

- Communication Response Time Policy
 - Establish a standard response time. Develop policy?
 - Example: All calls and emails received by 3 pm will receive a same day response.
- Service Request Response Time Policy
 - Establish a standard service request response time.
 - Develop policy?
 - The office staff plays a critical role in how quickly the process proceeds
 - Responsiveness and speed are retention drivers.
- How likely is this Member going to stay?
 - A Member has been waiting for her toilet to be repaired for two days. She goes down to the leasing office to check on her work order and sees the maintenance staff re-arranging chairs for the office staff.

What's wrong with this picture?

-What Matters Least? The Cherry on Top!

- Resident Events
- Facebook
- Newsletters
- Twitter
- Birthday Cards

You must 1st deliver world class service on a daily basis! These things can become distractions to what matters most to Members!

Customer Service

"Experiences" make us happier than possessions.
Service is defined by the customer: Perception IS Reality!

-When does the renewal process begin?

- The Move-in Experience
 - Unit Inspections
 - Make Readies
- Service Request Revolution
- Your Online Reputation

notes:



How to ATTRACT & RETAIN Good Members

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K I R K P A T R I C K M A N A G E M E N T C O . , I N C .



Attracting & Retaining Good Members

“Golden Opportunity”

Our job is to acquire and retain members reducing the overall cost to the Co-Op

- First Impressions
 - Are we sending the right message?
 - What is the 1st thing people see when they arrive at your Co-Op?

Curb Appeal

- Create a welcoming atmosphere
- Keep office free of clutter
- Make sure office/clubhouse smells inviting- Plug-ins
- Grounds cleaned and manicured- dumpster areas- Scoop the Poop!
- Entrances to community should shine- 1st impressions!
- Common areas should get special attention
- Take a “fresh” view periodically of your surroundings.
- Decorate your office for Special Occasions & Holidays.
- Survey & Inspect property signage
- Lighting- Is it adequate? Photocell timing.

Staff Image

- What kind of message is your staff sending?
- Dress Code-office & maintenance staff
 - Phone Etiquette
 - Body Language
 - Security
 - Does your Co-Op seem to be secure?
 - Door and window locks? Deadbolts?

Remember: You never get a second chance to make a first impression!

Screening

-Using Screening to Obtain Good Members:

- You must have a policy outlining how you will screen for new Members.
- This is crucial in order to obtain good Members and protect Members already living in your community.

Screening (Con't)

- Credit
- Landlord Reference
- Tenant Selection Plan/Criteria
- Criminal
- Income Verification

Marketing

- Word of Mouth
 - Word of Mouth (Your Current Members!)
 - Your Members are your greatest asset!
 - Referral Rewards- Make it worth their while!
 - Offer at least a \$200 referral reward for each successful referral.
 - Reward your Members and it's less expensive than vacancy loss! It's a Win Win Situation!
- Advertising
 - Effective and Inexpensive Ways to Advertise Your Co-Op:
 - Word of mouth (current members, applicants, former members)
 - Internet (Property Website, Facebook, Twitter, Craigslist)
 - Small, Local Newspapers
 - Outreach Marketing

Customer Satisfaction

- Are your customers satisfied?
 - Reality: It takes 5-10 years to pay back money lost for each move-out
 - Goal: Take care of current Members to improve performance....everyone wins!
 - Strategy: Create an environment where the Member feels like #1
 - How many failures come from simply making the other person feel under appreciated?
 - Under Promise and Over- Deliver!
- Retention Driven by Office Staff Performance
 - Problem Areas with Greatest impact on Retention
 1. Office Staff: Promptness of response to calls and emails
 2. Office Staff: Follow-up on completed service requests
 3. Office Staff: Responsiveness and dependability
 4. Office Staff: Courteous and professional
 5. Apartment: Appearance and condition
 - Maintenance Issues
 - Fewer Outstanding In-Unit Maintenance Problems on Overall Satisfaction
 - Service Request Performance Drives Member Satisfaction!
 - Communication with Members
 - Can't communicate if you don't communicate!
“Is this still the best number to reach you?”
“I don't see that we have an email on file for you. What is the best email to contact you at home?”
 - Create a “Culture of Responsiveness”
 1. Return all existing member calls and emails.
 2. Follow-up on all completed service requests
 3. Follow-up on potential member calls and emails
 - Residents first.....prospects second.

“The deepest principle in human nature is the craving to be appreciated.”- William James