



DENIZEN
MANAGEMENT



Module (6) Six – Marketing

WE ARE



MODULE (6) SIX MARKETING

Standard Operating Procedures

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DENIZEN
MANAGEMENT



The Art of Marketing

WE ARE



The Art of Marketing

The Owner “QSQ” of Knowledge embodies the most important aspect of marketing. For any business to be strong and stable it is important to know its' Customers. This is especially important in the industry where Customers may only shop a market one day for a place to live. It is not every day that our Prospect thinks “where do I want to live?”. So, effective Marketing is a must to inform Prospects of where the Community is located and what we have to offer.

The 5 Levels of Marketing

The best Marketing is a satisfied Customer. This is true no matter the business. At Denizen Management this is made even simpler by the concept of the Resident Experience. If we continue to deliver an exceptional Resident Experience, then we will have satisfied Customers that will naturally market for us. In addition, Marketing is a Company and Team effort – it is reputation. The 5 levels outline that effort.

1. The Resident Experience

The best marketing is a satisfied customer. It is the sum of all interactions a Customer has with a company. For example, when a Team Member welcomes a Prospect, the fundamentals include standing, a smile, and greet the prospect using their name.

Customer experience builds upon those fundamentals to deliver an experience that meets and/or exceeds the customer's expectations during all their interactions with the Community. These are called “Touch Points.” This includes everything from a Prospect's initial awareness or discovery of the Community, to touring the Community and potentially signing a lease, to understanding the expectations of the Resident and exceed those expectations. The Resident Experience is about the things that Team Members can control.

2. Intra Property Networking – Resident Functions and Events

Bringing the Community Residents together is the cornerstone to building bonds within the Residents and to ensure they find value outside the walls of their apartment. Hosting events can help with the sense of community, foster a sense of belonging and friendship. Cultivate closeness in the Community by ensuring that Residents have activities to engage with your Property and each other. Some ideas for Resident Functions and Events include:

1. Monthly Resident Party or Social
2. Welcome Home Wednesdays
3. Watch the Big Game
4. Breakfast to Go
5. Bagel and Coffee Bar
6. Pool Party
7. Community Garage Sale
8. Lease Renewal Party
9. Pet Parade or Pet Social
10. Snowman Building Contest
11. Sweet Saturday
12. Community food drive
13. Book Mobile
14. Blood Drive

3. Outreach Marketing

Neighborhood and Local Business are an important consideration to target your marketing efforts. It is important to know the people most likely to turn into Customers, Prospects and Residents are the ones who shop or frequent the Local Businesses around the Community. The Community can develop a mutually beneficial relationship with Local business in exchange for free advertising. Some examples include:

- Flyers or coupons of Local Businesses in Resident Welcome Packages
- Provide promotional items like pens or pads of paper to Customers
- Offer local Merchant gift cards to new or renewing Residents
- Local Merchants can post the Community information on notice boards or shopping carts
- Provide word of mouth advertising

4. Web Page and local advertising

Web Page advertising will generate traffic to the Community so Prospects will be able to view and search vacant apartments, zoom in to see the details and make application from your website. Ensure that the website showcases the best aspects of the Community. Perhaps consider showcasing your Resident reviews on the Community Website. Get creative with possibly a lifestyle video or Resident Event. If the Community has a special offer, make sure to include this on your Web Page. Always ensure that the phone number and pricing is correct.

5. The Apartment Associations and local Chamber of Commerce

General Managers and Team Members should attend the local Apartment Associations events or volunteer to be on a committee. Sponsor community events, and always attend them. Getting your logo in front of people is great, but there is nothing better than a handshake and smile.

Be prepared to respond when someone asks you what you do. Don't just say "I'm a property manager." Be more specific. Say something like, "I am a General Manager of luxury apartments in the Cincinnati area, if you know anyone in that area who needs an apartment, please let me know." Be sure to provide business cards when someone shows interest.

The Basics

The need to build a solid Marketing strategy will never change. It is the backbone that keeps Communities full and is a significant portion of the operating budget. The essence of marketing is to understand Residents needs and develop a plan that surrounds those needs. When planning the marketing strategy take the following into account:

1. **Avoid info overload:** Marketing principles really need to work hard to give relevant meaning and appropriate context to retain the attention of Prospects. In other words, keep it short and to the point, and dead-set focused on engagement leading to conversion.
2. **People buy a feeling:** People do not buy products, they buy feelings. Apple is a company that has mastered this concept. Whenever you purchase a new iPad, you are buying a membership card to an exclusive club of Apple users. This same concept should be applied as the Community. selling an apartment, a home and a lifestyle. Simply put, the best branding inseparably integrates with the Prospects lifestyle.
3. **Existing Residents are pure gold:** The money invested into getting a new Resident has already paid off with the signed Lease. When you follow up correctly and engage the Resident, this reminds them why they rented at the Community in the first place. This marketing basic has an excellent chance of earning a Renewal.
4. **Creativity is king:** Being truly creative is the only way to stand out from the crowd. Creativity should not be convoluted with clever or a complicated message. Keep it simple and to the point. The best "advertising" is when the

message does not appear as obvious advertising. Whenever the creative elements start to be too complex, step back and solve the problem by searching for a simple, effective way to reach your Prospects.

5. **Sound marketing principles are sure way to succeed:** Planning, is the only way to have effective marketing. The Community needs to know and understand its' Prospects to connect with them. Likewise, understanding the competition strengths and weaknesses is equally essential. Information is powerful and building a good marketing strategy starts with understanding the external factors that will affect the Community.

Modern Marketing Concepts

The definition of marketing is the process of communicating, getting and keeping Prospects and Customers. But today's advertising includes and is dominated by online marketing which requires some changes to traditional tactics. As you prepare the marketing plan for the Community, take the following into account:

1. **Every business needs an online presence:** Even if the Prospects you are trying to reach don't go online, those who influence them do, and they expect to be able to reach you by computer and mobile devices. Each Community must have a webpage. If your website doesn't load quickly or show well on all screens, work on a redesign.
2. **Prospects don't differentiate between business online or face-to-face:** Prospects and Residents expect the identical brand image and Customer Service experience at the Community website or the bricks-and-mortar location. In fact, they expect your online and offline locations to interact seamlessly with each other and to be the same experience.
3. **Online reputation can make or break your business:** The majority of Prospects are likely to form opinions based on what they hear from friends or read online than from what they see or hear in a marketing message. Type your Communities name into a search engine and see what comes up. If you don't like what you see, get busy building a website and social media pages that people can find, and then build links to your sites. This new information will help to "bury" the bad stuff on later pages of search engines.
4. **You have only seconds to interest your Prospects:** You need to convey immediately interesting, useful, entertaining, educational information that's capable of drawing people to your physical location or website.

Price, Product, Promotion & People (The 4 P's)

The 4 P's is one of the best ways to evaluate the product being sold. By evaluating each of the 4 P's and determine if any of them or some are underdeveloped or underperforming. Then modify the marketing to increase the effectiveness.

1. **Price:** Is the price in line with the competition? Are the prices too high or too low? Both can be unfavorable. For example, many Prospects associate a very low rental rate with a lower end unit and resident profile. That may be a deterrent.
2. **Product:** Are the units something that Prospects want? Are they overly dated for the area or competition? Are they move-in ready when being shown? Just as the Community would not want to rent an apartment that has stains or smells, neither do Prospects.
3. **Promotion:** Are the Community promotions as good as your competition? Are they promoted well online, in print, with other local businesses, etc.? Promotion is not just a special you are running but the deployed promotional or marketing efforts.
4. **People:** Are your Employees the best that they can be? Can we do more to develop their skills or do we need to make a change?

Marketing and the Law

As an Owner “QSQ of Knowledge, Marketing can have some very unique legal obligations. Working in the multifamily housing industry puts Marketing under additional scrutiny from Fair Housing authorities, Prospects, and current Residents. So, before designing and communicating any advertising the following must be considered and incorporated.

Legal Obligations

The basic obligations as acting publishers and advertisers must be to abide, as follows:

1. Screen real estate advertising for discriminatory content.
2. Develop and enforce a nondiscrimination policy in all advertising.
3. Ensure that your advertising does not involve the selective use of particular media catering to limited groups that are protected under fair housing regulations.
4. Train and inform the Team on these Legal Obligations.

Equal Housing Opportunity Logo

The Federal Fair Housing Act (FHA) by its text does not require the use of the Equal Opportunity logo or slogan — “Equal Housing Opportunity” — in any ad, but using the logo and statement reflects Denizen Managements commitment to fair housing compliance. The Equal Housing Opportunity logo (reproduced below) is a picture of a small house with the words “Equal Housing Opportunity” directly beneath it. The guidance provides that the small house picture should be used with the words “equal housing opportunity” beneath it.



This Equal Housing Opportunity Logo must be used in all Advertising and Marketing for the Community. It is available online and on the Denizen Management webpage.

Fair Housing Advertising Word List & Phrases

The following Fair Housing Advertising Word List is intended as a guideline to assist in complying with state and federal fair housing laws. It is not intended as a complete list of every word or phrase that could violate any local, state, or federal statutes. The list is intended to make you aware of and sensitive to the important legal obligations concerning discriminatory real estate advertising. All words in **Bold** are not to be used in any advertising or communication to any person, Resident or Employee.

