20 FOR '20

2022 EDITION- SPONSORSHIP PACK

Demand Solutions

Due for Publication
February 2022

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SPONSORSHIP OVERVIEW

20 for ‘20 - 2022 Edition

D2 is offering a sponsorship opportunity in association with the 2022 edition of its white paper, **“20 for ‘20”** - the multifamily industry’s leading survey of executive leadership on the outlook for operations and technology.

About 20 for ‘20

“20 for ‘20” provides a unique executive viewpoint on the current and future state of multifamily operations and technology. The 2022 edition, which is due for publication in February 2022, will be the fourth annual edition of 20 for ‘20.

Every participant in our interviews is either the Chief Operating Officer or the Chief Information/Technology Officer of their company, which is why 20 for ‘20 has acquired a uniquely senior management audience over its previous three editions.

Research for our 2022 edition is already being planned and will take place at the end of this year. Where the 2021 edition focused heavily on the industry’s response to the pandemic, this year’s will explore which of last year’s innovations have stuck and which have not.

Our survey will focus on the operational and technological innovations attracting the highest priority as our industry roars through the recovery. Based on our targeting of the insight on the most current topics, we expect to grow our audience, as we do every year.

The content for 20 for ‘20 will be promoted through D2’s unique platform: a highly-engaged audience of thousands of senior multifamily executives. The content will also be promoted aggressively through industry publications and events (eg AIM, NAA, NMHC).

2022 Sponsorship Opportunities

The 2022 edition will once again include a limited number of sponsored “viewpoints,” giving vendors the opportunity to promote branded thought leadership to an audience of senior multifamily decision-makers. (Examples of 2021 viewpoints follow in this document).

Viewpoints must fit onto a single page, and should contain vendor-driven thought leadership content (i.e. no advertisements, or overt promotion of products or companies).

Sponsorship is **$10,000 per viewpoint**, which includes copywriting if required. Final copy deadline is **December 31, 2021.**

Edition sponsors will be acknowledged with their logos in the front of the final paper (see example in next section).

Each sponsor is guaranteed exclusivity in their market domain.

Each sponsor will receive a branded copy of the white paper for additional distribution to their own contact networks, and will also be individually promoted via D2 social media channels.

For all media enquiries for 20 for ’20 please contact Dom Beveridge at **dom@d2demand.com**

2021 Edition Sponsor Viewpoint Examples

20 FOR ’20 2021 EDITION SPONSORS

The 2021 Edition of 20 for ‘20 is brought to you in collaboration with this year’s edition sponsors:

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SPONSOR VIEWPOINT

WHAT THE PANDEMIC TAUGHT MULTIFAMILY ABOUT PAYMENTS

Domuso

2020 was an unprecedented year and the multifamily industry had to adapt more quickly than ever before. There are few areas where the double impact of the health and economic crises have been more pronounced than the way communities process payments. The need to keep associates and residents safe led property managers to expedite the use of contactless payments. At the same time, the economic stress on residents brought delinquency into sharp focus. Both sets of needs have technology implications.

A Catalyst for Digital Payments

Digital payments are not new - multifamily operators have been trying to increase adoption at their properties for years, but with uneven success, as some residents and property managers held on to the habit of writing checks or buying paper money orders. However, as the pandemic forced operators to cut out face-to-face interactions, many have grasped the opportunity to remove paper entirely from their rent collection processes.

Most multifamily operators still rely on physical cashier's checks and money orders to manage payment risk of insufficient funds or disputes, but there are better alternatives. Digital certified funds, for example, manage risk by securely verifying a resident's bank balance before transferring payment directly to the property. This new form of payment acts as a digital equivalent of a cashier's check or money order. It ensures that funds are authenticated and applied directly to the property's accounting system, assuming the risk of chargebacks and guaranteeing payments to ensure the property is always paid in full and keeping ledgers in the black even when payments are disputed. This new approach, pioneered by Domuso, provides a new layer of risk mitigation, protecting properties from fraudulent payments, employee tampering, chargebacks, theft and delinquencies.

Beware of Credit Cards

NPR recently reported a 70 percent increase in rent payments being made with credit cards—another economic side effect of the pandemic. As residents reach their credit card limits, chargebacks and payment delinquencies will inevitably follow. This is a considerable risk for owners and operators, as renters can dispute credit card payments for up to 120 days after they are made, and property teams don't always have the bandwidth to contest disputes within the allotted 45 days they have to respond. This means operators now face two potential threats to cash flow: a temporary loss of income stemming from prolonged delays in rent payments and a reduction in cash reserves due to chargebacks.

