



MULTIFAMILY

SUMMIT

DAY 3 - MAXIMIZE

Presented by:

LIBERTY

CAPITAL CONSULTING

COURSE OVERVIEW

Beginning of Day 3



SUMMIT SCHEDULE

Thursday

8:00 AM **Breakfast**

8:30 AM **BZ - Managing Stakeholders**

9:00 AM **MH - Reporting**

10:20 AM **Coffee Break**

10:35 AM **CS - Tenant Marketing**

11:05 AM **Lunch**

11:50 AM **MH - PSF Homework Review**

12:50 PM **MH - StoryBrand**

1:50 PM **MH - Hiring & Culture**

2:20 PM **Snack Break**

2:35 PM **JK - Tools - Rent Push**

2:55 PM **JK - Tools - AIM**

3:15 PM **MH - The Disney Way**

4:15 PM **MH - Keeping the Flame**

4:30 PM **End of Summit!**



MULTIFAMILY

SUMMIT

MANAGING STAKEHOLDERS

Keeping them confident & informed

Presented by: Brent Zomer



You are here.



Managing
Stakeholders



Managing Stakeholders

**Confirm their decision
by keeping them
confident & informed.**



MANAGING STAKEHOLDERS

Keeping your clients confident & informed.

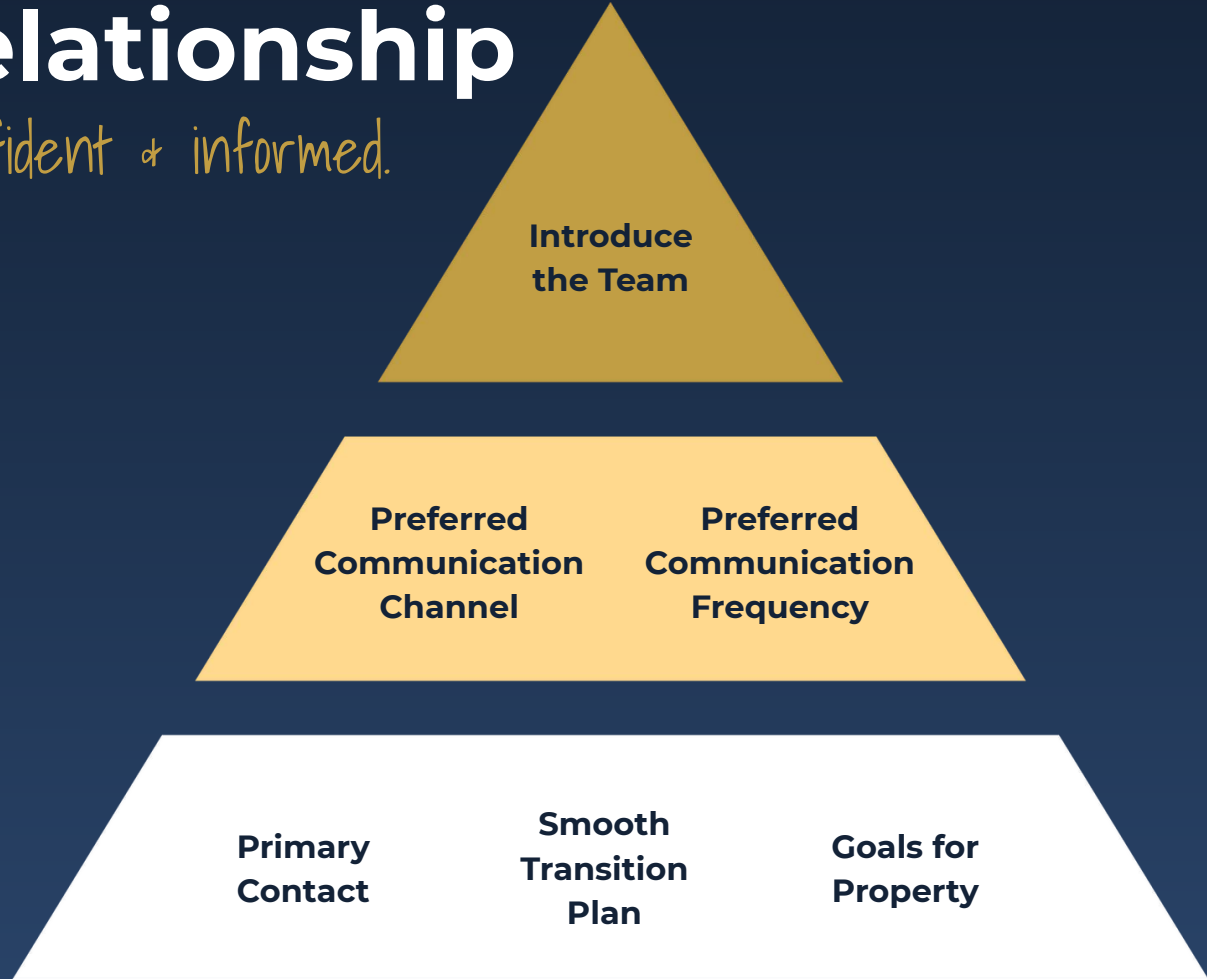
Managing Stakeholders



- 1 **Establish** the relationship.
- 2 **Build** the relationship.
- 3 **Secure** the relationship.

Establish Relationship

Keeping your clients confident & informed.



BUILD RELATIONSHIP

Keeping your clients
confident & informed



Weekly Calls
Loom Videos
Submit the Bill
F.O.R.D.

Offer vs. Request
Propose Solution
Orient Around NOI
Lease, Lease,
Lease!

Offer Help &
Facilitate Growth
Keep Them
Informed of All
Changes
Take Ownership of
Mistakes

SECURE RELATIONSHIP

Keeping your clients confident & informed.

- **One owner of the relationship**
- **Consistent reporting**
- **Contribute more than expected**



SECURE RELATIONSHIP

Keeping your clients confident & informed.



ONE OWNER OF THE RELATIONSHIP

RMB	—————>	650	—————>	JOSH