Bold = Not Acceptable	<i>Italic = Use Caution</i>	<u>Standard = Acceptable</u>
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able-bodied

Active

adult community

adult living

adult park

adults only

African

Agile

AIDS

Alcoholics

Appalachian

American Indians,

Asian

Assistance animal(s)

Assistance animal(s) only

Bachelor

Bachelor pad

Bisexuals

Blacks

blind

board approval required

Catholic

Caucasian

Chicano

children

Chinese

Christian

Churches, near

college students

Colored

Congregation

Convalescent home

Convenient to

Couple

couples only

Credit check required

crippled

Curfew

Deaf,

Den

disabled

domestics, quarters

Drug users

Drugs

employed, must be

empty nesters

English only

Equal Housing Opportunity

ethnic references

Exclusive

Executive

families

families welcome

family room

family, great for

*female roommate***

*female(s) only***

*55 and older community**

fixer-upper

gated community

Gays

Gender

golden-agers only

golf course, near

group home(s)
 guest house
 handicap accessible
 handicap parking
 Handicapped
 healthy only
Hindu
 Hispanic
 HIV
 Homosexuals
*housing for older persons/seniors**
 Hungarian
Ideal for . . . (should not describe people)
 impaired
 Indian
 Integrated
 Irish
 Italian
Jewish
 kids welcome
Landmark reference
 Latino
Lesbians
 Lesbians
*male roommate***
 males(s) only**
*man (men) only***
Mature
 mature complex
 mature couple
 mature individuals
 mature person(s)
 membership available
Membership approval required
 Mentally handicapped
 Mentally ill
 Mexican
 Mexican-American
 Migrant workers
 Military, no (State of Ohio)
Mormon Temple
 Mosque
 Mother in law apartment
Muslim
Nanny's room

Nationality
Near
 Negro
 Neighborhood name
 Newlyweds
 Nice
 non- smokers
 # of bedrooms
 # of children
of persons
 # of sleeping areas
 Nursery
 nursing home
Older person(s)
 one child
one person
 Oriental
 Parish
perfect for . . . (should not describe people)
 pets limited to assistance animals
pets,
 Philippine or Philipinos
 physically fit
 play area
 preferred community
Prestigious
 Privacy
Private
 Private driveway
 Private entrance
 Private property
 Private setting
 Public transportation(near)
 Puerto Rican
 Quality construction
quality neighborhood
 Quiet
 Quiet neighborhood
 references required
 religious references
 Responsible
 Restricted
 retarded
Retirees
Retirement home

section 8 accepted/ welcome
section 8,
Secure
 security provided
*senior adult community**
*senior citizen(s)**
senior discount
*senior housing**
*senior(s)**
*sex or gender***
Shrine
 single family home
single person
*single woman, man***
singles only
*sixty-two and older community**
 Smoker(s),
 Smoking,
*Snowbirds**
 sober
Sophisticated
 Spanish speaking
Spanish speaking,

Square feet
Straight only
 student(s)
Students
Supplemental Security Income (SSI)
Synagogue, near
temple, near
tenant (description of)
 Townhouse
traditional neighborhood
 traditional style
tranquil setting
Transgenders
two people
Unemployed
 Verifiable Income
walking distance of, within
Wheelchairs,
White
White(s) only
*winter/summer visitors**
*woman (women) only***

* Permitted to be used only when complex or development qualifies as housing for older persons
 ** Permitted to be used only when describing shared living areas or dwelling units used exclusively as dormitory facilities by educational institutions.

All cautionary words are unacceptable if utilized in a context that states an unlawful preference or limitation. Furthermore, all cautionary words are "red flags" to fair housing enforcement agencies. Use of these words will only serve to invite further investigation and/or testing. The Fair Housing Advertising Word & Phrase list is intended as a guideline to assist in complying with state and federal fair housing laws.

Photos in Advertising

Rights to photographs are only granted to all participants in the photo, unless released through an agreement. The Lease does not cover the release of photography. For a community to post pictures of Residents in any advertising, including social media sites, the Resident must sign the Photo, Video, and Statement Release Addendum from Bluemoon. The release grants permission to take photographs at Resident events, amenities while in use, or of the Community. When using photographs of Residents, be mindful of the following:

1. Only use photos with Residents who have signed the addendum.
2. Do not use offensive photos or "memes".
3. Never use photos containing nudity, profanity, or any other aspect that would be interpreted as adult in nature.
4. Avoid photos that can be construed as targeting a specific protected class under fair housing regulations.

Best Practices

- ✓ It is a best practice that all advertising (which now includes internet sites in addition to flyers, mailings, newspaper ads, magazines, business cards, radio, television, and even word of mouth) contain the Equal Housing Opportunity logo.
- ✓ Offensive phrases, such as "no children, singles preferred, next to a catholic church, and/or perfect for Hispanics", and the like should be avoided.
- ✓ To the contrary, use welcoming phrases such as "quiet residential area, close to parks and recreation, gated community, and/or near many houses of worship."
- ✓ If ads include photos of human models, make sure to select a variety of people from different national origins and races. Does that mean every picture needs to include someone of every national origin? Of course not. But work to be inclusive to develop an advertising strategy.
- ✓ As a part of being inclusive, look to run your advertising in media that caters to more than one racial or national origin segment of the population. Depending on where the Community location, you might want to try media that caters to a language other than English or caters to a group or groups that otherwise might not learn of the Community's housing availability.

Cost of Marketing

Denizen Management budgets to spend millions of dollars on Community marketing in the portfolio, which represents approximately 13% of operating expenses. The Company has an obligation to ensure this large expenditure is utilized in a responsible and effective way, and is an Owner "QSQ," Cash Flow.

Tracking Marketing Expense

It is very important to "code to the budget." Reference the approved budget and code each expense to the appropriate line item while ensuring not to exceed the budgeted monthly expense. When planning your marketing strategy, make sure not exceed the allotted budget for each line item. The following are a few items to consider:

1. Code to your budget
2. Coordinate marketing ideas with your District Manager
3. Never sign marketing contracts, and have reviewed by the District Manager
4. Run and review your Budget Comparison Report often

Budget Comparison							
Property: Astoria Apartments							
Comparison Periods: 02/01/18 - 02/28/18 and 01/01/18 - 12/31/18 (across basis)							
INCOME	Actual 02/01/18 - 02/28/18	Budget 02/18 - 02/18	\$ Change	% Change	Actual YTD 01/01/18 - 12/31/18	Budget YTD 01/18 - 12/18	% Change
3101000 Rental Income							
3101100 Gross Potential Rent	202,189.64	202,190.00	-0.36	0.0%	404,379.28	2,426,200.00	-2,021,820.72
3101200 Loss/Gain To Lease	414.51	0.00	414.51	0.00	1,675.84	0.00	1,675.84
3101900 Rental Revenue Suspense	0.00	0.00	0.00	0.00	108,468.24	0.00	108,468.24
3101000 Total Rental Income	202,604.15	202,190.00	414.15	0.2%	514,523.36	2,426,200.00	-1,911,756.64
3102000 Rental Loss							
3102050 Vacancy Loss	-94,690.54	-85,896.00	-9,104.54	-10.6%	-188,418.31	-911,931.00	723,512.69
3102100 Move-In Concession	-150.00	-250.00	100.00	40.0%	-150.00	-3,000.00	2,850.00
3102200 Resident Relation Concession	-25.00	0.00	-25.00	0.00	-100.00	0.00	-100.00
3102250 Preferred Employer Discount	-26.45	0.00	-26.45	0.00	-52.90	0.00	-52.90
3102270 Senior Discount	-89.55	-93.00	-5.55	-7.9%	-268.65	-996.00	727.35
3102275 Student Discount	-100.90	-109.00	8.10	7.4%	-302.70	-1,308.00	1,005.30
3102420 Section 8 Abatement	-1,172.00	0.00	-1,172.00	0.00	-2,224.00	0.00	-2,224.00
3102450 Bad Debt	-1,251.00	-5,902.00	4,651.00	77.1%	-1,251.00	-70,824.00	69,473.00
3102500 Bad Debt Recovered	1,958.33	800.00	1,458.33	291.6%	2,447.79	6,000.00	-3,552.21
3102000 Total Rental Loss	-95,647.21	-91,430.00	-4,217.21	-4.6%	-190,419.77	-982,059.00	791,639.23
3103000 Other Income							
3103120 Pet Fee	0.00	67.00	-67.00	-100.0%	0.00	804.00	-804.00
3103140 Pet Rent	290.00	442.00	-147.00	-33.3%	860.00	5,304.00	-4,444.00
3103220 Amenity Center Rental	0.00	33.00	-33.00	-100.0%	0.00	396.00	-396.00
3103240 Application Fee	640.00	567.00	73.00	12.9%	1,305.00	6,804.00	-5,499.00
3103290 Month-To-Month Fee	375.00	392.00	-17.00	-4.3%	1,165.00	4,704.00	-3,539.00
3103300 Move-In / Administration Fee	600.00	333.00	267.00	80.2%	920.00	3,996.00	-3,196.00
3103300 Short Term Lease Fee	90.00	40.00	50.00	125.0%	225.00	480.00	-255.00
3103320 Transfer Fee	0.00	21.00	-21.00	-100.0%	250.00	252.00	-2.00
3103440 Asset Protect Renters Insurance	1,140.00	792.00	348.00	43.9%	3,360.00	9,504.00	-6,144.00
3103480 Late Charge Assessed	1,710.00	1,458.00	252.00	17.3%	5,095.00	17,496.00	-12,401.00
3103500 NSF Charge Assessed	50.00	25.00	25.00	100.0%	150.00	300.00	-150.00
3103520 Cleaning & Garage Fee	2,035.00	2,333.00	-298.00	-12.8%	5,280.00	27,996.00	-22,716.00
3103540 Pet Damage Charge	0.00	50.00	-50.00	-100.0%	0.00	600.00	-600.00
3103550 Early Turn Fee	0.00	150.00	-150.00	-100.0%	0.00	1,800.00	-1,800.00
3103550 Lock Replacement Fee	75.00	0.00	75.00	0.00	125.00	0.00	125.00
3103570 Early Move-Out Fee	0.00	50.00	-50.00	-100.0%	0.00	600.00	-600.00
3103580 Lease Buyout Fee	0.00	583.00	-583.00	-100.0%	0.00	6,996.00	-6,996.00
3103620 Miscellaneous Resident Fee	0.00	125.00	-125.00	-100.0%	0.00	1,500.00	-1,500.00
3103640 Resident Legal Fee	960.00	625.00	335.00	53.6%	960.00	7,500.00	-6,540.00
3103000 Total Other Income	7,970.00	8,086.00	-116.00	-1.4%	19,575.00	97,032.00	-77,457.00

BUDGET COMPARISON REPORT – retrieved via property management software



Use of Concessions

Rental Concessions are another marketing cost not factored into your operating budget. Concessions are a reduction of income. They should only be used with the approval of both your District Manager and the Owner of your Community.

