

#3 WHY YOUR COMPETITION MATTERS

Instructor Guide



January 2021



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Acknowledgments

SUBJECT MATTER EXPERTS

The NAA Education Institute wishes to thank the many apartment industry professionals who contributed their time and expertise to the rewrite of the Certified Apartment Leasing Professional course.

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Further Acknowledgments

The National Apartment Association Education Institute acknowledges the contributions of countless volunteers who made this program possible. We extend our thanks to all and pledge to maintain the CALP credential as the premier standard apartment industry training program for all Leasing Professionals.

Just for Instructors

The National Apartment Association Education Institute thanks you for your time, talent and expertise in training and developing the next generation of Leasing Professionals.

Whether you are a subject matter expert, a seasoned instructor or new to training, this guide will help you become an even more engaging and effective instructor.

The Certified Apartment Leasing Professional (CALP) program is designed to teach leasing skills to multifamily residential management professionals. It has been recently enhanced to reflect the changing dynamic of techniques, technology and sales demanded by the responsibilities of this position.

This course is targeted for people with at least six months of leasing experience.

For more information about this program or any of NAAEI's education programs, contact your local apartment association or contact NAAEI at **833-86-MYNAA** or **education@naahq.org**.

Using this Guide

This Instructor Guide is identical to the Participant Guide that your class participants have, with the following exceptions:

- The Course Schedule page for instructors provides suggested timing for each component of each module. The participants' version shows only the timing for each module.
- In the left-hand margins of this guide, you'll see a Slide icon [], which tells you what slide to show at that point in the course. *Slide 3*
- Also in the left-hand margins, you will occasionally see an “instructor’s note” to suggest something you might want to do, particularly during the suggested Activities.
- This guide includes answers to all questions that the participants will be asked in this course.

Other than the above, the participant and instructor guides are identical and all page numbers are the same for you as they are for the participants.

Preparing to Teach the Course

To give course participants a first-rate learning experience, plan to spend several hours preparing to teach this class.

When to Prepare

Depending on your experience with this course, begin preparing one to two weeks before the scheduled course date. That is enough time to absorb the material without feeling rushed.

How to Prepare

- **Read the Participant's Guide carefully.** Material matches your Instructor Guide, but look for occasions when the students will need to write down slide content or answers. Plan to allow extra time as you present. Note how Participant Guide page numbers align with Instructor Guide numbers.
- **Review the Course Table of Contents.** See yourself as a guide. Knowing and recalling the entire course outline will help you to help students understand where they are in the program.
- **Read the Instructor's Guide carefully.** Get familiar with the organization and flow of the course, as well as the content itself.
- **Mark up this guide.** Write notes throughout. Highlight passages you want to emphasize. Add prompts for your examples and explanations.
- **Practice.** Do a dry run of the material (or at least some of it) in front of willing colleagues or family members. Get their feedback. Find out: What are you doing well? What is one thing you could improve?
- **Preview and practice the PowerPoint slides and videos.**

When it is Time to Teach the Course

- **Do not Read the Slides.** Students have copies of the slides in their handouts. Slide content typically paraphrases what is in the text. Reading it is not helpful and actually might bore your students! Paraphrase or simply refer to the slide.
- **Do not have Students read from the Text.** Not only are students uncomfortable with this but it turns the text into the presentation, instead of your comments and student discussion. Again, retention and engagement plummet!

- **Link Module to Module.** Help the student move from one topic within a course to another. Students like to know where they are in the program and how the subject you are just finishing relates to the next area of learning. Use a simple connector like, “So now that we have learned the basics of the relationship sales process, let’s move to applying this process in real situations.”
- **Use this guide.** Refer to it often to keep the class on track. Using notes will make you look natural, relaxed and even confident.
- **Approach the course as a conversation, not as a presentation.** Keep things open and easygoing. Pick yourself up if you make a “mistake.” Answer the questions you can. Most important, avoid the temptation to be the expert—simply share what you have learned.
- **Keep participants actively involved.** Allow participants to ask questions, share ideas with one another and get as much hands-on experience as possible. Remember: telling is not training.
- **Be yourself.** Participants appreciate (and learn more from) instructors who are not only knowledgeable, but also approachable, personable and dedicated.

