Arbitrage

Step 1: Review the purchase price, accounting for any retention claim or holdback.

Step 2: Clean up the portfolio by fixing operational issues and identifying any uncharged fees, which can often total up to \$30,000.

Step 3: Reassess rental rates across every property, as many portfolios are typically priced 5–10% below market value.

Step 4: Reassess additional income opportunities, including superprofits and revenue from connections, sales, finance, and related services.

Step 5: Reevaluate the valuation multiplier based on operational and revenue improvements made post-acquisition.

Step 6: Revalue the rent roll using the updated rental income and revised multiplier.

Step 7: Calculate the true arbitrage created through the acquisition.

With the right structure in place, the majority of this work can be handled by remote professionals.

Note:

Acquisitions are highly effective when they are used to drive genuine growth. They are far less effective when they are used to simply replace ongoing churn.

Before pursuing acquisition-led expansion, ensure underlying retention issues are addressed first.

Fix churn first.

Property Management Structure and PODs

Property management businesses can no longer operate under legacy structures and still expect sustainable profit. The future model is built around leverage, and remote professionals are a core part of that equation.

Technology enables scale, but it is remote professionals who deliver the capacity. In a modern property management structure, approximately 40% of the role can be handled efficiently by trained remote team members, allowing highly skilled Property Managers to focus on decision-making, client relationships, and performance.

Paying experienced Property Managers \$80,000 to \$120,000 to complete administrative and repeatable tasks is commercially inefficient when those tasks can be executed by remote professionals at a fraction of the cost, without compromising service quality.

Remote professionals should be onboarded and trained with the same intent and structure as new-to-industry team members or PM assistants. Not every hire will be a long-term fit, but this is no different to onshore recruitment. When implemented correctly, remote professionals are not a support layer, but a strategic lever that underpins scalability, consistency, and profitability across property management PODs.

What a Remote Professional Can Do

If you can document it, a Remote Professional can do it.

Maintenance

- Manage incoming maintenance requests
- Assess issues using the SBAR framework
- Coordinate quotes, work orders, and job updates
- Ensure timely completion and invoicing of maintenance tasks
- Communicate with tenants and landlords regarding maintenance matters

Lease Renewals

- Prepare lease renewal recommendations
- Coordinate lease renewal paperwork and follow-ups
- Communicate with tenants and landlords regarding lease terms and agreements
- Update records and reports following lease renewals
- Notify trust accounting or admin teams of rent adjustments

Arrears Management

- Monitor and manage tenant arrears
- Communicate with tenants and landlords regarding arrears
- Initiate breach processes and communicate accordingly
- Coordinate actions in line with legislation and business guidelines
- Flag high-risk tenants or repeat offenders for PM escalation

Vacate Process

- Manage the vacate process, including documentation, communications, and applicable invoicing
- Coordinate exit inspections and property handovers
- Handle bond refund processes and utility arrangements
- Ensure compliance with relevant regulations and business procedures

Court & Insurance

- Organise documentation and correspondence for legal and insurance matters
- Follow up on missing or incomplete documentation
- Set deadlines for tasks and manage communication follow-ups
- Complete application forms in QCAT or NCAT portals for PM review and submission

Change of Tenancy

- Facilitate the change of tenancy process
- Coordinate paperwork and communications between tenants, landlords, and relevant parties

Inspection Scheduling

- Manage inspection scheduling and inspection runs
- Coordinate inspections based on due dates and property status
- Contact tenants via SMS, email, or phone to confirm inspection appointments
- Attach inspection time and tenant confirmation notes to tenant files
- Update confirmed inspection times in the CRM calendar or inspection app

Tenant & Trade Communications

- Respond to enquiries from tenants and trades
- Coordinate entry notices and document sharing
- Provide relevant tenancy information and support
- Log all incoming correspondence in PropertyMe or Property Tree consoles
- Update tenants on work order progress, scheduled inspections, or pending approvals

Pet Application Process

- Guide tenants through the pet application process
- Coordinate approvals and communications between tenants and landlords
- Ensure compliance with building regulations and lease agreements
- Confirm receipt of all required documentation, including pet photos, vaccination records, and references
- File approved pet applications in tenant documentation folders

Email & Calendars

- Assist with general communications and prioritise inboxes
- Flag urgent emails and draft client updates or standard communications
- Organise and manage calendar schedules



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