Concessions can be a great tool to assist a Concierge close the sale, but too often they are used as a “fix” for rental rates that are too high or an under performing Employee. Due to the nature of concessions the following must be considered before starting any new specials that involve concessions:

1. What are your competitors doing?
2. What does your budget allow?
3. Why do we need a special (hint: review your 4 P's)?

When determining a concession is necessary it is also important to pinpoint if the concession is for all available units, only made-ready units, a specific style, or units that have been vacate for a specified amount of time (such as 30+ days vacant). This will help to control unit inventory or an excessive vacancy loss on any one unit or style.

Concession Documentation

All concessions must be listed on the “Lease Addendum For Rent Concessions.” Any Lease that fails to have this addendum will not be accounted for in the accounting software. The purpose of this addendum is to provide documentation of concessions given and provides a method to charge back any concessions if the Resident ends their Lease early for any reason.

Additionally, the General Manager and District Manager must approve a Resident Credit Authorization (Form - RCA) and send to Financial Services. See “Resident Credit Authorization Policy” for more details.



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Outreach Marketing

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Outreach Marketing Policy

The Multifamily industry traditionally focuses on marketing directly to Prospects. However, marketing often requires thinking outside the box. One of the best outside the box methods is Outreach Marketing. This focuses on marketing to businesses and targeting specific employers near the Community. Every business that the Community connects with is an opportunity to rent more apartments. There are endless ways to engage in Outreach Marketing but at the heart of it is relationship building. This is also an Owner "QSQ" of Knowledge; to have knowledge of our Residents and competition to build an effective Outreach Marketing Plan.

The Benefits of Outreach

Most of the competitors do not utilize Outreach Marketing in an effective way, which is why it can give Communities such an edge. Below are a few of the benefits of Outreach:

1. Pinpoint a specific audience of Prospects rather than blasting everyone through online advertising
2. Opens doors for business-to-business advertising efforts
3. Creates a presence in the Community
4. Often generates more qualified Prospects than online advertising

The Outreach Marketing Plan

Each Community is to develop an Outreach Marketing Plan every year and place it in their QUE Binder. The Outreach Marketing plan should be developed with the following in mind:

1. The demographic of current Residents
2. Targeting desired Prospects
3. Build an Outreach Marketing Plan that targets employers whose employees are desired Prospects
4. Outreach scheduled monthly
5. Marketing materials such as, mugs, business cards, coupons, etc.

Building an Outreach Marketing Plan can seem intimidating, but the following tools can assist in designing the plan.

1. **The Demographics Report:** The Property Management Software has a Demographics report that will help determine who is currently renting at the Community. For example, maybe the focus was attracting new Residents at an area hospital that is a block away, however the Demographics show that 5% of your Residents work at a hospital 10 miles away. That would indicate outreach further away could garner more Prospects.

Customer Demographic Listing							
Account #	Account Name First	Account Name Last	Unit	Age	Birthday	Employer	Security Deposit Paid
23984.00	Vera	Braunger	24	62.00	12/8/1959		499.00
23979.00	Meirice	Heldman	51	65.00	3/28/1952		589.00
22736.00		Non-Resident Acct					0.00
38009.00	Brad	Simon	14	84.00	7/27/1919	Johnson	0.00
25965.00	Chery	Edwards	20	84.00	9/10/1953	Ally Healthcare	479.00
25983.00	Richard	Morawa	23	55.00	8/18/1962	ATI	560.00
85108.00	Wally	Hodding	13	22.00	8/20/1985	Brookdale Kennebunk	579.00
51945.00	Morgan	Hawk	17	24.00	8/6/1993	Brookdale Medina North	579.00
85058.00	Tina	Mason	16	82.00	10/17/1983	Brookdale High School	599.00
34410.00	David	Brahmura	44	59.00	9/20/1958	Conoco	0.00
85109.00	Wendy	Simons	86				0.00
25981.00	Maria	Wegans	21	45.00	1/19/1973	Health Management	522.00
94208.00	Shanda	Wells	41	50.00	7/19/1967	Healthly	499.00
25963.00	Corbin	McNair	11	62.00	8/11/162	Healthly	560.00
48182.00	Chagga	Kelley	12	54.00	3/19/1963	Healthly	899.50
25984.00	Patricia	Wagler	62	59.00	3/17/1959	Chemfield Maintenance	179.00
80284.00	Marah	Osoball	43	19.00	11/28/1998	First Energy	599.00
25977.00	Cheryl	Spink	63	53.00	8/10/1964	Free Enterprise	560.00
25985.00	Stephen	Chaney	71	49.00	7/8/1969	ColonyLife Tech	250.00
43284.00	Tiffa	Boyer	49	37.00	4/25/1985	Cooperativa	0.00
25982.00	Leon	Coard	53	84.00	12/12/1953	Goldsmith & Eggleston	150.00
25978.00	Jason	Taney	52	54.00	8/19/1963	Healthier Steel Products	250.00
25978.00	Karen	Johnson	48	54.00	8/5/1963	Jonday Glass Cleaners	560.00
25987.00	Richard	Wesley	70	51.00	11/1/1968	Medina Co. San Engines	300.00
85283.00	Laura	Wheeler	40	29.00	8/26/1982	Medina Hospital	849.00
25982.00	Sam	Byrd	22	45.00	1/18/1973	Monster	560.00
27077.00	Laura	Keller	25		8/5/1987	NVI	0.00
55313.00	Kathina	Fieldhouse	31	30.00	7/29/1987	Ohio Dept of Disability	599.00
67084.00	Olga	Muller	10	20.00	11/01/1992	Ohio State Columbus	899.00
32042.00	Fred	Andrews	42	40.00	1/25/1978	Partner - Independent	0.00
85026.00	Toniann	Stahl	34	32.00	9/18/1985	Paragonville Pools	279.00
27785.00	Amanda	James	83	25.00	8/28/1992	Frederick	799.00
46122.00	Tim	Gonzalez	73	29.00	5/4/1986	Potter Orthopedic Dept	819.00
55114.00	Michael	Shuler	54	25.00	1/20/1992	Proven and Prevention	579.00
25987.00	Laura	Vince	30	84.00	9/21/1953	retired	560.00
25982.00	Andy	Vance	56	80.00	4/9/1957	retired	560.00
25979.00	Rhonda	Anderson	35	83.00	1/8/1965	retired	290.00
51402.00	Kyle	Youkin	55	39.00	2/11/1962	Ren.com	579.00
55223.00	Scott	James	84	23.00	4/8/1994	Shedville	829.00
55252.00	Scott	Mason	52	54.00	12/13/1963	Stratford	899.50
25985.00	Brian	Turner	33	49.00	8/4/1988	Summa Health System	250.00
53201.00	Wanda	Hood	19	27.00	2/12/1991	Transitional Living Center	579.00
25988.00	Michael	Casper	27	88.00	11/10/1949	Trid Staffing	499.00
85127.00	Helene	Parsons	26	24.00	10/1/1983	UPD	599.00
35433.00	Aaron	Mank	57	46.00	5/23/1971	Verizon	0.00
36038.00	Diane	Owens	61	36.00	5/20/1981	Wal-Mart	0.00
28892.00	Charles	Vigilant	85	51.00	9/17/1986	Wal-Mart	0.00
25989.00	John	Abright	72	58.00	8/19/1959	Web Sites	560.00

CUSTOMER DEMOGRAPHICS LISTING - retrieved via property management software

- 2. **Outreach Marketing Plan (Form):** This form is used to create a plan. Create one for each month of the year at the start of each quarter. This will help to vary the businesses that are visited and allow for consistent application.

Proprietary & Confidential

Outreach Marketing Plan (Form)

Community: _____ Month/Year: _____

#MM	Company	Notes

Additional Places Visited:

Additional Notes:

*MM is the number of marketing materials (flyers, gifts, etc.) that will be needed at that location



OUTREACH MARKETING PLAN FORM – can be retrieved on employee login website

- 3. **Find your audience:** Determine who the target audience is based on the Demographic Report. There may be several people or locations that will serve the Demographic. These areas could be outside of the Community area.

For instance, if the Community has a pet friendly policy or a pet park, it is a good idea to reach out to local animal shelters or Veterinarians. If the Community does not have a fitness center, you can market to gyms in the area. There are no shortages of businesses for the marketing efforts. The goal is to bring new Prospects & Residents to the Community by using others to help in the effort.



DENIZEN
MANAGEMENT



Advertising

WE ARE



Tangible Advertising

No matter how technologically driven the world and our Prospects have become, nothing will replace tangible marketing materials. Prospects are expecting professional and tangible materials when they stop in for a Tour, a "take away." In fact, most Prospects use online sources to narrow down the Communities that they want to visit. The marketing materials will help determine their final selection. Having the right materials is a part of the Resident "QSQ" of Welcome.

Guidelines for Tangible Advertising

There are several types of tangible advertising that can be used to communicate with Prospects. All the tangible advertising is expected to be branded with both your Community name and either Denizen Management or denizenQUE. This must be kept updated and relevant, be in good working order, and be replaced upon signs of wear.