Preparing the Classroom

To complete your final preparations, arrive at the training site at least one hour before class begins.

- **Find the Location of these Public Facilities or Services**
Restrooms / Kitchen facilities or vending machines / Emergency exits
- **Prepare Materials**
This Instructor’s Guide (with all your preparation notes in it) / The Participant Guide (one for each participant) / The PowerPoint / Evaluation Forms / Sign-in form (to be turned in to the affiliate office after class)
- **Prepare Classroom and Test Equipment**
Flipchart with stand or whiteboard / Markers / Microphone or sound system (if needed) / Laptop computer with LCD projector

Arrange the tables and chairs in the room so that participants will be able to talk with one another, work in small groups and take notes / Make sure the room is not too hot or cold / Ensure that there is adequate lighting / Write the course agenda on the flipchart or whiteboard

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Slide 2

Message to Apartment Leasing Professionals

The Certified Apartment Leasing Professional (CALP) program is designed to teach leasing skills to multifamily residential management professionals. It has been recently enhanced to reflect the changing dynamic of techniques, technology and sales demanded by the responsibilities of this position. Your managers, supervisors and executives understand your importance to the industry. They recognize you as the key to leasing, renewing and serving future and current residents of your communities.



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Why Your Competition Matters is one course in the CALP series.

The complete set of CALP courses is:

- 1. Bringing in New Residents: Be Prepared**
- 2. Marketing and Maintaining your Community**
- 3. Why Your Competition Matters**
- 4. Relevant Laws and How to Apply Them**
- 5. The Sales Process and Building Relationships**
- 6. Effectively Meeting the Needs of Current Residents**
- 7. Market Analysis for Leasing Professionals**

For more information about this program or any of NAAEI's education programs, ask your instructor, contact your local apartment association, or contact **NAAEI** at **833-86-MYNAA** or **education@naahq.org**.



Course Schedule

This course includes three modules and will run approximately two hours and a half. Each module will include a mix of activities, discussions, watching videos and slides. [Note: the participant guide shows only the module names and times, not the specific components.]

The time structure of the course will be:

Component	Time
Module 1 - Shopping Your Competition	45 minutes
Shopping Your Competition: What to Look For	
Activity: Gina Preps for a Call	
Activity: Shopping Your Competition	
Activity: Google Search	
Summary	
Module 2 - The Market Survey	45 minutes
Defining the Market Survey	
Understanding the Importance of the Market Survey	
Target Market	
The Market Survey Process	
Summary	
Break	15 minutes
Module 3 - Your Role in Your Community and Initiating Change	45 minutes
Trim Tab: How to Initiate Change	
Activity: Making Change Happen	
Summary	



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Introductions

Introduce yourself first and then ask all participants to do the same.

Welcome to the **Why Your Competition Matters course**, part of the National Apartment Association Education Institute's Certified Apartment Leasing Professional program.

Your instructor will ask you to participate in the following activity.

Introduce yourself to the group and answer the following questions:

- **Have you ever wanted to change something at work? What were the obstacles to make the change?**
- **Have you ever been shopped by a competitor? Describe your reaction.**
- **If you were told your competition was going through a management change, how would that impact your community (i.e., apartment ratings, amenities, upgrades, etc.)?**

Ask one of the three questions to the class as a warm up.



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Learning Goals

At the end of this course, you will be able to:

- **Define, understand and know how to perform market surveys.**
- **Understand your competition.**
- **Interpret the factors impacting your market.**
- **Utilize practical applications of telephone and in-person demonstrations.**



Module 1 - Shopping Your Competition

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SHOPPING YOUR COMPETITION: WHAT TO LOOK FOR



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Why Shop Your Competition?

