SCALING WITHOUT COMPROMISING QUALITY: TESTA HOMES' FIVE PILLARS FOR SUSTAINED MARKET GROWTH

Branded Content by: Testa Homes
Author: Noelia Rosón Chief Operating Officer Testa Homes

Noelia Rosón,
TESTA HOMES
CHIEF OPERATING OFFICER

Testa Homes has developed a fully integrated residential platform designed to scale while preserving operational control, quality service, and a consistent resident experience. With a portfolio of 14,000 homes and occupancy levels of 97%, the company's growth is underpinned by a clear and deliberate strategy built on five core pillars: standardised processes, vertically integrated management, data-driven technology, continuous portfolio modernisation, and a cross-functional, customer-centric organisational model.

What does scalability mean in the context of Testa Homes' operating model?

For Testa Homes, scalability is not a consequence of size; it is the outcome of a model intentionally designed to grow in a structured and controlled manner. From the start, our priority was to ensure that portfolio expansion would neither dilute service quality, operational proximity to residents, nor long-term efficiency. Growth, in our view, should reinforce the platform — not put pressure on it.

This approach led us to design an operating model based on five pillars that shape our daily work. The first is the optimisation of the rental lifecycle through clear, measurable, and standardised processes. The second is vertical integration, whereby we operate as both owner and operator, maintaining end-to-end control of the value chain. The third is using technology and data as strategic enablers, providing accountability, forecasting, and more informed decision-making. The fourth is the continuing modernisation of the residential portfolio to maintain quality, efficiency, and a distinguished living experience. The fifth pillar consists of building a cohesive organisational structure, built around multidisciplinary teams aligned by shared culture, objectives and service standards.

Together, these pillars allow us to scale with discipline, consistency, and quality — without compromise.

How does process optimisation support scalable growth?

Our starting point was a comprehensive analysis of the rental lifecycle, from vacancy to new occupancy. We identified friction points, tackled inefficiencies, and standardised procedures across the organisation. This end-to-end approach reduces vacancy periods, improves coordination, and ensures a consistent resident experience across the portfolio.

Yet, process optimisation is not merely an internal efficiency exercise. It is a foundation, which enables the platform to grow in a controlled and replicable way, ensuring that service standards remain consistent regardless of portfolio size or geographic distribution.

Integrated management is the second pillar. Why is vertical integration so critical?

Because we manage the full lifecycle of each asset as both the owner and operator. This vertically integrated model - covering investment, asset management, refurbishment, operations, pricing and customer experience - allows us to make fast, coherent, and long-term decisions.

By eliminating silos and reducing operational friction, we can apply uniform service standards across the entire portfolio. This "one-stop-shop" approach enhances efficiency, improves accountability, and ensures that growth does not introduce fragmentation. Vertical integration is the backbone of our scalability: it enables us to expand while maintaining quality and consistency at every stage of the value chain.

Technology and data-use form the third pillar. How are they applied in practice?

Technology is a core enabler of our operating model. We have developed proprietary tools that integrate CRM, ERP, and internal systems into a single platform covering the full rental lifecycle, while providing real-time visibility and traceability.

On a monthly basis, we manage more than 2,000 leads, 700 viewings, and 170 contracts, alongside thousands of administrative and maintenance interactions. Data analytics allows us to anticipate operational issues, optimise resource allocation, and improve decision-making at both the asset and portfolio levels. The resident' experience is further enhanced through digital tools such as the tenant portal and smart access systems, already deployed across more than 60 assets.

Looking ahead, Artificial Intelligence is expected to complement this ecosystem by helping enhance service quality and efficiency. AI-driven solutions will allow us to anticipate technical incidents, optimise preventive maintenance, improve response times, and analyse usage and occupancy patterns to better prioritise investments and tailor our offerings.

What role does portfolio modernisation play in sustaining growth?

A fundamental one. Since 2019, we have invested approximately €311 million through our *Same Neighbourhood, New Life* program, focused on upgrading both homes and common areas. In 2026, we will launch *New Life, Enhancing the Living Experience*, a natural evolution of this initiative.

This new phase expands the scope beyond physical refurbishment. It adopts a holistic approach that integrates management, services, innovation, sustainability, and community-building to transform assets into future-ready residential environments.

For example, in 2024 we installed 4,400 solar panels in 64 buildings, making it the largest operation of its kind at the time. The panels produce enough energy to cover the needs of nearly 1,000 people. This undertaking not only cut the carbon footprint of these homes but also led to a significant reduction in our tenants' energy bills. The project is having a decarbonization impact equivalent to planting more than 16,000 trees a year. In the coming years, the company will continuously monitor the project and measure its impact through intelligent data systems.

But, modernisation is not just about physical upgrades; it is about creating urban value, improving efficiency, and ensuring that the portfolio remains scalable over time.

Our objective is to elevate the quality of rental housing and position renting as desirable and aspirational, comparable to homeownership. Ultimately, this is about enhancing the living experience - offering long-term homes where space, service, and management operate as a unified, high-quality proposition.

The fifth pillar is organisational structure. How does this support scalability?

Scalability is only possible with a cohesive organisation and a strong, shared culture. We have evolved from a reactive, asset-centric model to a resident-focused organisation. Today, our teams operate in a cross-functional and multidisciplinary manner, aligned by common processes, objectives, and service standards.

This structure reduces overlap, increases agility, and ensures that growth does not undermine quality. At Testa Homes, culture is not a soft concept - it is a strategic asset. We manage homes, not just assets, and we measure our success through resident trust, stability, and satisfaction. This cultural alignment is what ultimately enables our sustainable growth at scale.