As a reminder, the Fair Housing logo must appear on all tangible advertising. The following are the most common:

1. **Monument Signs:** Monument signs are permanent signs displaying the name of the Community at the entrance. Some Communities also have additional monument signs at nearby major intersections to display contact information, specials, etc. Signage telling the public about your Community has a huge impact.
2. **Brochures:** Professional brochures and flyers are essential materials to be provided to every Prospect at the start of a Tour. The brochures provided to Prospects should be in color, of good quality, contain all floorplans and coordinating prices, and all amenities. Brochures are often the piece that closes many Prospects. This is the tool that they take home and review or compare with the competition. Brochures are to be Denizen Management or denizenQUE branded and are provided by the Corporate Office. Any Community without the appropriate brochures must contact their District Manager immediately.
3. **Business Cards:** Business cards are an essential tool. They provide contact information to Residents, Prospects, Vendors and others. Business cards are provided by the Corporate Office and are to be ordered by the General Manager within 30 days of the start of every new office Employee, or when a current Employee runs out. Business Cards must be given to Prospects with every Tour.

4. **Flyers:** Flyers can be made on-site, by a professional printer, or by the Corporate Office. These are simple single-sheet marketing pieces that can easily be handed out with Outreach Marketing materials, hung on local tack boards, or distributed as handouts at events. These are an important tool for getting Prospects in the door who may not be familiar with the Community or not be actively looking.
5. **Directional, Bandits, Flags:** These tools can be a great way to guide Prospects to the Community. They can display directions to a hard to find Community, announce specials, or draw attention. These may either be ordered from the Corporate Office or through a third-party source.
6. **Printed Advertising:** There will often be times that special printed advertising will be needed. This may be a newspaper listing, magazine ad, billboard, or unique flyers. All printed advertising must be approved by the District Manager.
7. **Promotional Items:** Some Communities may find it necessary to provide promotional materials such as pens, notepads, mobile phone chargers, keychains, etc. These materials may either be purchased through the Corporate Office or through a third-party source. In either case, District Manager approval is required.
8. **Grounds:** It may not matter how nice your monument and bandit signs are if the Prospect is driving into a cluttered, dirty, or poorly-kept Community. The grounds are a key part of the first impression that your Prospect will experience. So, treat it as a showpiece. See the "Grounds Policy" located in Module (5) Five – Customer Service for more details.

Ordering Marketing Materials

Any marketing materials being requested from the Corporate Office must be requested using the Marketing Materials Request (Form) or Business Card Request (Form) with approval from the General Manager and District Manager.

The screenshot shows a web form titled "Marketing Materials Request (Form)" with a "Proprietary & Confidential" watermark. The form includes the following fields: "Community" (dropdown menu), "Requested Materials" (dropdown menu), "Quantity Requested" (text input), "Date Requested" and "Date Needed" (text inputs), a "Notes" section (large text area), and two signature lines for "General Manager" and "District Manager". Below these are "Return Comments" (text area), "Total Due" and "Date Ordered" (text inputs), and an "Order Administrator" signature line. At the bottom, there are logos for DENIZEN MANAGEMENT, WE ARE QUE, and denizenQUE THE RESIDENT EXPERIENCE.

MARKETING MATERIALS REQUEST FORM – can be retrieved on employee login website

The screenshot shows a web form titled "Business Card Request (Form)" with a "Proprietary & Confidential" watermark. The form includes the following fields: "Employee Name" (text input), "Title" (text input), "Community" (dropdown menu), "Community Address" (text input), "Business Phone #", "Business Fax #", "Cell Phone #", and "Email Address" (text inputs). The "Company" section has four checkboxes: "Denizen Management", "Denizen QUE", "Anderson Birikla Investment Partners, Inc.", and "Allied Diversified Construction, Inc.". Other fields include "Quantity", "Ship To Address", and two signature lines for "General Manager" and "District Manager". At the bottom, there are "Date Ordered" and "Paid" text inputs, and logos for DENIZEN MANAGEMENT, WE ARE QUE, and denizenQUE THE RESIDENT EXPERIENCE.

BUSINESS CARD REQUEST FORM – can be retrieved on employee login website

Online Advertising

Online advertising is a significant and growing source of Prospect leads. It is more convenient for Prospects to gather information online about a Community and narrow down their choices before contacting a Community.

This can be a dual-edged sword, just as good content can draw in Prospects, bad and inaccurate content can deter them from ever reaching out to the Community. It is an Owner "QSQ" of Knowledge.

Community Website

Every Community needs their own website. While Denizen Management lists all active Communities on the Company website, Prospects and Residents need an online resource for their specific Community. Websites must be reviewed at least annually and/or with every rental rate change with District Manager approval.

Paid Sources

A large portion of the marketing budget is spent on paid marketing sources. These include Apartments.com, Apartment Guide, Zillow, and many others. All paid sources provide the Community with a login to make adjustments to pricing, specials, and more. All paid sources must be updated on a monthly basis to ensure accurate content for our Prospects.

Free Sources/Craigslist

There are also free advertising sources such as Craigslist. These sources should be updated monthly as well. However, websites like Craigslist bring the newest post to the top and should be updated daily.

Search Engine Optimization

Search Engine Optimization, often referred to as "SEO", is the process of affecting the visibility of a website or a web page in a higher listing in a search engine's unpaid results, such as Google. This method is often referred to as "natural," "organic," or "earned" results. SEO is a method to ensure when potential Prospects search on websites like Bing and Google for apartments in the market in which your Community Website pops up near the top of the results.

There are several companies available that specialize in SEO to assist the Community increase online viability. If there is access to manage the Community website by logging in then it is possible for the SEO to be managed by the on-site Team. In this instance it should be managed by the Community's Staff.

Maximize Online Advertising

One advantage of Online Advertising is the ability to change advertising frequently as a response to changes at the Community. These ads can be updated at least daily or as much as necessary. It is important to review all online advertising for accuracy and consistency. Consider the following for the Community advertising:

- Pricing
- Amenities
- Floor Plans
- Photographs
- Virtual Tours
- Online Specials and Promotions
- Enhancements
- Maps, Mapping feature or Directions
- Phone number, possibly toll free

Responding to Internet Leads

Internet leads are many times highly motivated and eager to find information about the apartment and Community. An Internet lead should be contacted in the way they first contacted the Property. To be compliant in Fair Housing, Internet leads must be contacted as soon as the lead is received.

Many times, if you contact the lead immediately, the Prospect is still online. This is an excellent opportunity to begin a discussion about your Community, possibly answer any questions, or send information such as pricing, floorplans or photos. Begin building the relationship that will ultimately produce a lease.

A typical internet user contacts several Properties that may meet their requirements and interests. Be the first to contact this lead, before the competition does and reduce the need to continue their apartment search. Research shows that when online prospects are contacted within one hour, closing success rates are 93%. After 8 hours this rate falls to an 84% failure rate. The Prospect may have moved on to another website or Community.

Mastering internet lead following is critical to leasing success. Floor plans, pictures, etc. should all be in PDF form and can be emailed to the Internet Prospect.

Social Media

Social Media is a great way to target Prospects with free and paid advertising to reach Prospects in your area. While not all Communities have the budget to support paid social media advertising, all Communities have the ability to manage their free advertising options.

Online Platforms can generate tremendous exposure for the Community and the Brand, allowing you to showcase the Community. Social Media can provide reviews, from Residents, Prospects and Competitors.

It is important to understand the target audience and motivation to follow the Community on Social Media. It is key in determining how to best connect with and grow your audience. Knowing the Communities Unique Selling Points (USP) and understanding your Residents well will help give a voice and a means to create content that resonates with your followers.

Social Media Strategy

It is important to determine the Community marketing and communication goals. This is the Why? of Social Media Strategy. What goals is the Community trying to achieve using Social Media? As Social Media has become a popular source of advertising, it cannot be done without planning and a solid strategy. Some examples of Social Media goals:

1. To improve communication with Residents
2. Increase awareness of the Community with potential Prospects or Residents.
3. Improve the reputation of the Property as there may be some negative reviews that have posted.
4. Effectively market the Community to potential Customers
5. Improve Resident Relations

How Social Media will help you

- ✓ Helps deliver better customer service
- ✓ Drives brand building and differentiation
- ✓ Helps to manage reputation
- ✓ Increase trust in the brand
- ✓ Obtain real Customer insights
- ✓ Great way of promoting content
- ✓ Keeps Customers engaged
- ✓ Drive traffic to the website

Every Community is expected to create and maintain a Facebook, Twitter, and Instagram account. This includes listing available units for rent, posting Resident Events, amenity related content, updated pictures, business hours, etc. A minimum of 1 new post is required to be completed each week. This can be planned, timed, and completed simultaneously through the use of HootSuite.com.

HootSuite

HootSuite is a social media management tool that allows users to schedule and post updates to any page or profile for Facebook, Twitter, LinkedIn, Google+, Instagram, WordPress, and other platforms from one place—the HootSuite dashboard. When signed up, users are provided a dashboard with tabs organizing all the social profiles connected to HootSuite. If posting the same information across five profiles, it can be posted once through HootSuite by selecting the profiles where to publish.

Reputation Management

Reputation as a professional apartment Community can make or break occupancy. Most Prospects are far more likely to listen to comments from someone they know or a review online than from the content that we can control online. This means that it is extremely important to manage the online reputation of the Community.

There are numerous websites that allow for reviews of your Community such as; Facebook, Google, Apartmentratings.com, Apartment Guide, and more. Be sure to search for the Community online. Anything that comes up listed on the first page should be treated as a high priority. Note that Bing and Google may have different results. Any negative reviews should be responded to by an on-site Team member in a short and professional manner.

If lacking good reviews, try to solicit current Residents who are happy with your Community. This will help to bury bad reviews, bring up the overall rating, and hide some of the more negative items on page 2 or later on the search engines.

