Baby Come Back: The Best in Renewal Analytics

Rajiv Verma – Director of Revenue Management, AvalonBay Communities
Randall Wynne – Operations Manager, TriBridge Residential
Stacy Westbay – President, Revenue Edge

September 23-25, 2013
Turnberry Isle Miami
• Renewals and Revenue Management
• The Renewal Process
• The Resident’s Perspective
• Resident Retention
• The Analytics
• What's Next?
Renewals and Revenue Management

• Renewal Pricing Implementation
• Responsible Parties
• Reviewing Parameters
The Renewal Process

- Renewal Offers Calculated
- Renewal Letters Delivered to Residents
- Renewal Follow-up
- Resident makes a decision
The Resident’s Perspective

• Managing the Perception
• Value for The Money
• The Cost to Move
• Response Time
• Ease of Renewing
Resident Retention

- Determining Resident Satisfaction
- Cost of Acquiring a New Resident
- Profitability of Existing Residents
- Rent Roll Impact
- Impact on Front Door Prices
## Analytics

<table>
<thead>
<tr>
<th>Customer Demand Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• % or # of Accepted, Rejected and Unresolved Offers</td>
</tr>
<tr>
<td>• Response time: Offer → Decision</td>
</tr>
<tr>
<td>• Length of lease and renewal frequency</td>
</tr>
<tr>
<td>• Reasons for non-renewal</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• # of Customer Touch Points/Follow Through</td>
</tr>
<tr>
<td>• Electronic Acceptance</td>
</tr>
<tr>
<td>• Lead Time: Decision to Renewal Start</td>
</tr>
<tr>
<td>• Spreads to new move-ins and competition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compliance Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Compliance: Recommended Offer vs. Renewal Rate Achieved</td>
</tr>
<tr>
<td>• Non-Compliant Renewals: frequency</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Renewal Capture Ratio</td>
</tr>
<tr>
<td>• Renewal Rate Achieved</td>
</tr>
</tbody>
</table>
What's Next?

• Price Transparency
• CRM Software
• Social Media, Reputation Management
• Predictive Analytics (BI, Data Mining, etc.)
• Bundles and Cross Selling
Q&A
For More Information Please Contact:

Rajiv Verma: rajiv_verma@avalonbay.com, (703) 317-4717
Director of Revenue Management, AvalonBay Communities

Randall Wynne: randall.wynne@comcast.net, (678) 469-4719
Operations Manager, TriBridge Residential

Stacy Westbay: stacy@revedgesps.com, (214) 446-6781
President, Revenue Edge