Eagle	—————>	1000	—————>	BEN
Hawks	—————>	226	—————>	BRENT
EPA/SVA	—————>	132	—————>	BRENT
Exceptional Properties	—————>	40	—————>	DALTON
Empire	—————>	97	—————>	BRENT

SECURE RELATIONSHIP

Keeping your clients confident & informed.



CONSISTENT REPORTING



**Monthly
Reports**



**Quarterly
Presentations**



**Annual
Reviews**



SECURE RELATIONSHIP

Keeping your clients confident & informed.



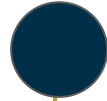
CONTRIBUTE MORE THAN EXPECTED

- ✓ NOI Improvements & Opportunities
- ✓ Rent Projections
- ✓ Building Design
- ✓ Deal Presentations & Due Diligence
- ✓ Make Offers!

MANAGING STAKEHOLDERS

Keeping your clients confident & informed.

Managing Stakeholders



- 1 **Establish** Relationship.
- 2 **Build** Relationship
- 3 **Secure** Relationship.

Managing Stakeholders

**Confident & informed
investors will continue to
grow your business.**





MULTIFAMILY

SUMMIT

Questions?

Presented by:

LIBERTY

CAPITAL CONSULTING



MULTIFAMILY

SUMMIT

Questions?

Coming up next:

**REGULAR, RIGOROUS
REPORTING**

Presented by:

LIBERTY
CAPITAL CONSULTING



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Presented by:

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CAPITAL CONSULTING



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REGULAR, RIGOROUS REPORTING

The secret weapon

Presented by: Merlin Huff

BASIC MONTHLY REPORTING

Reporting

Now we're here.



Started from the bottom.



REGULAR, RIGOROUS REPORTING HAS WON US BUSINESS TIME AND TIME AGAIN.

“I hope you know, this is the new reporting standard.”

-Joel Dykstra
*CEO and managing partner of
RMB Associates*

“The monthly reports are amazing. I share those with every other investor I know & use them to raise more capital.”