If you find the Community is still struggling with reputation management issues, contact the District Manager. There are several professional reputation management services that can be employed to assist in rebuilding reputation and eliminating any bad reviews.

Three Step Reputation Management Plan

People who have a negative experience are more likely to tell their friends and family about it - they'll hear it both in person and when the review is shared online. Meanwhile, anyone who visits the Community social page will be able to see a poor or one-star rating and use it as an indicator as to whether they'll pay you a visit or look elsewhere.

Hoping that the issue will blow over is not sound strategy. Responding in a professional manner to a bad review can help visitors and others see the brand in a positive light again.

1. Assess

- Assess if what is being said is true? Or is it a misconception?
- Assess if it is an issue or a common complaint
- Assess if there a helpful answer
- Assess if this becoming a negativity storm

2. Respond

- Respond by offering a solution or fix
- Respond to a misconception or gently correct an error
- Respond by offering sympathy or an apology for their frustration
- Respond by assuring them that the Community cares by solving or escalating the issue

3. Refrain

- Refrain if the attacks are personal in nature, offering clarity, a solution or an apology may not be possible
- Refrain if the thread is too negative and posting would be counterproductive
- Refrain from responding if you are in a ping pong match and no longer provide substance

Measuring Effectiveness

The best way to get results is to measure the effectiveness. Measuring Social Media effectiveness is important as this demonstrates the return on your efforts. By regular monitoring and modifying the Community efforts, this will improve the Community's Social Media and track the success of your online presence. But, Social Media metrics go beyond just the number of followers. Some metrics are as follows:

- Number of comments on your Facebook wall
- Number of retweets of your Tweets
- Number of clicks posted on Facebook or Twitter feeds
- Media most frequently seen by target market
- Number of contacts that lease by Source

Auditing Online Advertising

The internet provides an endless, ever-changing array of advertising options and every Community will need to utilize different websites to fit the needs of their local market. This can make managing online sources difficult. To help ensure that all online sources are updated monthly, the Online Marketing Audit (Form) must be completed monthly and placed into the District Manager Binder for review.

Proprietary & Confidential

Online Marketing Audit (Form)

Community: _____ Month: _____

Website	Audit	Notes
	<input type="checkbox"/> Pricing <input type="checkbox"/> Specials/Coupons <input type="checkbox"/> Pictures <input type="checkbox"/> Availability <input type="checkbox"/> Fees <input type="checkbox"/> Pet Policy <input type="checkbox"/> Hours <input type="checkbox"/> Amenities <input type="checkbox"/> Utilities <input type="checkbox"/> Floorplans	
	<input type="checkbox"/> Pricing <input type="checkbox"/> Specials/Coupons <input type="checkbox"/> Pictures <input type="checkbox"/> Availability <input type="checkbox"/> Fees <input type="checkbox"/> Pet Policy <input type="checkbox"/> Hours <input type="checkbox"/> Amenities <input type="checkbox"/> Utilities <input type="checkbox"/> Floorplans	
	<input type="checkbox"/> Pricing <input type="checkbox"/> Specials/Coupons <input type="checkbox"/> Pictures <input type="checkbox"/> Availability <input type="checkbox"/> Fees <input type="checkbox"/> Pet Policy <input type="checkbox"/> Hours <input type="checkbox"/> Amenities <input type="checkbox"/> Utilities <input type="checkbox"/> Floorplans	
	<input type="checkbox"/> Pricing <input type="checkbox"/> Specials/Coupons <input type="checkbox"/> Pictures <input type="checkbox"/> Availability <input type="checkbox"/> Fees <input type="checkbox"/> Pet Policy <input type="checkbox"/> Hours <input type="checkbox"/> Amenities <input type="checkbox"/> Utilities <input type="checkbox"/> Floorplans	
	<input type="checkbox"/> Pricing <input type="checkbox"/> Specials/Coupons <input type="checkbox"/> Pictures <input type="checkbox"/> Availability <input type="checkbox"/> Fees <input type="checkbox"/> Pet Policy <input type="checkbox"/> Hours <input type="checkbox"/> Amenities <input type="checkbox"/> Utilities <input type="checkbox"/> Floorplans	
	<input type="checkbox"/> Pricing <input type="checkbox"/> Specials/Coupons <input type="checkbox"/> Pictures <input type="checkbox"/> Availability <input type="checkbox"/> Fees <input type="checkbox"/> Pet Policy <input type="checkbox"/> Hours <input type="checkbox"/> Amenities <input type="checkbox"/> Utilities <input type="checkbox"/> Floorplans	
	<input type="checkbox"/> Pricing <input type="checkbox"/> Specials/Coupons <input type="checkbox"/> Pictures <input type="checkbox"/> Availability <input type="checkbox"/> Fees <input type="checkbox"/> Pet Policy <input type="checkbox"/> Hours <input type="checkbox"/> Amenities <input type="checkbox"/> Utilities <input type="checkbox"/> Floorplans	

Completed by: _____ Date: _____





ONLINE MARKETING AUDIT FORM – can be retrieved on employee login website

Online Social Media Platforms

Facebook

Facebook is a social networking website where users can post comments, share photographs and post links to news or other interesting content on the web, chat live, and watch short-form video. Shared content can be made publicly accessible, or it can be shared only among a select group of friends or family, or with a single person. The site is entertaining and a regular daily stop for many users.

It is the most popular social media channel, used by 79% of the world's internet users, and the one where you are most likely to find Prospects and Residents. People will often turn to Facebook to determine if a company is legitimate.

Best Practices

- ✓ Try posting 2-4 times per week with blogs, photos, news articles
- ✓ Posts with images will see higher engagement
- ✓ Make sure the "About" section is up to date
- ✓ Double check the phone number, web site and address are correct

Content Ideas for FB

1. Run a contest to increase your engagement
2. Link to the Community blog or third-party articles
3. Use FB as a blog
4. Share upcoming events or community interest stories
5. Publish handy information for common areas or emergencies
6. Use 360 photos to showcase vacant apartments

Instagram

Instagram is the most visual platform, made for strictly sharing photos and videos. The platform has gained a lot of traction due to the rising trend of mobile photography.

It has also become a great marketing tool for businesses of all sizes. While most users tend to follow businesses, the channel presents the perfect opportunity to put your creative skills to work and tell the Community 's story visually. So, have fun with it and don't be afraid to try new things!

Best Practices

- ✓ Hashtags are popular and can increase engagement and exposure.
- ✓ Encourage residents to use the Communities hashtags.
- ✓ Use VSCO to edit and use filters to make photos interesting.
- ✓ Boomerang is a fun video app that loops short videos forward and backward.
- ✓ Layout is another photo editing app that allows creative picture collages.

Content Ideas for Instagram

1. Share behind the scene photos of Employees at community events, charity events or just working.
2. Use photos of the Community, apartments or amenities.
3. Share photos of local destinations, dining or events. Local businesses will love it.
4. Run a photo contest to interact with the residents, ideas such as cutest pet, best holiday decorations, or best interior design.
5. Share photos of property events – show how much fun it is to live at the Community.

Twitter

Twitter is a very fast paced channel. With its restriction of 140 characters per post, the platform is meant for short, quick and constant bursts of content. Users typically use Twitter as a source for staying updated on news or events. Many Prospects and Residents, especially millennials, do use the platform frequently.

Note of warning: if you use this channel, it is important that you are checking for notifications so that a response can be sent.

Best Practices

- ✓ Follow people. Many will reciprocate
- ✓ Schedule 2-3 tweets per day
- ✓ Include an image or GIF in your tweets – make them stand out
- ✓ Retweet other users to gain exposure
- ✓ Typically, morning and lunchtime are the most active time for users

Content Ideas for Twitter

1. Promote Community content or industry news
2. Link the Community blog or third-party articles
3. Use Twitter to update your residents during emergency situations such as a fire or severe storm
4. Send out reminders to promote Community events
5. Use Twitter polls to engage your audience!

Pinterest

Pinterest is very popular in lifestyle blogging circles, and therefore a good platform to try to reach prospective tenants or those who influence them. Users will share “pins” or images linked to a website and pin them to their own personal boards on their profile. The site is where most people go for ideas, inspiration or tips on decorating. The Community can use it to share photos of Apartments or amenities and offer pro tips for things like apartment living or gardening.

Best Practices

- ✓ Repinning from other's boards and create your own pins
- ✓ Use Pinterest to help grow follower bases to drive traffic to the Community
- ✓ Follow other businesses, providing more content to Repin
- ✓ Pin a few times per week

Content Ideas for Pinterest

1. Sharing pins that are helpful and interesting to Resident and Prospects will help find success
2. Consider creating different boards with topics such as interior design, recipes or household tips
3. Pinterest is a great place to pin the Community listings.
4. Be sure to link the Community website

Activity - Social Media Marketing (Form)

Outline a Social Media Marketing Strategy for your Property. Determine the target audience. Keep in mind the Property goals such as, engaging current residents, attracting new residents, driving traffic to the Community or gaining followers.

Platform Facebook, Instagram, Twitter, Pinterest	
Goal	
Audience	
How Often?	
Who posts?	
Content	
Measurement	

Virtual Leasing

Every year, as ice thaws Spring arrives, renters come out in droves to tour apartment buildings and sign new leases. In-person tours of multifamily communities will likely always be a preferred method of viewing an apartment. Though Prospects will continue to value their online research, in-person tours will always be necessary to see the Community firsthand. But, with busy schedules, we need to implement a Virtual Leasing strategy to complement on site leasing. This is a Quality Service Quotient ("QSQ") of Expect.

Our Leasing Teams need to be flexible and be able to provide an outstanding Resident Experience. There are many reasons that Virtual Leasing would be necessary for:

- Mobility issues
- Transportation issues
- Out of town Prospects
- Convenience

Virtual Tours

Virtual Tours are a practical tool and growing in popularity and provide another avenue for leasing teams to reach prospective Residents, who can explore far more properties from over physically visiting the Community. Virtual Leasing is another way for the Community to remain relative as an industry leader.

