Customer Relationship Management Systems and Business Intelligence

September 23-25, 2013
Turnberry Isle Miami
Chris Brust,
Co-Founder
ReLuminous

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Customer Relationship Management
A model for managing a company’s interactions with current and future customers. Involves sales, marketing, customer service and support.
Business Intelligence
A set of theories, methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information for business purposes.
Business Intelligence Technology Categories

- Reporting: What happened?
- Analysis: Why did it happen?
- Monitoring: What’s happening right now?
- Prediction: What might happen?
The CRM challenge:

• Property management systems model the customer as a dimension of a lease
• Multiple systems provide no holistic view of the customer through the entire relationship lifecycle
• Not a compelling value proposition to dramatically change this reality
How do we leverage imperfect or incomplete customer data in our business intelligence applications to gain insights into customer behavior and make better business decisions?
Step 1: Take inventory of the customer touch points you measure in some way... *any* way.
Step 2: Thoroughly review the customer touch point data to which you have access. Determine which components (fields) of the data might be useful in context of the four BI technology categories.
Step 3: Thoroughly profile and vet the data with system administrators to understand imperfections and vulnerabilities.
Step 4: Leverage the data via one or more of the BI technologies to improve the business.

(Step 5: Profit.)
Suggested areas of application:
- Customer surveys
- Service requests
- Make readies
- Customer conversation logs
- Marketing source data
- Craigslist data
Example #1: Customer Move-in Surveys

Step 1: Identify data source of completed customer surveys

Step 2: Determine the fields of main interest (where there is a clear delineation of a favorable vs. unfavorable response). Distinguish the independent vs. the dependent variables.
Step 3: Thoroughly profile the data.

• Determine if it is skewed in any direction.

• Determine if the data volume and response rate is sufficient to conduct meaningful analysis
Step 4: Leverage the data via the BI technologies.

- Distribute consolidated reports to stakeholders on survey reports on a regular cadence
- Consolidate survey comments and push to stakeholders on a daily or weekly basis.
• Perform dimensional analysis to determine trends or relationships in the data.
• Process the survey data using data mining algorithms to gain deeper insights into relationships
• Perform regression analysis on survey data to understand how the independent variables drive the dependent variables.

• Based on regression analysis, determine which data points will be monitored in real time on the operations dashboard or – better yet – performance scorecards.
Tina Mortera,
SVP Performance
Alliance Residential

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We **REVOLUTIONIZE** the customer experience by

developing sales and marketing models

that anticipate and **exceed**

expectations. Customer insights

drive **decision-making**, and new ways of interfacing

and **COLLABORATING**.
“In today’s environment, the ability to **innovate** separates "success" from "survival."”
Methodology

- Business objectives
- Measure
- Policy and Procedure
- Operating Platform/ CRM
- Publish Data
- Recognition
- Coaching and Adjustment
Commitment & Alignment
What about the other P’s?

“By selecting, developing and promoting the best people, we create a competitive advantage for our properties.”
People
<table>
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<tr>
<th>Candidate</th>
<th>Source</th>
<th>Submit Date</th>
<th>Type</th>
<th>Sales Associate</th>
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<td>Lillywhite, Jessica</td>
<td>New Management</td>
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<td>Former Alliance Associate</td>
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</table>
• Financial
• Market
• Sales
• Service
• Risk/Compliance
• Customer Feedback
• Reputation
Q1 TOP PERFORMER: MAINTENANCE PERFORMANCE (TEAM)

Daily Team meetings ensure all maintenance team members are on the same page and work orders are to be completed within 30-60 minutes of being called in. They also make sure the maintenance team is ordering supplies as needed and are on hand so the work order is not pending while waiting for parts.

Janel Tafaya, Business Manager, Colony Parc

TESTIMONIAL

We ensure every lead is followed up with within 24 hrs of touring and we never let a lead go more than 5 days without a contact.

We work as a team and follow up with every prospect whether they are ours or not.

By making good notes within ARW, we can assure good communication with every prospect to get them back in the door to lease.

