

# PHOENIX 3-BRANCH CONSOLIDATION ANALYSIS

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## Deliverables Summary

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## COMPREHENSIVE ANALYSIS COMPLETE

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This analysis successfully consolidates the proposed 11-territory Phoenix structure into 3 optimally balanced branches (West, Central, East) for Year 1 rollout.

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## DELIVERABLES

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### 1. Primary Report

**File:** Phoenix\_3Branch\_Consolidation\_Report.md (and PDF)

Comprehensive strategic analysis including:

- Executive Summary with key findings
  - Current 11-territory structure analysis
  - Recommended 3-branch consolidation with detailed rationale
  - Performance metrics by branch (retention, churn, revenue)
  - Strategic recommendations for phased rollout
  - Financial impact projections and ROI analysis
  - Risk mitigation strategies
  - Success factors and KPIs
  - Next steps and action plan
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### 2. Consolidated Data File

**File:** Phoenix\_3Branch\_Consolidation.xlsx

Excel workbook with 4 comprehensive sheets:

#### Sheet 1: 3-Branch Summary

- Overview statistics for West, Central, and East branches
- Active accounts, terminated accounts, total historical
- Retention rates, churn rates, lost revenue
- Zip code counts per branch

#### Sheet 2: Zip Code Assignments

- All 122 zip codes mapped to new branches
- Account counts, termination data, and churn rates per zip
- Original 11-territory assignments for reference

- Sortable/filterable for easy analysis

### Sheet 3: Consolidation Mapping

- Detailed mapping showing how 11 territories consolidate into 3 branches
- Account distribution from old to new structure
- Zip code counts per original territory

### Sheet 4: Active Accounts

- Complete roster of all 1,481 active accounts
  - Each account assigned to new branch structure (West/Central/East)
  - All original customer data preserved
  - Ready for operational handoff to branch managers
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## 3. Interactive Visualizations (5 HTML Files)

### viz1\_account\_distribution.html

- Bar chart showing active accounts by branch
- Pie chart showing distribution across 3 branches
- Target baseline comparison

### viz2\_retention\_churn.html

- Retention rate comparison across branches
- Churn rate stacked visualization
- Highlights East Branch as retention benchmark

### viz3\_lost\_revenue.html

- Total lost revenue by branch
- Average lost revenue per terminated account
- Financial impact analysis

### viz4\_consolidation\_flow.html

- Sankey diagram showing flow from 11 territories to 3 branches
- Visual representation of account movement
- Interactive exploration of consolidation logic

### viz5\_executive\_dashboard.html

- Comprehensive 4-panel dashboard
  - Active accounts, retention rates, zip code distribution
  - Balance vs. target analysis with visual indicators
  - Single-page executive overview
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## KEY FINDINGS

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### Perfect Balance Achieved

- **West:** 491 accounts (-0.5% from target) ✓
- **Central:** 473 accounts (-4.2% from target) ✓

- **East:** 514 accounts (+4.1% from target) ✓
- All branches within  $\pm 5\%$  deviation

## Retention Insights

- **East Branch** leads with 20.01% retention (benchmark)
- **West Branch** shows 17.50% retention (improvement opportunity)
- 2.5 percentage point gap = ~\$183K annual revenue opportunity

## Geographic Logic

- West: Northwest Phoenix, Glendale, West Valley, Central Mesa (44 zips)
- Central: Central Phoenix, North Phoenix, Central Scottsdale, Outliers (50 zips)
- East: North Scottsdale, Tempe, Chandler, Gilbert (28 zips)



## PRIMARY RECOMMENDATIONS

### 1. Approve Option 7 Consolidation

This structure provides optimal balance, geographic logic, and retention improvement potential.

### 2. Phased Rollout Sequence

- **Q1 2026:** East Branch (best retention benchmark)
- **Q2-Q3 2026:** West Branch (highest improvement potential)
- **Q4 2026:** Central Branch (most complex, benefits from learnings)

### 3. Retention Focus

Target 2.5%+ retention improvement by studying and replicating East Branch success factors across West and Central.

### 4. Branch Staffing

- 4 technicians per branch (120-130 accounts each)
- Dedicated Branch Manager per branch
- Shared support functions in Year 1

### 5. Performance Monitoring

- Weekly operational metrics
- Monthly retention/churn analysis
- Quarterly comprehensive reviews
- East Branch as ongoing benchmark



## PROJECTED IMPACT

### Conservative Case (1% retention improvement)

- 45 accounts saved annually
- \$73K retained revenue per year
- \$219K cumulative value over 3 years

## Moderate Case (2.5% retention improvement) TARGET

- 111 accounts saved annually
- \$183K retained revenue per year
- \$549K cumulative value over 3 years
- ROI: 77% (\$239K profit after \$310K investment)

## Optimistic Case (5% retention improvement)

- 222 accounts saved annually
- \$366K retained revenue per year
- \$1.1M cumulative value over 3 years
- ROI: 254% (\$788K profit)

**Break-even:** 2.5% retention improvement (achievable based on East benchmark)

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## READY FOR IMPLEMENTATION

All deliverables are complete and ready for:

- Executive review and approval
- Operational planning and resource allocation
- Branch Manager recruitment and onboarding
- Customer communication preparation
- Technology system configuration
- Q1 2026 launch execution

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## NEXT STEPS

1. **Review all deliverables** with leadership team
2. **Validate assumptions** (staffing, technology, budget)
3. **Approve consolidation plan** and rollout timeline
4. **Initiate recruitment** for Branch Managers (Q4 2025)
5. **Begin technology implementation** (routing, CRM systems)
6. **Develop customer communication** materials
7. **Launch East Branch** (Q1 2026)

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**Analysis Completed:** October 23, 2025

**Status:** Ready for Executive Decision

**Recommendation:** APPROVE and proceed with phased rollout