Although nothing can replace the human to human personalized experience, Virtual Leasing can be very effective. It can replicate in-person leasing experiences in a way that builds trust in your Customer to lease through authentic, personalized, and convenient selling.

Virtual Leasing is extremely accessible as tours can be viewed on any computer, smartphone or tablet and can be as easy a clicking an email link. Prospects can see their future home through video and ask questions in real time, or afterwards by text, call, or email. The same Leasing Principles still apply in the Virtual world; such as the greeting, assessing needs, personalized service, closing and follow up will convert leads to leases.

Make it Personal in a Virtual World

Now is the time to build the Community's Virtual Tours, as this Industry is moving toward a combination of in person, remote or self-guided touring. One easy method is to record a Virtual Tour of a Prospect, to send to them after the Tour. Some additional items to consider:

- The Virtual Tour needs to be authentic and close to how a in person tour is performed. Be yourself and your personality will shine through.
- Introduce yourself to make that all-important connection.
- Flip the camera and show yourself first to put a face to a name.
- Thank the Prospect for taking the time to meet with you virtually.
- Begin to have a brief conversation about what is important to them in a new home.
- The conversation about the Community and the apartment should focus on the features that matter most to them, for example, walk-in closets, 1st floor apartment, washer/dryer connections, dog park and other amenities.
- Be sure to ask the Prospects open ended questions throughout the tour.
- Don't forget to "ask for the sale" and invite the Prospect to become a member of the Community.
- Follow up with an email, sent a thank you note, or a link to their recorded video tour. Follow-up is often the one thing that either isn't done at all or isn't done well, but it is a vital part of the sales process. You need to ASK FOR THE SALE, even – and especially – in Virtual Leasing! Did you know 80% of sales occur between the 5th and 12th contact? This is the reason follow-up is so crucial in closing the sale. However, instead of creating a stressful sense of pressure by looking at follow up as a hard sell, simply think of it as a means to keep the conversation going with the prospect.

Virtually Open for Business

Consider the Prospects when setting up a Virtual Tour. Some might not be as knowledgeable about using technology. Discuss with them what device they use and are they comfortable with FaceTime, Zoom, Skype or some other platform? Walk them through the steps they need to take so they can connect with you and meet them virtually. Be sure to check in with the Prospect at least a few hours before the Virtual Tour to see if they have any questions about the technology.

Remember to always have a Plan B for the platform that you will be using as sometimes, technology just doesn't work. Plan B ideas include a prerecorded video that you can send the Prospect or perhaps a screen share where you can both view photos with the prospect and walk them through the apartment.

Show on your Social Media and web pages that you do both in person and Virtual Tours via FaceTime, Zoom, Google Hangout or Skype. Create Call to Action phrases on your Website or Social Media pages, such as:

- Schedule a Virtual Appointment!
- Now taking Appointments for Virtual Tours!
- Yes, we are open 24/7, schedule your Virtual Tour Now!

Tour Tips

- Visualize the path you want to share with the rental prospect.
- Be intentional with what you show on video - be sure to show amenities they're interested in.
- Walk slowly — slower than you normally would. Don't give people vertigo!
- Be consistent in video tours and follow all Fair Housing Laws.
- Clean the path and pick up any trash before you do the video tour.
- Prep the apartment that will be showcased on the video tour,
- Close the toilet lid!
- Open the blinds to let natural light in.
- Make sure the light is behind you when touring so people can see you.
- End on an outdoor shot with a good view.

Overall, practice makes perfect. Require everyone on the Community team to do some test videos to help them become more comfortable and natural on video.

Virtual Tour Tools

Camera/Video Stabilizer

Fortunately, Virtual Tours do not have to cost a fortune. Most mobile devices, iPads or tablets will be fine when making a video or performing a live tour.

The next step is a video stabilizer tool to enable the mobile device, iPad or tablet image. The video stabilizer will help with cameral bounces, blurry images and also with the quality of the video tour. The Prospect can concentrate on what is being shown on the Virtual Tours and not be distracted by the video quality or bounce. You will also have freedom of movement to open doors or cabinets. If it is windy outside, you may also need a windscreen.

Software

There are several free platforms that can be used for Virtual Tours. Typically, they are easy to use and as simple as a click of a link in an email or a download.

SKYPE – this is an application that specializes in providing HD quality video chats and voice calls between computers, tablets, or mobile devices. There is screen sharing and the tour can be recorded and sent to the Prospect.

Google Hangouts - is a great device for connecting and communicating with several people at a time. It can be accessed in a number of ways and can do things like instant messaging, screen share, or inviting other people to view the video tour.

FaceTime - although FaceTime is proprietary and supported between Apple products, it is a good tool to use. It features things such as video calling over Wi-Fi and can make free internet-based calls anywhere there is a Wi-Fi connection. FaceTime also has a feature where you can flip the camera to view other objects.

Zoom – this service delivers very good audio and video quality. Zoom can also involve several participants. It is a very popular online product to use. The free basic plan is for a 40-minute meeting or less and included share screen, instant messaging as well as file sharing.

Best Practices

It is important to remember that the Prospect will only hear and see what is projected on the screen. You will be guiding the presentation and will set yourself apart from the competition by following the best practices below.

1. Do not rush through the presentation, or skip critical parts, such as checking in and asking questions. Keep the Prospect engaged.
2. Step up your energy and make sure that you smile!
3. Be sure to look into the lens, not at the prospect on the mobile device.
4. Use the "Landscape" mode, not portrait mode on the mobile device.
5. Narrate the transitions, and let the Prospect know what is happening, such as:
 - a. "You're about to see your actual apartment"
 - b. "It may get a little bumpy right now, as I am going down some steps"
 - c. "We are heading back to the office now"

Resident Marketing

As stated in "The Art of Marketing", existing Residents are pure gold. This is because they are the Communities revenue stream. They supply all of the income every month. It is important to make them happy through use of QUE Customer Service, and to utilize them as resources for marketing efforts. This is especially important as it embodies the Resident "QSQ" of Service and the Owner "QSQ" of Knowledge.

Resident Referral Program

One of the best marketing techniques that a Community can deploy is the Resident Referral Program. This is where the Community asks current Residents to refer friends and family. In exchange you will pay them a Resident Referral for each person they refer that moves into the Community. The amount of the referral varies by Community and must be approved by the District Manager. For the Resident to receive their referral the following must be met:

1. The Prospect must have noted on the application referring Resident.
2. The new Resident must have paid the first full months' rent.
3. Referrals are paid as a rent discount using a Resident Credit Authorization (Form).
4. Other restrictions may vary by Community based on General Manager and District Manager approval.
5. The referring Resident must be a Current Resident at the time of move-in. No past Residents will receive referrals and referrals can never be applied to move-out charges.

Regular Social Events

In order to help build a sense of Community among the Residents, regular Social Events are required. The frequency will vary from monthly to semi-annually depending on the budgetary needs of the Community. The General Manager, in consultation with the District Manager, will determine the frequency for the Community. However, these events must remain regular. This means that if the events are monthly they must happen every month and if they are semi-annually they must occur every six months. Regularity is important to keep our Residents engaged.

To ensure proper planning and mindfulness to the Communities budget, the General Manager is to complete the Social Event Planner (Form) for each event and retain it in the QUE Binder. District Managers should check the Social Event Planner regularly and assist with planning.

Proprietary & Confidential

Social Event Planner (Form)

Community: _____ Month of: _____

Event Description: _____

Plan Outline
Be sure to note important information about vendors and Requisition Request needs

Category	Total Cost	Description
Food		
Music		
Decor		
Entertainment		
Door Prizes		
Advertising & Flyers		
Other		

Budget Analysis
All costs are to be coded to 410350- Resident Relations

Total Event Cost	Month's Budget	Annual Budget	Cost Within Budget
\$ _____	\$ _____	\$ _____	<input type="checkbox"/> Yes <input type="checkbox"/> No

Additional Notes: _____

General Manager _____ District Manager _____





SOCIAL EVENT PLANNER (FORM) – can be retrieved on employee login website

Resident Touch Points

Resident retention efforts should start the day the new Resident signs the lease. While most Renewals are an annual event, keep your Residents in mind throughout the year. Residents should not only hear from the Community at Move in and Renewal time. A Community Team should foster good relationships to ensure happy, satisfied Residents, high retention rates and a good Resident Experience. This is an example of the Quality Service Quotient ("QSQ") of Welcome.

Use this guide as an example for a personalized approach to checking in with Residents with this 12-month guide.

Month 1: **"Home Sweet Home"** Welcome home letter signed by staff members

Month 2: **"We want to hear from you!"** Send a move in survey to your new Resident to find out how they like their apartment and if we are meeting their expectations.

Month 3: **"Get to know Us"** Help your new Resident get to know the Community team by sending them a letter with fun facts about each staff member.

Month 4: **"We just popped in make your day!"** A quick note to say hello complete with popcorn or treats for their next movie night. Just to say thanks.

Month 5: **"Life would be Un-BEARable without you!"** Send over gummy bears and a note to check in and to thank them for being a part of the Community! A small gesture can make a big impact!

Month 6: **"Happy Anniversary!"** You're 6 months in, so celebrate this first milestone and say congrats! Send a card signed by the entire staff.

Month 7: **"We Love You Bunches!"** Flower seed or Herb packets are a fun gift for Residents. Include a pot, a little dirt, and you have given them a pretty DIY project for their patio!

Month 8: **"A Little Extra"** Send your Residents a pack of Extra gum with the phrase ~ The difference between Ordinary and Extraordinary is that little EXTRA. WE LOVE OUR RESIDENTS!