To mitigate chargeback risk, property managers can require payments be made via certified funds, or they can work with a payment provider such as Domuso that offers chargeback protection as part of their credit card offering. Some also have integrations with kiosks for physical cash payments like MoneyGram, effectively turning cash into digital certified funds.

These are just two ways in which technology can mitigate risk and reduce delinquencies while protecting resident and employee health and safety. While it may not be the digital transformation we expected, new automation and payment technologies are available to deliver 100 percent digital, contactless payment options with more security, efficiency and financial protection than ever before.

SPONSOR VIEWPOINT

WHAT LARGE OPERATORS CAN LEARN FROM SMALLER ONES IN 2021

AppFolio Property Manager

Late last year, NMHC and One11 Group published the 2020 ***Apartment Industry Technology Benchmarking Report.*** *Surveying IT leaders in the industry, the report provides a look at what challenges companies face with technology. One thing in particular caught our eye: the largest number of respondents came from the 100-10,000 unit segment, one we know very well.*

There are important reasons to pay close attention to this segment of the industry:

- It is massive, both in its absolute size, with more than 20 million units in the segment, and the number and diversity of companies it represents.
- It is often under-represented in the industry conversation.
- The challenges it faces have ramifications for the entire industry.

One of the most revealing insights from the research is how smaller management companies resource IT. At an average of 1.5 FTEs in IT, they are accomplishing a lot with relatively little. These companies are delivering outstanding, technology-driven living experiences without the luxury of the IT resources available to many big companies.

Interestingly, the top challenges with property management systems across all companies were "Integrations with other applications" and "Innovation." Those are related and highly legitimate concerns. The appeal of "best-of-breed" seems obvious—at first glance, who wouldn't want to have their choice of applications? But as smart, lean operators can teach us, there is considerable downside.

As operators add more technology to their infrastructures, they add complexity and cost. This creates five obvious sources of risk, workload and ultimately cost that operators must balance against the benefits of adding different vendors' technology:

1. Training and support overhead: Multiple inconsistent user experiences increase onboarding time and reduce productivity.
2. Innovation workload: Evaluating new technology and how well it integrates takes up too much time.
3. Vendor risk: Engaging a relatively unproven vendor puts you at risk, given acquisitions and the frequent market consolidation among startups.
4. Integrations and data integrity: Adding new sources of data, new APIs, and data formats limits the visibility of enterprise data and adds security risks—an often-understated challenge.
5. Cost control: The hidden inflation of costs beyond the original estimates as multiple vendors compete for share of the same operator's wallet.

Today, technology innovation is a full-time job that can distract operators' focus from that of delivering service. The important question for companies is: "Whose job should it be?" Amongst real estate companies, only the largest should view technology innovation as one of their core competencies. For everyone else, a better approach is to outsource technology innovation to a software partner that has it as its core competence.

Almost half of the smaller companies surveyed by One11 cited application consulting and development as the most pressing support needed by their IT departments. By bringing more functionality into the scope of their core systems (rather than adopting best-of-breed), companies can remove the need for many APIs and the complexity that they bring.

In most cases, performing all critical tasks on a single platform leads to a better outcome. Data integrity improves, training and support become easier, and system costs become predictable (and usually much lower.)

2021 will be a year of continued innovation in our industry, and many operators will grasp the opportunity to innovate at the core of their technology platform rather than the fringes. The entire industry can learn from the highly successful operators we are proud to have as customers.

HOW ACCESS CONTROL CAME OF AGE IN 2020

SmartRent

Believe it or not, it was only a year ago in these very pages where despite the rapidly escalating interest in smart home technology, senior leaders nevertheless reported that "nobody has a good solution for access control." In fact, access control was just becoming available, and not a moment too soon, based on the events that would follow.

This time last year, nobody realized what was about to happen. The apartments that we inhabited in the hours before and after work would become the office. Many of the local amenities that we loved to walk to would close. Our experience of goods and services would narrow, with a new emphasis on things that could be delivered to our homes.

