OPERATIONS, MODULE 10

Opening a practice or a second location

A new location is the biggest bet an owner makes, and most of the risk is decided before the lease is signed. After this module you can analyze a market and a site the way a buyer or a lender would, build the opening budget, and know what the first 90 days have to produce.

Analyze the market before the site

Question	How to answer it	What you want to see
Who lives within 15 minutes?	Census and county data for the drive time area: population, median household income, share of households over $100,000, women aged 30 to 65	Enough households in the income band to support the revenue in your model, with room for competitors
Who is already there?	Map every medspa, dermatology and plastic surgery practice in the drive time (Marketing 6 is the full method)	Competitors with weak reviews, thin menus or no memberships; not an empty map, which usually means no demand
What do people search for here?	Search volume for your core treatments plus the town name; the map results for "botox near me" from that location	Real search volume and a map pack that is beatable
What does the state require?	Ownership, supervision and who may inject (Operations 5), especially if the new location is across a state line	A structure you can operate compliantly, priced into the plan
What will it cost to be seen?	Local ad costs per lead from your existing campaigns or the ad platforms' estimates	A cost per new patient under $200 in the first six months

Analyze the site

- **Visibility and parking.** Ground floor, signage visible from the road, parking a patient does not think about. A second floor suite with a shared lot costs you leads every month for the life of the lease.
- **Neighbors.** A gym, a salon, a boutique grocery: the same patients, already there. A vape shop: no.
- **Rooms.** Three treatment rooms minimum for a location meant to reach $1.5 million; a room costs less than a provider waiting for one (Operations 2).

- **The lease.** Term, renewal options, who pays for build out, personal guarantee limits, the exit clause. Have your attorney read it; the lease is a liability on your balance sheet for its whole term and a buyer will read it too.

The opening budget

Harbor Aesthetics, second location, illustrative	Amount
Build out and furniture (net of landlord contribution)	180,000
Equipment: one laser, one device, chairs, lights (leased where sensible, Advanced 3)	120,000
Opening inventory	25,000
Deposits, licenses, legal, insurance	30,000
Pre opening marketing and website page	20,000
Working capital: six months of operating losses while the book fills	150,000
Total before the first patient	**525,000**

> **The line most owners leave out.** Working capital. A new location loses money for four to eight months while the book fills, and the loss has to be funded in cash. The build out is the visible cost; the losses are the one that closes clinics. Run the ramp month by month in the model (Advanced 1 and 2) before signing anything.

What the first 90 days have to produce

Before opening

Google Business Profile claimed and complete with the new address (Marketing 2); the website page live with prices and a booking link; founding member offer (Operations 6); the desk trained on the scripts (Operations 1); the books set up as a separate location or entity so the scorecard reads each on its own.

Month 1

New patients at half of target is normal. Reviews from every good visit; the founding member count on the wall. Bank rules built as vendors appear (Operations 4).

Month 2

First full close on real numbers. Cost per new patient and rebook at checkout are the two numbers to watch; if either is off, fix it now, not at month six.

Month 3

Targets set from the baseline. If revenue is under 40 percent of the run rate in the model, the plan changes: fewer scheduled hours, more of the existing clinic's patients routed to the new site, or the marketing budget moved to what is converting.

Signs a second location is too early

- The first location's runway is under three months (Finance 9).
- The owner still performs more than a third of treatments at the first location. Two sites need two teams that run without you.
- Rebook at the first location is under 50 percent. Fix retention where you are before renting it somewhere else.
- The reason is a good lease deal rather than a good market.

> **Where Benchmark comes in.** Opening a new practice or location is a service we quote: the market and competitor analysis, the site scorecard, the opening budget and the ramp in the model, the books set up so each location reads on its own, and the first 90 days managed against the numbers above. For a first clinic, the books and the training are built before the first patient, which is the normal order of things only if someone insists on it.

Try it yourself

- [ ] From the address you are considering, search "botox near me" on your phone. Screenshot the map. Those three are the competitors to beat.
- [ ] Write the opening budget for your own site, including six months of operating losses. Compare it to what you can fund.
- [ ] Answer the four "too early" questions honestly.

Check yourself: Operations 10

An empty map with no competitors nearby usually means

A great opportunity

No demand; look for beatable competitors instead

Cheaper rent

Competitors with weak reviews and no memberships are the signal, not an empty map.

The line most often left out of an opening budget is

Equipment

Working capital for the months of losses while the book fills

Signage

The build out is visible; the losses are what close clinics.

Before opening, the Google Business Profile should be

- Created after the first month
- Claimed and complete with the new address, before the doors open
- Shared with the first location

Local search takes time to build; start before the first patient.

A second location is too early when

- Rent is high
- The owner still performs most treatments and runway is under three months
- The first location is profitable

Two sites need two teams that run without you, and a cash cushion for the ramp.

At month three, revenue is at 35% of the modeled run rate. You should

- Wait for month twelve
- Change the plan now: hours, patient routing, or the marketing budget
- Open a third location

Fix it at month three, not month six.

Pick an answer for each question.

Want this done, not just explained?

The 10-Day Sprint finds the leaks for $1,000, one time. After that, on the plan, the scorecard keeps coming and at least one growth initiative is executed with you every month. Plans from $2,299 a month. Everything in this module is part of that work.

See the sprint and pricing | Text Nate

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