Month 9: **"Hello There! Survey"** Before your Residents' renewals, it is important to get an idea of how they're feeling. You can prevent turnover by solving problems BEFORE they get renewal notices.

Month 10: **"Thanks a Latte"** Reward those who renew early with a surprise Renewal bonus or gift. Possibly a Starbucks gift card,

Month 11: **"Any Way You Slice It"** Renewal pizza parties are a big hit. Invite residents in for pizza and snacks to have the renewal discussion in person.

Month 12: **"We are Mint to Be!"** Whether you're still trying to tempt your Residents to stay or thanking those who already renewed, a note combined with a few sweets is a nice touch.

Preferred Employer Programs

Preferred Employer Programs (PEP) are discounts designed by the General Manager and approved by the District Manager and Owner on the Property's Price Sheet annually. The purpose of this program is to allow an additional discount to employees of a specific employer that will bring additional Prospects to the Community in an effort to maintain higher occupancy. The discounted amount can vary, but it is generally 5% off the monthly market rate. Note that no Prospect can receive double concessions. For instance, if you are running a month free special, the Resident would need to choose EITHER the month free OR the PEP Discount. The following are the available Discounts Charge Types and descriptions:

- ✓ EMPLOY – Employee Unit
- ✓ MILITA – Military Discount
- ✓ PREFER – Preferred Employer Discount
- ✓ SENIOR – Senior Citizen Discount
- ✓ STUDEN – Student Discount

Review the "Resident Credit Authorization Policy" for concession processing details. All discounts must be re-verified at renewal before discount will be given.

Analyzing Marketing Results

The number one question most business owners have when it comes to marketing efforts and the expense is “how well is it working?” Being able to answer that question with supporting facts is extremely important.

A substantial portion of a Community's budget is allocated to Marketing and can greatly impact the bottom line and is an Owner “QSQ” of Cash Flow. No Community should spend money unnecessarily. The best way to find out if specific marketing efforts are effective is to measure the results, spending of each dollar as if it is our own. This requires thorough and complete documentation of our marketing results to make informed decisions about where to spend marketing dollars.

Tracking Marketing Efforts

Most marketing products today offer analytics to track lead generation through call tracking, IP addresses and email accounts. This would apply only to paid advertising sources such as Rent Path, For Rent, Apartments.com, Zillow, and many others. These reports do make measuring marketing efforts easier, but are not the only method used in order to get accurate data.

One effective method is to simply ask the Prospect how they found us. Just like eye-witness accounts and testimony can't always be trusted, self-reported lead generation also has its flaws. Renters today are informed and savvy. They spend a lot of time doing research before they call, email, or visit the Community. This means that if you market with multiple advertisers, most likely the Prospect has viewed the Community on multiple sites and may not recall the source. It also doesn't help that most paid advertising sites have similar names. Most have the words “rent” or “apartment” in them. The best way to combat these issues are to have a printed picture of each of your marketing sources and present them to the Prospect to help them identify the source correctly.

Steps to Recording Marketing Leads

1. Know all marketing sources
2. Make sure all marketing sources are listed in the Prospect Management Software
3. Ask for the marketing source on every call, with every walk-in, and on every email unless the lead was sent via a specific site already identified
4. Document the source of each and every lead in the Prospect Management Software

5. At least weekly, go to the Community paid advertising sites and run your analytical reports to make sure that no leads were missed or not entered into the Prospect Management Software.

Best Practices

1. Use distinctive wording in each ad that would be memorable to a Prospect.
2. Keep an up-to-date marketing list with copies of all your advertising to present to Prospects.
3. Don't accept "Google" as a marketing source unless paying for an ad on Google. Google is simply a search engine. If a Prospect reports Google, ask further questions to help pinpoint the actual source.
4. If a Prospect reports that they were referred, get the specifics of who, what, where, etc. so that the referring party can be recognized.
5. Run the Prospect Box Score and/or Prospect Listing Report weekly and compare them to your analytic reports from paid sites.
6. Keep in mind that it isn't about the quantity of advertising, but rather the quality. It is important to recognize and document if a particular source gives us a lot of traffic and leads, but very few actual rentals or qualified applicants.

Writing an Effective Ad

Effective Marketing is powerful. A good advertisement can be the difference between an abundance of qualified traffic and a bored Concierge, begging for a Prospect to walk through the door. As we all know, traffic is what drives rentals and rentals are what drives income. If income is strong, everyone is happy.

Ads are like recipes, they take just the right mixture of ingredients to be good. There are tried and true formats that give just enough information to leave the reader wanting to know more while keeping words and cost at a minimum. The sole purpose of an ad is to get the reader to reach out.

Different Types of Ads

It is vital to the success of the ad to understand where the ad will be placed, how much space we have to convey the message, and the audience. Different media will require slightly different approaches. Depending on the above, the ad will be crafted accordingly.

In our industry, there are basically three types of advertisements as follows:

1. Print
 - ✓ Newspaper
 - ✓ Sales guides/books
 - ✓ Flyers, mailers, etc.
2. Internet
 - ✓ Paid rental sites such as Rent Path and Zillow
 - ✓ Free classifieds sites such as Craigslist and Hot Pads
 - ✓ Social Media
3. Radio/TV

Writing Different Ad Types

These three types of advertising mediums may be from media types - print vs. internet, but they require the same type of ad. What they all have in common is that the creator of an ad for these mediums has a very limited opportunity to catch the reader's attention. That could be due to letter/character constraints in a newspaper ad or simply the number of competitive ads the reader may be seeing all at once.

In these cases, the ads must be succinct yet descriptive to be effective. The ingredients of an effective ad are as follows:



- ✓ Catchy Ad title
- ✓ Brief descriptive line
- ✓ "Was" and "Now" pricing
- ✓ Sense of urgency
- ✓ Call to Action
- ✓ Contact info

Example:

LIVE IN LUXURY!!

Beautiful tree-lined community near downtown with sparkling pool and HUGE floorplans.

1 bedroom was \$550, now \$499

Only 1 left at this price - CALL TODAY!! 513-789-1234

Paid Guides and Sites

Paid Guides and Sites generally have a set format with no creative flexibility on layout, picture size, etc. All the ads will generally look the same. However, there is usually much more space and opportunity for description and information. For this reason, it is extremely important to make your ad stand out with your content.

These mediums will usually have areas for the following:

1. **Copy** - Ample space to write descriptive paragraph(s) about the Community. Include information that sets the Community apart from your competitors. Describe what it's like to live at your Community.
2. **Photographs** - In many cases, use unlimited pictures. It is extremely important to only use QUALITY photos that give the most flattering representation of your Community. Don't use blurring or low-resolution photos, photos that show people (or reflections of people) in them, photos showing dirty or unkempt grounds or common areas, etc. Use creative angles when taking photos of smaller rooms to make them appear larger.
3. **Bullet Points of Community Amenities** - Leave no leaf unturned. What are all the great things about the Community? List them. This can include location, construction, common areas, services offered, school districts, etc.
4. **Bullet Points of Apartment Amenities**- What are the great features of your apartments? These can include type of layout, closet size, type of appliances, energy efficiency info, view, types of finishes, etc.

5. **Floorplans and Pricing** – The importance of attractive floorplans is sometimes overlooked. The floorplan can convey the flow of the unit, the size of the rooms, and other important features of the apartment. It is extremely important to always include floorplans in your advertising when there is room. However, using a sloppy or bad floorplan can be worse than no floorplan at all. All floorplans should be professionally drawn or created digitally.
6. **General Information** – This would include things like office hours, directions to the Community, rental policies, etc. This information needs to be correct and reviewed regularly.

Radio

Unlike print and internet marketing, Radio and TV ads are created based on measurements of time not number or words or characters. We've all heard those crazy radio ads where the narrator is speaking so quickly that you can barely understand them. That's because time is money in radio and TV marketing!

For our purposes, the focus is on Radio vs. TV, as we rarely use TV advertising. The ads should follow a very similar format to that of a print ad. The goal is to convey as complete an image of what we are selling in a short period of time. Most important elements of a Radio ad:

1. Complete description of the Community and apartment that paints a picture for the listener
2. Explain why the ad is relevant to the listener
3. Give specific pricing or event information
4. Implore the listener to contact us
5. Give clear contact information

Flyers & Mailers

With flyers, mailers, postcards, etc. creativity is king! This type of advertising gives the most creative flexibility when conveying the message. Use that to the Communities advantage. Have fun, but always maintain an appropriate level of professionalism.