At the same time, those considering moving to a new apartment changed their shopping behavior. As social distancing became the new normal, self-serve and contactless solutions came to the fore. For leasing, self-guided tours went from being an aspiration to an absolute necessity in the space of a few short weeks. What these 2020 experiences have in common is that they necessitated a rethink of how we manage access into multifamily buildings and units.

To do access control well, operators must address two sets of requirements: security and customer experience. The challenge is to tie multiple components together to provide a seamless experience to residents, guests and service providers while ensuring building security and increasing visibility to operators. Here are three considerations that we have learned from our customers about implementing access control:

1. Flexible access options: All communities are in some way unique, so the broader the choice of access methods and the more extensive the options for granting access to all perimeter doors, amenity spaces, garages and units, the better.

2. Seamless management of credentials: Integration with property management systems enables a secure means of managing, adding and removing access credentials, as well as allowing monitoring of visitor logs and customizing alerts, for example, when a door is left propped open.

3. A single control management platform: A single, cloud-based system should sync all access records, removing the need for on-site networking equipment and allowing oversight of multiple properties in the same portfolio. To deliver the flexibility mentioned above, the control management platform must be hardware-agnostic.

Self-guided tours provide a great example of why these three attributes need to work in concert. The tour paths in different buildings will require different access control hardware combinations, configured in different ways. Credentials, whether provided by SMS codes or through a dedicated app, must support a seamless tour experience. And access must be controlled and monitored through a cloud platform that provides complete visibility of building access.

The pandemic heightened demand for self-guided and virtual tours, package delivery and other services. It also required companies to be nimble, sharing resources between sister properties as COVID-forced absences stressed operations. The application of the kind of access technology described above has equipped operators to meet these challenges. It also made it easier to follow CDC safety protocols that have helped operators to keep their residents and associates safe.

As we move into the 2021 leasing season, it is not hard to imagine the benefit of a prospect being able to book a tech-enabled self-guided tour. Nor is it hard to imagine how the tour data will lead to improvements to lead follow-up and future decisions. And when prospects get to experience great access control and see how it addresses the needs of their changing lifestyles, it is easy to get excited about the industry's progress in just 12 short months.

SPONSOR VIEWPOINT

IN CHANGE, AN OPPORTUNITY TO RETHINK CRM

Anyone Home Inc.

It's been a year like no other for leasing in the rental housing industry. A year ago in this publication, we urged operators to adopt self-show and reap the benefits our clients were already enjoying. Who knew that a few short weeks later, some form of self-show would be in place practically everywhere?

Of course, self-show turned out to be only one part of the story. Agents started to deliver virtual tours using their own cell phones. Call centers also had to change, rapidly reorganizing, so agents could work from their own homes rather than go to the office. We have experienced unprecedented change, and with change comes the opportunity to rethink the technology that underpins evolving leasing processes.

How CRM Can Do More

CRM means different things to different companies and individuals. But let us assume that there is an underlying data processing role that is common to all systems. Logging interactions, tracking leads, scheduling activities, for example, have always been the table stakes of all CRM. But the need to achieve marketing and leasing outcomes in a virtual environment creates a new set of challenges. Operators need to ensure the productivity of teams primarily working in a virtual environment. And those teams must deliver prospect journeys and experiences that reflect changing shopping styles.

The pandemic has changed the way that prospects engage with multifamily operators. These changes should be at the heart of your CRM and the processes that it supports. There are a few essential ingredients to prospect engagement for companies that want to use it as a source of differentiation.

First, you need a playbook for handling inquiries, making sure that your prospects take the next step in the leasing process at exactly the right time. In the virtualized work environment, more than ever, it is vital to track how effectively agents are handling leasing calls. For this reason, we favor leasing call scorecards that are available the next business day that measure and track performance and identify re-training opportunities.

Next, your CRM approach and ultimately system need to be prospect rather than building-centric. You should know when your prospects are searching for more than one property. Between 21% and 44% of prospects lease at a sister property to the first one they contacted. To most CRMs this is a blind spot, as their data structures force a "building-by-building" view of demand. By putting prospects at the center, your customer journey can match the way that prospects shop.

Supporting multiple tour types is now a top priority. These should include self-guided tours and help you understand each tour type's impact on leasing and exposure. While self-guided and agent-led tours convert fairly similarly on their own, lease conversion can climb as high as 38% for communities offering both options.