As a Leasing Professional, a big part of your role is to help prospective residents decide that your community is the best one for them. In order to do that—and to answer questions that prospective residents may have—you need to know your competition and what they're doing.

A great way to learn about your competitors from the perspective of a prospective resident is to “shop your competition.” This means finding out what your competitors are doing, by contacting them—on the phone, online and in-person.

You'll want to “shop” by making phone calls, sending emails and stopping by in person—all these methods will help you understand your competitors as well as possible. Best practice is to shop frequently based on market conditions.

When You Shop

When you shop your competition, determine the best method to do so:

- If your property is short-staffed and you are the only person in the office, you may choose to phone shop.
- If there is a new community in your market or an existing one has gone through a renovation, you may choose to shop in person.
- If the competition will not give you any information, online shopping may be your best option.



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Shopping by Phone

A customer's first contact with an apartment community is often over the telephone. When you mystery shop on the phone, it is **crucial** that the Leasing Professional demonstrates top-notch telephone techniques that project professionalism, courtesy and enthusiasm. Be ready to make notes about how well the Professional attracts, identifies and directs you to action (just like you learned a sign does from Course 2). The phone conversation should start with a smile and the caller should be asked for a name and contact information. Even if the office around the Leasing Professional is busy, the call should be conversational with lots of questions and visual imagery. Ultimately the Leasing Professional should try to set an appointment for a visit, or at least an opportunity to follow-up with an email contact. As a shopper, would you take further action based on this call?



ACTIVITY:

Gina Prepares for a Call

Show the brief video clips and answer each of the three questions. If the group is large, divide them into three groups and assign each group a question.



What did Gina do when the phone first rang?

Best answers include:

- *Gina pulled her leasing folder out of her drawer and got ready to pick up the call.*

Just as Gina picked up the phone a visitor walked in. Discuss how she handled both guests. How do you think each prospective resident felt?

Best answers include:

- *As the guest walked in, she immediately asked if she could put the caller on hold.*
- *She greeted the guest and indicated that she was on the phone.*
- *She asked the guest to be seated.*
- *Each prospect likely felt welcomed and important.*

What are the key takeaways for handling both the caller and the guest at the same time?

Best answers include:

- *Give each prospect a direct and friendly greeting*
- *Ask permission to talk to the other*
- *Remain personable*



Shopping in Person

There are two ways to shop your competition in person; they're different but both can be effective. First, you can pose as a real applicant. This is called **"mystery shopping"** or "secret shopping." This method gives you the perspective of a real customer; try to shop every quarter (three months) to stay up on, and ahead of, your competition.

Under the second method of shopping your competition, you can be yourself. This is **"relationship-building shopping"**. Following this method, you should clearly state that you are from a competitor and are shopping the community in order to learn about it and to develop a business relationship with the community's team.

This method shows that you are a neighbor and a professional in addition to being a competitor.



Shopping Online

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Technology is changing and there are now many methods by which to communicate with a property. Pay attention to comparable communities, online curb appeal, online reputation (website, social media, live chat, etc.) and response time. Are they asking what your preferred method of communication is? Are they respecting your response?



What to Look For

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When you shop your competition, look at your nearby competitors with a particular focus on anyone who offers a product or pricing similar to yours. This maybe a “comparable” community that has a style similar to yours. Or it may be a “competitor,” perhaps styled differently than your community but still competing with you for prospective residents.

There’s a lot to look for when you shop your competition! The five key areas are the five P’s: Product, Place, Price, Promotion and People. We’ll cover each of these in more detail on the following pages.



Product

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When you research and visit a competitor community, look for the following:

- Appearance of the property: the leasing center, the apartments/model apartments, the grounds and the landscaping
- Their signs, marketing materials and website
- Their features and amenities—in particular, are they offering anything new?
- Their additional services and programs



Place

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The location of the apartment and the community includes the physical location (the specific geographical or physical aspects of a community), the relative location (the location of a community in relation to customer needs and desires, such as shopping service districts, employers, recreational facilities, medical facilities, schools, transportation hubs including public transportation options), and the comparative location (how a community’s location compares to its competition).