Chester Gibbott, Business Manager, Associates Creek

TIPS & TRICKS

One of the largest influences across all of the KPI Reports is the resident surveys by Kingsley and Associates. To ensure a community has a high response rate for these surveys, they should make sure the email addresses in Yardi are valid. See the Resident Survey section of the Customer Experience Playbook for how to pull the Invalid Email Address report in Kingsley.

SHINING STAR

MAINTENANCE PERFORMANCE

There are six key areas to focus on for the Maintenance Performance KPI, The Move-in Experience Survey, Service Request Survey, 14-Day Call Back, Make Ready %, Turn Time, and 24-Hour Response Time. More details on these KPI’s can be found in the Maintenance Performance section of the Associate Significance Playbook.

Q1 TOP PERFORMER: SERVICE REQUEST PERFORMANCE (INDIVIDUAL)

Jose is very patient, courteous, and respectful with the residents. He takes the time to explain what the problem is and what needs to be done to correct it and to prevent the problem from occurring again. He is also very detail oriented and completes the job right the first time and always leaves the area cleaner than how he found it. We tell the rest of the team to learn from Jose when it comes to customer service. He has worked here since 2003 and is the most knowledgeable technician we have.

Jackie Feierman, Senior Business Manager, CSUMB East Campus Housing
TOP 5 HIGHLIGHT

1. BEAUMONT
   - Regional VP: Annette Thurman
   - Regional Mgr: Rachel Davidson
   - Business Mgr: Katie Miller
   - Score: 11.0

1. BROADSTONE AVANT
   - Regional VP: Stephanie Nascimento
   - Regional Mgr: Joël La Salle
   - Business Mgr: Nancy Trejo
   - Score: 11.0

1. BROADSTONE GREAT HILLS
   - Regional VP: Stephanie Nascimento
   - Regional Mgr: Austin Hartle
   - Business Mgr: Jennifer Parsons
   - Score: 11.0

4. THE CORTESIAN
   - Regional VP: Robert Hicks
   - Regional Mgr: Angie Schmidt
   - Business Mgr: -
   - Score: 10.5

4. EAGLEWOOD LOFTS
   - Regional VP: Carol Nelson
   - Regional Mgr: Travis Baker
   - Business Mgr: Chris Heywood
   - Score: 10.5

TOP 25 RANKED COMMUNITIES

1. Beaumont
2. Broadstone Avant
3. Broadstone Great Hills
4. The Cortesian
5. Eaglewood Lofts
6. Broadstone Ashwood
7. Broadstone Memorial
8. Indigo Creek Apartments
9. Broadstone Indigo
10. Broadstone Landmark
11. Broadstone Ravello
12. Broadstone Scottsdale Horizon
13. Republic Park Vista
14. Alta Ravenwood
15. Broadstone Ancala
16. Broadstone Citrus Village
17. Broadstone Koi
18. Broadstone Santa Monica
19. Canterwood Apartments
20. 2929 Wycliff
21. 360 Residences
22. Broadstone Avion
23. Broadstone Grand Avenue
24. Broadstone High Desert
25. Broadstone Parkway

Scores range from 0.0 to 20.0.
Leads vs. Follow-ups

Leads #

Follow Ups #


Follow-ups vs. Traffic

Follow Ups #

Traffic (# Of Site Visits)


0 500 1000 1500 2000 2500

0 100 200 300 400 500 600 700 800
Traffic vs. Leases

Traffic (Number of Site Visits)

# Leases Signed
Appointments to Leases

Appointments Set to Leases Signed

- **# Leases Signed**
- **# Appointments Set**

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<td>100</td>
<td>120</td>
<td>140</td>
<td>160</td>
<td>180</td>
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Customer Feedback

- Customer Feedback provides insights on both people and product

- Correlation between overall satisfaction and renewal intent
Leasing, maintenance and management teams each have a key role in the resident lifecycle

Rating Areas Most Highly Correlated with Overall Impression / Satisfaction by Survey Type

