

SESSION TITLES AND DESCRIPTIONS

Expense Reduction Strategies

Top Ten Areas for Managing Expenses at the Property and Portfolio Level

Everyone has a favorite area to try and manage costs. This session will move beyond listing areas of focus, and look at some of the more complex, involved strategies for expense management that move the bottom line. Our experts will factor in time, hours, change management and financial impact in looking at the biggest lift that asset managers can provide in the course of a multi-year holding period. Attendees will leave with a some clarity about future initiatives that make sense for their portfolio.

Unraveling the Hidden Costs and Usage of Utilities

Utility management is like a world of spy craft - layers within layers, wrapped inside mysteries and punctuated by riddles. As major users of electric, water, sewage, telecom and energy, multifamily customers pay a host of opaque fees for a variety of services. Our experts will provide a strategic overview of the major considerations in understanding the costs and benefits of utility services, how to evaluate and benchmark costs and how to bid and negotiate cost levels that make sense.

Revenue Management

Revenue Management Best Practices

With perhaps two-thirds of the institutionally-operated apartment world using some form of automated pricing or revenue management - the word is out. Yet for entrepreneurial sponsors, family-office investors and smaller management companies, revenue management is hard to understand and a practice that is feared. This session will provide fast-paced series of best practices in implementing, managing and confidently maximizing revenue within a pricing optimization initiative.

Integrating Marketing, Revenue Management and Customer Analytics

The emerging field of business intelligence shows great promise within multifamily for helping operators find ways to market and sell more effectively in a variety of ways. Unifying marketing and revenue management practices gives owners the potential to understand the nuances of demand, and how to generate more demand that can be converted at a higher price. Customer knowledge and segmentation - including social media tools - can provide simple, clear areas where operators can better understand today's buying process and how to create a great buying experience that makes it easier to rent at communities using better data.

Business Intelligence

The Untapped Potential in Basic CRM Practices

Hotels, realtors and top multifamily operators all track their customer interactions in Customer Relationship Management systems. These systems are used as the backbone of great customer service, as well as great service to the associates that run the properties. The Salesforce.com revolution extends to multifamily in ways that most owners don't yet fully appreciate. Session presenters will outline some cases studies in the uses of systems in well-run multifamily portfolios and the financial impact of doing so.

New Methods and Resources in Operational Performance Benchmarking

What do you benchmark and what is its relevance to financial performance? Total return and relative performance are the measurement tools of our sector. Yet data is hard to gather, fresh data is harder still and efforts to benchmark operational performance - internally and externally - can be difficult when the comparisons are made across management companies, operating systems and different kinds of properties. This session will dive into recent advances in evaluating the relative performance across properties and the KPIs that matter.

Data Analytics Strategies - Where and When Big Data Matters

This session will satisfy the skeptics - a close look at the concept of "Big Data" and the potential to find new meaning in the old data of the multifamily business. Sharp quantitative analysts will delve into whether the Fortune 500s latest fad has any relevance for multifamily. And we'll ask them to highlight "Little Data" inquiries that can have an impact and take just a few days to execute and understand.

The Business Intelligence Revolution in Risk Management

Low-cost data and the algorithms to harness them are providing investors with the ability to create new investment theses around accepting or rejecting risks that used to be opaque such as demographic, weather, climate, job growth and employer practices. Knowledge discovery techniques go well beyond number-crunching internal data sets and into external information, as well as mining call center data, payment histories, CRM data to master the art of minimizing asymmetric risks to a portfolio.

Green Best Practices

NOI-Enhancing Green Strategies in Rehabs and New Development

"Green" is the most over-used and under appreciated word in multifamily investments today. On the high end, conventional wisdom says that residents won't pay extra to

"live green." Yet those same residents pay a hefty premium for organic produce at Whole Foods. On the low end, green initiatives produce utility savings that provide residents with additional monthly income and comfort in paying their rent. This session will focus very narrowly on product and process changes that can be marketed as green, and unambiguously deliver net operating income in savings and new revenue.

Focusing on Water and Waste - Measurement, Management and Revenue

Waste management and water strategies are two areas in which most of us have no experience and no data. Those who have the data consistently show strategies that can add value to a portfolio from monitoring and measuring their usage, billing and contracted rates. Hard and soft technologies can deliver big savings to a portfolio, especially one with many different asset managers working in different silos.

Accessing Capital

Alternative Debt Financing Options to Fannie and Freddie

As the most-costly factor input into commercial real estate, mastering low-cost debt is a strategic differentiator. Yet with seemingly everyone having access to agency debt at the same terms on the same execution cycle, debt can be a bit of a commodity for the asset you expect to hold for 5-7 years. This session will feature experts discussing hybrid debt options, lenders that focus on unusual propositions, very long-term debt

Equity Capital Markets - Finding Investors that are a Better Fit

A great equity source is worth double its weight in gold. We'll discuss some of the less-common strategies and sources of equity and how to access them including family office investors, broker-dealers and online crowdsourcing in the hopes of sharpening your understanding of which partner is perfect for next set of deals.

Innovation

New Companies and Services that Add Asset Value (Competition)

Keeping up is hard to do. A new class of entrepreneurs from inside the industry is shaking up everything we know about operations and information management. We'll highlight some of the most exciting in a fast-paced competition in which companies make their pitch and allow our judges to decide which ones have the potential to most positively impact multifamily investments.

Roundtable Discussions for Owners/Managers Only

- TBD