-Matt Hawks
CEO, Focus Properties

“I don’t know how you guys pull it off every month. Really remarkable. This gives us awesome insight.”

-Avalon Investments

BETTER THAN BASIC

Reporting



BASIC:

- REVENUE & EXPENSES
- SIMPLE
- NO RECOMMENDATIONS

PROPERTY
MANAGEMENT



BETTER:

- MARKETING
- LEASING
- OPERATIONS
- FINANCIALS
- PROPOSALS
- IMPROVEMENT
- MONTHLY
- QUARTERLY

ASSET
MANAGEMENT



Roman Hernandez
3570 Berkshire St.
Eugene, OR 97401

Owner Statement
Aug 01, 2021 - Aug 04, 2021

4001 S Glenview Rd. (Bravo Team) - 4001 S Glenview Rd., Sioux Falls, SD 57103

Property Cash Summary		
Beginning Balance		215.64
Cash In		2,070.00
Cash Out		0.00
Ending Cash Balance		2,285.64
Unpaid Bills		-2,378.40
Property Reserve		-250.00
Net Owner Funds		-342.76
		342.76

Please Remit Balance Due

Transactions						Cash In	Cash Out	Balance
Date	Payee / Payer	Type	Reference	Description				215.64
				Beginning Cash Balance as of 08/01/2021				2,215.64
08/03/2021	Lydia R. Surdez	eCheck receipt	1874-B2C0	Rent Income - August 2021 - Rent		2,000.00		2,250.64
08/03/2021	Lydia R. Surdez	eCheck receipt	1874-B2C0	Rent - Pet - August 2021 - Pet Rent - Bruno		35.00		2,285.64
08/03/2021	Lydia R. Surdez	eCheck receipt	1874-B2C0	Rent - Pet - August 2021 - Pet Rent - Leonard		35.00		2,285.64
				Ending Cash Balance		2,070.00	0.00	

Total

Bills Due

Due Date	Payee	Description	Unpaid
05/12/2021	RPM Express	Completed painting the entire main floor, including walls that do not have a neutral or constant color, Parts and labor	2,310.00
05/12/2021	RPM Express	Excise tax - paint main floor	47.15
08/01/2021	Real Property Management Express	Eviction Protection Program plus sales tax	21.25
			2,378.40

Total

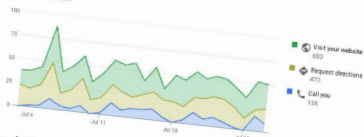


Monthly Investor Report GRAYSTONE HEIGHTS APARTMENTS

Google My Business: We continued to feature the Free Utility offer on Google My Business this month. The post has been viewed well over 1000 times. Customers took over 1,230 actions ease of finding Graystone on Google without the paid advertisements.

Graystone's images received 445% more views than competitor's photos.

Total actions 1,23K



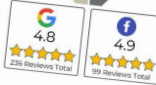
FREE Utilities & Air Conditioning
Don't get caught paying those high AC bills this summer! Residents at Graystone Heights enjoy free utilities including air conditioning along with more comfort at an even lower cost than the competition.

Schedule your tour today by clicking the button below.

Real Property Management Express Website: Graystone Heights is being featured on the Real Property Management Express website. This website is connected to multiple advertising leads from this website and its syndicated platforms.

Online Presence & Ratings

Graystone Heights is significantly ahead of all competitive properties in online reviews. The property is rated at 4.8 out of 5 stars on Google with over 200 reviews. Many people use Google reviews when making purchasing decisions so our continued success in requesting reviews will set Graystone up for more future success. Furthermore, having a large pool of very positive reviews insulates the property against negative reviews.



	Facebook Likes	Facebook Reviews	Google Reviews	Apartments.com Reviews
Graystone Heights	1,778	4.1 ⭐ - 28 reviews	4.8 ⭐ - 236 reviews	5.0 ⭐ - 2 reviews

Reviews

During the month of July, 19 customers left reviews for the community online.