<table>
<thead>
<tr>
<th>Initial Impression Drivers</th>
<th>Move-in Satisfaction Drivers</th>
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</thead>
<tbody>
<tr>
<td>Leasing - Made You Feel Important</td>
<td>Cleanliness of Apartment</td>
</tr>
<tr>
<td>Exterior Appearance / Cleanliness</td>
<td>Apartment Features / Finishes</td>
</tr>
<tr>
<td>Leasing - Communication</td>
<td>Operation of Equipment / Appliances</td>
</tr>
<tr>
<td>Leasing - Professionalism / Courtesy</td>
<td>Floor Plan / Design and Layout</td>
</tr>
<tr>
<td>Leasing - Knowledge</td>
<td>Leasing - Apartment Ready at Move-in</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Request Satisfaction Drivers</th>
<th>Resident Satisfaction Drivers</th>
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</thead>
<tbody>
<tr>
<td>Quality of Work</td>
<td>Mgmt. - Overall Satisfaction</td>
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<tr>
<td>Maint. - Responsiveness</td>
<td>Mgmt. - Responsiveness</td>
</tr>
<tr>
<td>Maint. - Professionalism / Courtesy</td>
<td>Condition of Apartment</td>
</tr>
<tr>
<td>Notification of Completed Work</td>
<td>Condition / Cleanliness of Community</td>
</tr>
<tr>
<td>Cleanliness After Work is Performed</td>
<td>Mgmt. - Professionalism / Courtesy</td>
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</table>

= Leasing  = Maintenance  = Management
A direct relationship exists between resident satisfaction and stated renewal intent.
Service vs. Retention

Customer Satisfaction Surveys

<table>
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<tr>
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<th>Q3 2012</th>
<th>Q4 2012</th>
<th>Q1 2013</th>
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<tr>
<td>Maintenance Overall Satisfaction</td>
<td>4.07</td>
<td>4.15</td>
<td>4.19</td>
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<tr>
<td>Maintenance Responsiveness</td>
<td>4.01</td>
<td>4.09</td>
<td>4.15</td>
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<tr>
<td>Maintenance Professionalism/Courtesy</td>
<td>4.34</td>
<td>4.40</td>
<td>4.42</td>
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<tr>
<td>Maintenance Quality of Work</td>
<td>4.12</td>
<td>4.25</td>
<td>4.31</td>
</tr>
<tr>
<td>Maintenance Notification of Completed Work</td>
<td>4.19</td>
<td>4.30</td>
<td>4.35</td>
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Resident Retention (Avg Renewal %)

<table>
<thead>
<tr>
<th></th>
<th>Q3 2012</th>
<th>Q4 2012</th>
<th>Q1 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31.13</td>
<td>46.28</td>
<td>47.36</td>
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</tbody>
</table>
Reputation

• Highly satisfied customers are re-directed to a ratings/review site
• 33% click through rate
# Reputation

## My Locations

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<thead>
<tr>
<th>Location</th>
<th>Google+ Score</th>
<th>Reputation Score</th>
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</thead>
<tbody>
<tr>
<td>1010 Wilshire</td>
<td>72%</td>
<td>38%</td>
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<tr>
<td>1010 Wilshire Boulevard</td>
<td></td>
<td></td>
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<tr>
<td>Los Angeles CA 90017</td>
<td></td>
<td></td>
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<tr>
<td>(877) 338-1010</td>
<td></td>
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<tr>
<td>Woodbridge Apartments</td>
<td>56%</td>
<td>27%</td>
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<tr>
<td>50 Eastshore</td>
<td></td>
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<tr>
<td>Inland CA 92526</td>
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[Details]
Talent Management

- CRM for the Associate Lifecycle
- Ties Performance to Goals
CRM: Overview of Platform

MARKETING
• Pricing and availability, ILS syndication, SEO services, Reputation management

LEASING
• Tablet application, Lease Execution, Lead Management, Call Tracking and Analysis

RESIDENT SERVICES
• Applications, Payments, Utilities, E-blasts, Concierge Services, Package Alert

CUSTOMER FEEDBACK:
• Unclosed Prospect, Move-in, Service Request, Pre-renewal
Conclusion

• Don’t forget the other P’s
• Commitment and Alignment
• Measure, Benchmark and Score
• Data is a powerful driver
Final Thoughts

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