What to include in a Flyer or Mailer:

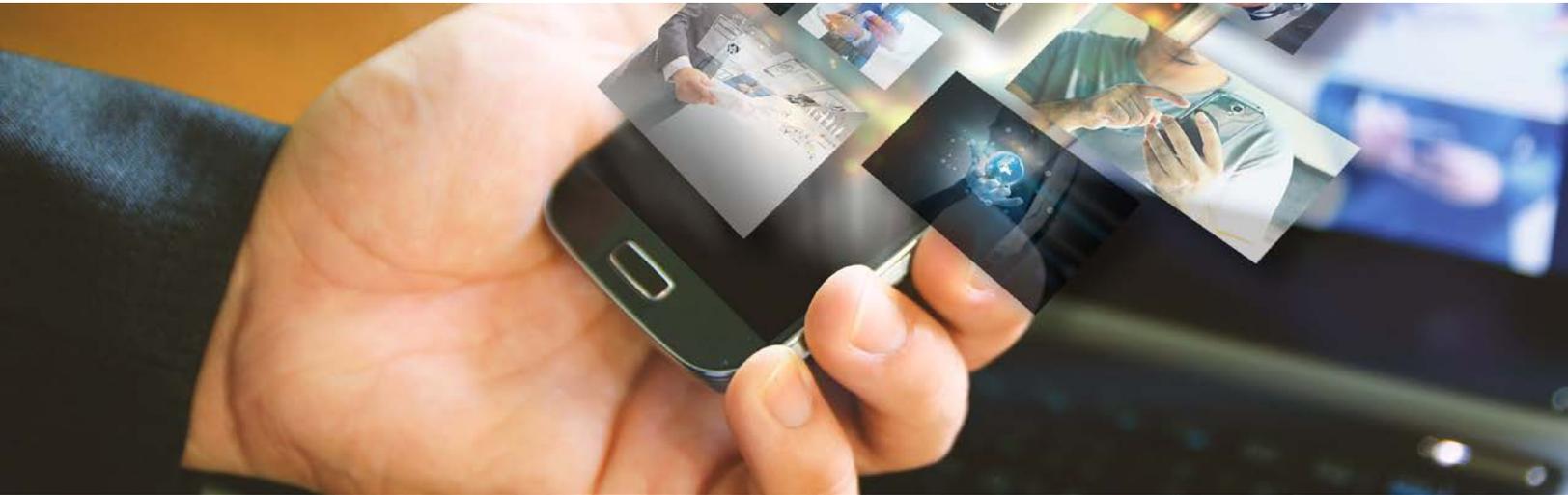
1. Lots of color
2. Pictures and graphics
3. Catchy tag lines and/or play on words
4. Avoid too much verbiage – short and sweet
5. Always include a call to action – what do you want the reader to do? “Call us today for an appointment!”
6. Contact information should always include a website address, email address, and phone number if available
7. Always use the Fair Housing logo in any Ad

Best Practices

1. Proof read, proof read, proof read. Nothing is worse than paying for advertising and then seeing typos or mis-spellings. It brings into question attention to detail in the mind of the audience.
2. Always keep Fair Housing in mind. Does the ad target too narrow an audience such as socio-economic status, age, gender, race, etc. Could something in your ad be mis-construed. Use the Fair Housing Advertising Word List.
3. Understand your audience and reach out them via advertising. For example, if the Community is close to a military employer include any specials for military personnel in all your advertising.
4. If drawing traffic qualified for the Community is a struggle, include specific qualification criteria in the advertising. For example: Subsidies not accepted at this time or Applicants must meet specific credit criteria as verified through a credit check.
5. Think “out of the box” when putting together your Community and apartment features. Not all Communities can be state of the art or have high-end amenities. However, the Community may have conveniences that are overlooked. For example: Centralized Trash Containers, Near Public Transportation, etc.
6. All marketing efforts require District Manager approval before publishing.



DENIZEN
MANAGEMENT



Market Survey

WE ARE



Market Survey Policy

To effectively sell and compete in the market, a Community and its' Team has to fully understand the market in which their Community is located, and who they lose and gain leases to – their competition. Understanding the market is also essential in setting pricing policies and remain competitive; leased to the Properties full potential. In addition, a Market Survey is necessary in evaluating Prospective Owners Communities the Company desires to acquire.

The Company has established this Market Survey Policy and Market Survey (Form) to conduct and use market studies at the Property. The Market Survey can gather important information in the following ways:

- Identify Competition
- Compare Pricing and Product
- Informed Occupancy and Pricing
- Current Specials or Promotions
- Amenity Information

Four Steps to Create the Market Analysis:

Record: Compare the data in a clear format by using the Market Survey Form. Make sure to include the pertinent information like property name, contact information, size/number of units, utilities included, leasing rates and specials, year constructed or renovated, and occupancy. Specifics on amenities can also be added such as pet-friendly, parking, etc.

Compile: Complete list of Properties in your area. Use online resources such as [Apartments.com](#), [For Rent](#) or [Google](#). Because markets are ever changing, update with new Properties in the area. The list of properties is important to the Market Analysis process as it helps to ensure comparing all unit types.

Collect: Accurate data related to each property. Much of the information to record can be found on the Property's website or management site. If the Property does not maintain a website, information can be found by utilizing a search engine such as Google. If the competitor pays for any advertising online, it will easily be found. Calling a Property to ask about their numbers can always be utilized.

Compare: The Properties based on generalized factors such as price per square foot. Finding the average of rent in the area and identifying the trendsetters can help when adjusting lease pricing. After you have a long-established record of regular market surveys for your area, you will be able to quickly identify trends that drive the market.

2. Property Details Sheet(s) (Tabs)

Property Detail Sheet
Landscape at Deerfield Crossing

Property Study: 0

Date: October 6, 2017
Prepared By: Holly Kirby

SUBJECT PROPERTY
Property Name: Landscape at Deerfield Crossing
Address: 5265 Niskey Blvd, Mason, OH 45040
Phone Number: 513-204-1916
Year Built: 2017
Number of Units: 227
Management: Denizen Management
Website: www.landscapeatdeerfieldcrossing.com

GENERAL INFORMATION
Apartment Type: Garden Style, Townhomes, Mid-Rise, High-Rise
Community Type: Market Rate, Section 42 TC, Section 8/HUD, Section
Property Class: A Class, B Class, C Class
Application Fee: \$40, Security Deposit: \$150, Administration Fee: \$100, Lease Term: 36.9.12, Pet Deposit: \$250, Pet Rent: \$2/week
Pets Allowed? Yes

Bedrooms	Bath	Unit Description	Other	# Units	Sq. Ft.
1	1	1 Bdrm, 1 Bath		22	804
1	1	1 Bdrm, 1 Bath		22	783
1	1	1 Bdrm, 1 Bath		2	793
1	1	1 Bdrm, 1 Bath		46	824
1	1	1 Bdrm, 1 Bath		8	993
2	2	2 Bdrm, 2 Bath		22	1,140
2	2	2 Bdrm, 2 Bath		8	1,191
2	2	2 Bdrm, 2 Bath		16	1,206
2	2	2 Bdrm, 2 Bath		8	1,203
2	2	2 Bdrm, 2 Bath		24	1,236
2	2	2 Bdrm, 2 Bath		16	1,240
2	2	2 Bdrm, 2 Bath		8	1,320
2	2	2 Bdrm, 2 Bath		8	1,353

COMMUNITY FEATURES
Pool, Clubhouse, Spa, Jacuzzi, Car Care Center, Tennis Court, Volleyball Court, Basketball Court, Racquetball Court, Courtyard, Painting Green, Elevators, Walking Trail, Handicap Access, Pet Care Center, Golf, Golf Simulator, Package Management, Other: Island Kitchens, Black Appliances

INTERIOR FEATURES
Kitchen: W/D Units, Ceramic Tile, Hardwood Floors, Pantry, Island, Upgraded Cabinets, Garden Tub, Double Sinks, Marble Vanities, Enclosed Shower, Bedroom: Granite Counters, Linen Closet, Walk-In Closets, Living Room: Coating Fan, 9 Feet Ceilings, Vaulted Ceilings, Crown Molding, Computer Desk, 1500 Charms Outlets, W/D Connections, Granite Counters, Hardwood Floors, Standard Appliances, Upgraded Lighting, Granite Counters, Linen Closet, Enclosed Shower, Granite Counters, Coating Fan, Ceiling Fan, Fireplace, Mini-Breaks, Patio/Balcony, Walkout Pans

UTILITIES PAID
Water, Sewer, Internet, Cable, Trash, Electric, Gas

PARKING
Attached Garage: \$120, Detached Garage, Carport, Storage: \$25.675, Gated Access, Garage Parking, Surface Parking, Intrusion Alarm

DENIZEN MANAGEMENT

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MARKET SURVEY FORM – can be retrieved on employee login website

The Market Survey (Form) is for the survey of up to eight (8) Properties in which the Subject Property (your Community) competes within a given market – competitive properties close in proximity, like kind and in which the Property loses and gains leases from. Each General Manager is to confer with the Property's District Manager on which properties are to be included in the Market Survey. The following are some instructions on how to use the Form by Tab.

Market Survey Summary (Tab)

1. The Market Survey Summary is the documents that is updated per the Market Survey Cycle with revised rents, occupancy and any concessions.
2. The first property is always the Subject Property as noted (your Property).
3. Fill in the form in the highlighted blue areas; Property name and address, number of units, unit mix, rents, occupancy and any concessions.

Property Detail Sheet(s) (Tabs)

- ✓ The Property Detail Sheets are to be **fully completed**, but does not need to be updated per the Market Survey Cycle unless there is a change at the Subject Property or competitive property; more units, amenities, applications fees, garage rent, etc. as provide on the form.
- ✓ The first Tab is always the Subject Property as noted (your property)
- ✓ Fill in the form in the highlighted blue areas and check the appropriate items.
- ✓ Insert a photo of the Property or competitive property in the box located in the under right-hand corner of the form. **Please note:** use a low resolution picture like one found on the internet, or if taken by a phone, send by e-mail using the lowest resolution setting.

GoingOneStepFurther

For those who wish to complete a more in-depth study, the market survey can become a regular occurrence in the marketing plan for the Community. Each month, map out various locations, visit the Property, take notes and attach these to the survey data. This will enable an overall approach when analyzing competitors.

Contact other Property Managers, listen to their availability and take the opportunity to market the Community to them also. Suggest that it would be beneficial to refer Prospects if their Community is full in 2-bedroom units and request that they do the same to help fill your 1-bedrooms, if theirs are at capacity. Creating a network and partnerships is one of the greatest assets the Community can garner from the market surveys.

The goal of a market survey is to not only understand the statistics of the area, but to garner an appreciation for the walkability, overall environment surrounding the communities, and to potentially foster relationships for referrals and networking.

Factors from the surrounding community areas greatly affect multifamily property's ability to market and increase revenue. The market survey and competitor analysis could be a General Manager's most powerful tool in growing a successful Denizen Community.

Where to keep the updated Market Survey

The Property is to keep a current copy of the Market Survey in the GPS Binder for daily use and reference.

WE ARE



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