Consider whether the property is more visible and whether it is closer to major employment centers? Is it more accessible to public transportation? Is it in a better school district?



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Price

The better you understand your competitors, what they offer and what they charge, the better you can explain the value of your own community to prospective residents.

As you shop your competitors, pay attention to their prices for different apartments and especially to the price per square foot—not all one-bedrooms, for example, are the same size. Be sure to include fees and additional charges too; rents at some communities may not include a variety of add-on charges.

Any additional add-on charges—which allow you to calculate the “total cost” of renting—are an important part of your comparison.



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Promotion

Promotional marketing is used to convince potential residents to select an apartment community over a competitor’s apartment community. A property uses promotion to achieve occupancy and resident retention objectives. Types of promotion include advertising, public relations, relationship selling, outreach, social media and referral agencies.



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People

When interacting with the leasing team—whether by phone, email, text or in person, there are several things to look for. They include:

- The tone in their voice (or in their emails or texts)
- The way they appear—is it professional?
- The organization of their leasing office—is it clean, organized, friendly and comfortable to visit?
- The ease with which the team interacts with one another
- The ease with which they present their property
- The questions they ask you when you “mystery shop” as a prospective resident

Pay close attention to the leasing team and your perception of them. Ask yourself, “How do they compare to our team?”

SUMMARY

A great way to learn about your competitors from the perspective of a prospective resident is to “shop your competition.” In this section, you’ve learned what to look for when you shop your competition.



ACTIVITY: SHOPPING YOUR COMPETITION

How Would You Shop Your Competition?

Assign this activity in small groups. Suggest students select a competitor, their own locations or another site in which they have interest. Select one and note three factors that got their attention. Ask groups to compare their findings.



What do you think is most critical to look for in shopping your property's competition? Be as specific as you can. Write your answer on the lines below.

The answers depend on you and your community and your competitors. What are the areas within your community that you're most concerned about, or see the most room for improvement? Those are great candidates for you to shop your competitors and pick up some new best practices.

Let's discuss your responses.

Ask students to volunteer what they think is most important. Discuss with the group.



ACTIVITY: GOOGLE SEARCH

Conduct a Google search for the property where you work or live (or select one from your area).

Assign this activity in small groups. Suggest students select a competitor, their own locations or another site in which they have interest. Select one and note three factors that got their attention. Ask groups to compare their findings.



What three factors or information impressed you the most (positively or negatively)?

Encourage students to consider information, visuals, video, ratings, real time availability, flexibility, etc. in their debrief.

SUMMARY

Shopping your competition is an opportunity for you to learn about your surrounding market and gain a deep understanding of the value of your own community's competitive edge.



Module 2 - The Market Survey

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Defining the Market Survey

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A formal market survey is an organized comparative analysis of communities that are considered competition whether in the same city, area, neighborhood or any other given geographical unit. The market survey helps define the subject's competitive advantages, identify missed opportunities and consider improvements to the property. The market survey can be conducted using third-party generated comparative data, personal visits, internet research and competitors' promotional materials, whether on social media or in print.

The market survey should in general concentrate on the following items:

- Location of neighborhood, proximity to schools, banks, shopping and transit
- Curb appeal, signage, parking of old cars, etc.
- Unit mix, floor plans, unit sizes
- Available lease terms
- Number of occupants allowed per unit and other occupancy restrictions
- Restrictions on pets and amount of deposits, additional rent or fees
- Parking choices available and any fees
- How utilities are delivered and billed
- What resident pays in addition to rent, such as pet fees, trash removal, snow removal, garages, access to lockers, package delivery fees, etc.
- Available amenities and unit features, such as renovation, flooring, washer/dryer
- All marketing and advertising done by the community
- Current specials the community is offering and to which units they apply



Understanding the Importance of the Market Survey

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The market survey can help determine how to price a specific community in accordance with its amenities and location so that owners' profits are maximized.