Finally, operators need to integrate their main communication channels: website, chat and contact center to meet the constantly-changing preferences of their prospects. Not only must you have a way to communicate through all of these channels, but they must also be integrated so that it's easy for your organization to pick the conversation up where it left off, irrespective of which channel and with which agent that conversation took place.

Leasing season is almost upon us, and after the turbulent year we have just experienced, we need to make sure we get it right. Does your CRM give you the capabilities and the platform for success that you will need for 2021?

SPONSOR VIEWPOINT

WHAT'S IN YOUR RENT ROLL?

Economic Occupancy and Revenue Management

Spherexx

If there were ever an era that presented historic pricing upheaval, it would be 2020. While the pandemic and its economic effects continue to wreak havoc in some markets, others have so far come through the downturn relatively unscathed.

Delinquency and evictions have been a constant concern, although legal methodologies can vary between states and multiple municipalities. Within the same multifamily portfolio, some assets may face a possible vacancy crisis due to lifting eviction moratoriums, while others may experience minimal vacancy.

At this point, it is uncertain when evictions will be adjudicated and how long the actual executions will require considering the huge backlog for many metropolitan courts. The Mortgage Bankers Association's think tank, Research Institute for Housing America, reported a loss to multifamily property owners as $9.1 billion for the second quarter alone for unpaid rent.

New York state is in the process of passing the Emergency Eviction and Foreclosure Prevention Act of 2020, whereby some properties will be limited on evictions and foreclosures until May 1. Other such jurisdictions may follow. London metro rents have fallen as much as 25% as renters migrate to the suburbs into lower density, safer locations. Americans are forming households less than before the Great Recession.

While the news on vaccines has been overwhelmingly positive, the speed of the rollout remains patchy, and new COVID variants continue to emerge. As we move through 2021, we have much reason to be optimistic. We must also prepare ourselves and our businesses for a year that promises to be full of uncertainty. And when the economic outlook is uncertain, smart operators redouble their efforts on revenue management.

Spring is around the corner, and revenue managers should already be working on their strategies for the year. Here are a few considerations that should be in the 2021 plan:

1. Identify income streams from units that are under partial pay agreements and determine if the monthly totals could deflate exposure when being calculated as fully occupied units.
2. Project forthcoming eviction vacancies through close communication with Operations to determine realistic move-out dates, thereby making sure the pricing system is working with the best possible data. Note: some management companies are paying delinquent residents to move.
3. Pay attention to regional and middle managers who are still working from home and have not been on location for some time. The sense of isolation that this can cause can compromise performance and ultimately results.
4. Stay close to market changes with engaged, frequent research and manage system settings accordingly: expect the unexpected.
5. Work with existing vendors for solutions to expand functionality that accommodates change management.

If 2020 has taught our industry anything, it has been the necessity for non-contact leasing. Prospects must be able to shop individual units along with special features, tour availability via video, virtually or self-guided, receive firm pricing quotes, validate identity, complete a residency application, pass qualification screening, and finalize document execution—all with a great user experience.

Such initiatives require streamlined technology, including business intelligence, seamless integrations with high-performance websites, CRM, revenue management, excellent digital collateral and document management tools. And the companies that can streamline these key functions will be the ones who are best-prepared to navigate the uncertainty of 2021.

ABOUT THE AUTHOR

Dom Beveridge is a Principal with D2 Demand Solutions and has more than 20 years' experience in leadership and consulting roles in revenue management, sales and marketing. Before joining D2, Dom spent six years working with multifamily companies in a variety of roles with the Rainmaker Group, until and through the company's sale to RealPage, Inc. Dom was previously a strategy consultant for Capgemini Ernst and Young after spending much of his early career designing and implementing revenue management systems and consulting projects, with Talus Solutions (the creators of LRO), Manugistics, Inc. and JDA Software, Inc.

ABOUT D2 DEMAND SOLUTIONS

D2 Demand Solutions has more than a century of experience bridging the gap between technology and people whether it's prospects, customers or associates (or all three). We've delivered game-changing programs in pricing and revenue management, sales performance, marketing and business intelligence. We focus on analysis rather than opinions, and we know how to identify and capitalize on opportunities, designing and building intuitive solutions. We've "seen the cultural change management movie" and show you the "script" to equip a modern, adult workforce.

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