What are some questions that can be considered and/or answered by completing a market survey?

1. Is our rent too high or too low? Is our pricing appropriate? Do we use revenue management software?
2. What amenities need to be updated, repurposed and/or added? What concessions may or may not be necessary to maintain the market share?
3. What are the opportunities to improve resident satisfaction, resident retention and occupancy rates?
4. Do our amenities match our residents' needs?
5. How do people feel when they come to our community? What is the look and feel?
6. How does our new competition impact our community's market share?
7. What changes are occurring in the neighborhood?



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TIPS FROM AN EXPERIENCED LEASING PROFESSIONAL - SHOPPING YOUR COMPETITION



Watch this video of an experienced Leasing Professional talking about his discovery while shopping his competition. You may wish to take notes on the lines below.



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TARGET MARKET

Definition

What is your market? The market is your customer. The term “market” describes all current and potential residents who want to live in an apartment community and who are qualified to live there. The market is based on the type of apartment, the community rent and fees.



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Market Segmentation

The market is often segmented into smaller, more defined sub-markets. They are often referred to as target markets. These sub-markets may be classified by geography, lifestyle, demographics, psychographics—in any manner so long as the characteristics are not protected by fair housing. The benefits of market segmentation include tailoring of marketing efforts and the ability to maximize resources while increasing the likelihood of success.



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Factors Impacting Target Markets

Following are the factors that impact a particular target market:

- **Location** - a principle factor in decision-making, location relative to residents' lifestyles and walkability
- **Physical Characteristics** - access to natural resources, utilities and transportation
- **Unit Size and Layout** - includes size of apartment, layout, room arrangement and features
- **Governmental** - zoning, codes and regulatory issues, construction and rental rate restrictions
- **Social** - population size, migration, household growth, family sizes, attitudes, interest and opinions
- **Price** - rental rates, fees, amenities, cash outlay to move in
- **Economic** - job growth, unemployment rates, income growth, access to credit, home affordability
- **Demographic Characteristics** - ages, income, household size, lifestyle, apartment unit configurations (townhomes, single family rentals)



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THE MARKET SURVEY PROCESS

The Leasing Professional can play an influential role in identifying target markets and recommending how their community might respond. The market survey is the most often used tool to gather the information needed to plan a response. The survey can uncover opportunities to add value, compete at a higher level and grow market share. Let's look at the survey process.

The Market Survey Process

Step 1: Shopping your competition

Utilize all avenues and best practices for gathering data, including in-person shops.

Step 2: Compiling data

Standard forms can aid in gathering and comparing data from competitor shops. We have included sample forms: 1) Telephone and Leasing Evaluation; 2) Comparable Community Information. You may also wish to use your company provided template.

Step 3: Analyzing the data (these details will be discussed further in Course 7)



ACTIVITY:

Telephone Shop



Let's practice evaluating our competitor by listening to the telephone presentation and rating its effectiveness. Use Section One of the evaluation form. (The full form with all six sections can be found in the Resources tab.) Discuss your findings with your group.

Review the form answers from the participants. Discuss any different or conflicting impressions. Ask which were more important to do correctly than others. Finally, ask how the call made each group feel—was it a positive or negative overall impression?



Take a few minutes and complete the Comparable Community Information form for your own community. Compare your answers with others in your group. What are the major differences in the communities in your group?

Review the form answers from the participants. Discuss any different attributes. Encourage the students to recognize that different features compete both positively and negatively. Note any areas which they can't answer and encourage them to seek the answers from their managers.



SUMMARY

In order to “sell” your community, you need to know what other choices your prospective residents have and what they’re being told. So, you’ll want to “shop” your competition and learn what they’re doing. Shopping your competition also helps you learn some best practices from other communities.

Once you have shopped other communities, compile the information into the market survey template. Your findings play a key role in helping your community improve its market position. This prepares you for analyzing the market survey in course 7.

Telephone and Leasing Evaluation

Apartment Community: _____

Telephone Leasing Professional: _____ Phone Date: _____

Phone Time: _____

Onsite Leasing Professional: _____ Onsite Date: _____

Onsite Time: _____

Shopper Profile

Name Used On Telephone: _____ Number of Occupants: _____

Name Used Onsite: _____ Size Apt. Requested: _____

Date Needed: _____

Section One - Telephone Procedures

	Yes	No
1. Did the Leasing Professional answer the telephone promptly and identify the community by name?	<input type="checkbox"/>	<input type="checkbox"/>
2. Did the Leasing Professional convey a pleasant and friendly tone?	<input type="checkbox"/>	<input type="checkbox"/>
3. Did the Leasing Professional introduce her/himself?	<input type="checkbox"/>	<input type="checkbox"/>
4. Did the Leasing Professional request your name?	<input type="checkbox"/>	<input type="checkbox"/>
5. Was your name used effectively during the conversation?	<input type="checkbox"/>	<input type="checkbox"/>
6. Did the Leasing Professional pre-qualify you by inquiring:		
Apartment size required?	<input type="checkbox"/>	<input type="checkbox"/>
Date apartment needed?	<input type="checkbox"/>	<input type="checkbox"/>
How many would occupy the apartment?	<input type="checkbox"/>	<input type="checkbox"/>
If you had a pet?	<input type="checkbox"/>	<input type="checkbox"/>
Price Range?	<input type="checkbox"/>	<input type="checkbox"/>
Special needs (i.e. F/P, Washer/Dryer, Up/Downstairs, other)?	<input type="checkbox"/>	<input type="checkbox"/>
7. Did the Leasing Professional avoid asking if children would be occupying the apartment?	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
8. Were you asked how you knew about the community?	<input type="checkbox"/>	<input type="checkbox"/>
9. Did the Leasing Professional ask why you were moving?	<input type="checkbox"/>	<input type="checkbox"/>
10. Did the Leasing Professional make the apartment sound desirable and/or did the Leasing Professional paint a word picture?	<input type="checkbox"/>	<input type="checkbox"/>
11. Did the Leasing Professional seem focused and interested in assisting you with your needs?	<input type="checkbox"/>	<input type="checkbox"/>
12. Did the Leasing Professional discuss community amenities?	<input type="checkbox"/>	<input type="checkbox"/>
13. Did the Leasing Professional attempt to schedule an appointment?	<input type="checkbox"/>	<input type="checkbox"/>
14. Did the Leasing Professional offer directions to the community?	<input type="checkbox"/>	<input type="checkbox"/>
15. Did the Leasing Professional ask for your telephone number? Did the Leasing Professional ask for additional contact information? Mailing Address <input type="checkbox"/> Email Address <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Did the Leasing Professional discuss deposits and lease rates with confidence?	<input type="checkbox"/>	<input type="checkbox"/>
17. Did the Leasing Professional remain in control and guide the conversation (and not merely respond to questions)?	<input type="checkbox"/>	<input type="checkbox"/>
18. Did the Leasing Professional create a sense of urgency?	<input type="checkbox"/>	<input type="checkbox"/>
19. Was the overall telephone presentation positive?	<input type="checkbox"/>	<input type="checkbox"/>

Telephone Comments:

Comparable Community Information

Date: _____ Subject
Property: _____
Comparable
Community: _____ Phone: (____) _____

Address: _____
Mgmt Co _____ Person
/Owner: _____ Contacted: _____

No. of Units: _____ How Close to Subject? _____

Community Age: _____ Current Occupancy: _____

1. Location: Excellent Good Fair Poor
2. Condition/Appeal Excellent Good Fair Poor
3. Neighborhood Excellent Good Fair Poor

4. Lease Terms Available: _____

No of Other
5. Occupants: 1 BR _____ 2 BR _____ 3 BR _____, Restrictions: _____

6. Pets OK? _____ N _____ Yes Restrictions _____ Dep _____ Fees _____

7. Parking Options: Open Covered Assigned Garages

8. Hot Water: Boiler Indiv. Hot Water Heater

9. Heat/AC: Central Individual Control

10. Utilities: Individual Submeter RUBS All Bills Paid

11. Resident Pays for: Electricity Gas Water Trash Other

12. Deposit Amounts: 1 BR \$ _____ 2 BR \$ _____ 3 BR \$ _____

13. Standard Fees: \$ _____ Application \$ _____ Administrative \$ _____ Cleaning/
Damage

\$ _____ Other _____

14. Amenities:

UNIT AMENITIES – available in some or all units

- | | | | |
|--|---|--|--------------------------------------|
| <input type="checkbox"/> Microwave | <input type="checkbox"/> Self-Cleaning Oven | <input type="checkbox"/> Trash Compactor | <input type="checkbox"/> Fireplace |
| <input type="checkbox"/> Icemaker | <input type="checkbox"/> Mini Blinds | <input type="checkbox"/> Vertical Blinds | <input type="checkbox"/> Ceiling Fan |
| <input type="checkbox"/> Intrusion Alarm | <input type="checkbox"/> Vaulted Ceiling | <input type="checkbox"/> W/D Included | <input type="checkbox"/> W/D Conn |
| <input type="checkbox"/> Cable Provided | <input type="checkbox"/> Cable Available | <input type="checkbox"/> Patio/Balcony | <input type="checkbox"/> Sun Room |

PROPERTY AMENITIES

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> Pool - # _____ | <input type="checkbox"/> Fitness Room | <input type="checkbox"/> Spa/Jacuzzi | <input type="checkbox"/> Sauna |
| <input type="checkbox"/> Tanning Bed | <input type="checkbox"/> Tennis/Sport Court | <input type="checkbox"/> Racquetball | <input type="checkbox"/> Clubroom |
| <input type="checkbox"/> Coffee Bar | <input type="checkbox"/> Conference Room | <input type="checkbox"/> Business Center | <input type="checkbox"/> Picnic Areas |
| <input type="checkbox"/> Community Garden | <input type="checkbox"/> Barbecue Grills | <input type="checkbox"/> Jogging Trail | <input type="checkbox"/> Car Wash Area |
| <input type="checkbox"/> Covered Parking | <input type="checkbox"/> Garages | <input type="checkbox"/> Access Gates | <input type="checkbox"/> On-site laundry |
| <input type="checkbox"/> Manned Gate | <input type="checkbox"/> Extra Storage | <input type="checkbox"/> Pet Stations | <input type="checkbox"/> Pet Park |

PROPERTY SERVICES

- | | | | |
|--|---|---|---|
| <input type="checkbox"/> Wireless Availability | <input type="checkbox"/> Trash Pick-Up @ Door | <input type="checkbox"/> Patrol Service | <input type="checkbox"/> Courtesy Officer |
| <input type="checkbox"/> Notary Service | <input type="checkbox"/> Copier Access | <input type="checkbox"/> Recycling | |

15. Marketing and Advertising: _____

16. Current Specials: _____

	UNIT TYPE	# OF UNITS	SQ. FT./ UNIT	TOTAL SQ. FT.	RENT/MO.	TOTAL MO. RENT	RENT/SQ. FEET	NET RENT	COMMENTS
<i>LIST FROM SMALLEST TO LARGEST UNIT TYPE</i>									
			TOTAL	AVG	TOTAL	AVG	TOTAL	AVG	AVG
GRAND TOTALS									



Module 3 - Your Role in Improving and Initiating Change

As a result of your shopping visits, you may find that there are improvements and changes you would like to see made at your community. This is an excellent way for you to add value as we discussed in Course 1. Let's look at initiating change.



TRIM TAB: HOW TO INITIATE CHANGE



Your instructor will show a video from FranklinCovey on how to create change by starting with a small action. There will be a brief introduction, followed by a video entitled "Trim Tab: How to Initiate Change." After you see the video, your instructor will ask you to answer three questions about it.



Trim Tab: Question 1 of 4



What's a "trim tab" and what is its significance relating to causing change?

The best answer is:

A "trim tab" is a tiny second rudder attached to the big rudder on a ship. Despite being tiny, compared to the size and weight of the ship, the trim tab determines the ship's course.

Sometimes it may seem that making changes in our lives or in our jobs is like turning a huge ship. But the principle of the trim tab—that small changes can have a big impact—applies to many areas.

Conduct first two questions as a group.



Trim Tab: Question 2 of 4



How was one person able to energize a team of professionals and even a whole community?

The best answer is:

The principal Madeline Cartwright used her position and her influence to start at a very basic level (cleaning the boys restroom) to inspire others to act. Just her own example was the "trim tab" needed to make significant changes throughout the rest of the school. Clean clothes, clean environment, even cleaning up the neighborhood was the result.



Trim Tab: Question 3 of 4

Slide 37

For Question 3 go back to the small groups you used in the course, give the groups 5 min to think creatively of their role as a trim tab and a Leasing Professional. Debrief the room.



How can you become a “trim tab” in your telephone technique or handling your phone traffic?

In small groups ask students to think about their telephone presentations and answering the phone for general calls. How can they make these special? Consider 1) researching special days and making the greeting more unique; 2) extending an offer to help in the greeting; 3) being extra polite (ma'am, sir, please, etc.); 4) thanking the caller for the opportunity to provide the service.



Trim Tab: Question 4 of 4

Slide 38



How do leasing professionals become trim tabs in their leasing demonstrations?

In small groups have students think about their virtual and in-person demonstrations. Ask groups to think about how they could go beyond that job duty (demonstration) to do something above and beyond expectation. For example, instead of just showing the apartment, demonstrate your maintenance team or neighborhood features that might be important to the prospective resident. Also, use the information you have gathered during the demonstration to encourage the personal and professional goals of the customer. Think beyond a simple demonstration to make a significant change.



SUMMARY

Slide 39

As a team member, your actions and attitude can inspire trust and empower others to make a difference. Each day, you're faced with moments of choice where you can choose to be a trim tab. If you do, what you model will set the tone for those you lead. Small things, over time, can have a tremendous impact.



Slide 40

ACTIVITY: MAKING CHANGE HAPPEN

You've learned a lot in this module about how to change things for the better in an organization or community. Inspiring change isn't always easy, but as you've seen, there's a lot you can do! Next, you'll get the chance to think about how to make improvements and changes at your community.

Question 1: What Do You Want to Change?



First: What do you want to change the most in your community? Be creative, but realistic. Answer the question, if I could change anything at my community, what would I change?

Give students a few minutes to jot down what they want to change. Conduct a group debrief. It is important to capture these ideas because the next question asks them how they might influence those changes. Use a flip chart to write down these answers.



Slide 41

Question 2: How Can You Make Change Happen?



Now think about how you can make change happen in your community. As you think about this, consider the high-level strategy from the Copa Airlines video, the large impact of a small change from the Trim Tab video and everything you've learned about shopping your competition and learning from doing so.

How can you make this change happen?

Take one of the group's ideas for something they want to change, write it on a flip chart and brainstorm solutions for the issue. If there is time, select a second issue from someone else. Encourage students to be specific - if they want something changed - they can be part of the solution.



SUMMARY

Slide 42

You have the power to make your community the best it can possibly be. Change isn't always easy, but it's possible, particularly if you use the techniques you've studied and reflected on in this module!



Course Summary

Slide 43

You should now be able to:

- Market your community.
- Understand your competition.
- Improve your own community.

You can take these skills back and apply them on the job!

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