A SNEAK PEEK

Monthly Reports: An Overview

- 1 Dashboard** - Quick look at health of property
- 2 Financials** - Cash, Budget, Gross Revenue, Expenses
- 3 Operations** - Work Orders, Completed Items, Photos
- 4 Marketing** - Social, Apartments.com, Google, Events
- 5 Leasing** - Vacancy, Leasing Metrics, Rentable Items
- 6 Conclusion** - Wrap Up, Foreshadowing, Thanks

Scan Here



libertycapitalconsulting.com/sample

MMF2021

KEY COMPONENTS

Keeping the business you've won

- ✓ **Sent monthly, on the 1st of the month**
- ✓ **“Submit the bill” with before & after photos**
- ✓ **Branding throughout**
- ✓ **StoryBrand style copywriting**
- ✓ **Details, details, DETAILS.**

LET'S TAKE A LOOK

Regular, Rigorous Reporting



MAKE IT HAPPEN MONTHLY

Reporting

Start at Beginning of Month

- Build as you go
- Add everything (easier to cut)

Collaborate with Google Suite

- Docs template
- Link sheets

Simplify

- Cut fluff
- As simple as possible

BASIC QUARTERLY REPORTING

Reporting

Now we're here.



Started from the bottom.

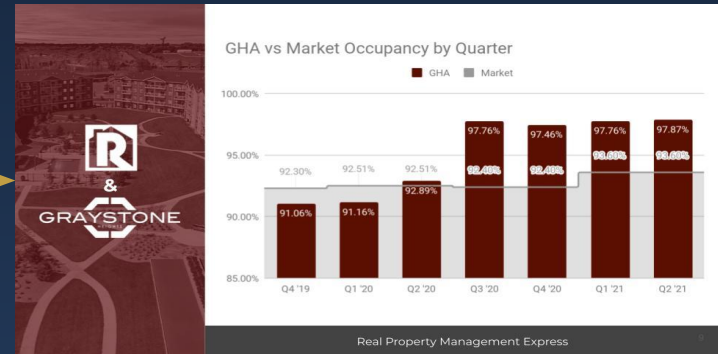


BASIC QUARTERLY REPORTING

Reporting

Leasing

	Occupancy	New Leases	
		December	January
GHA	89%	9	14
VTF	82.4%	7	8



- Looking Forward**
- Push occupancy past 90%
 - Push underground parking occupancy past 80%
 - Push rents & pet rents.
 - Manage move outs & turns.
 - 2019 Budget & Marketing Plan.
 - Marketing for new tenants.
 - Most profitable option is to push rents and advertise and market aggressively to maintain high occupancy.



BASIC QUARTERLY REPORTING

Reporting



**Quarter 1 2021
INVESTOR UPDATE**

Presented April 14th, 2021

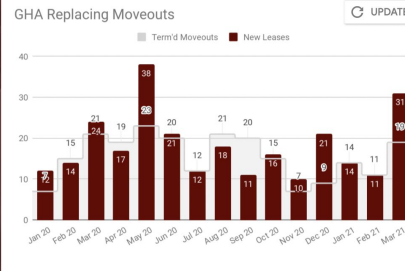
Real Property Management Express



97.8% Occupied

+\$137K NOI
vs Q1 2020

3

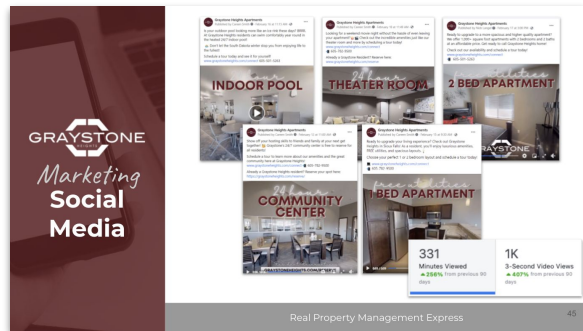


GH A Replacing Moveouts

GRAYSTONE
Leasing
New
Leases

Month	Term'd Moveouts	New Leases
Jun '20	12	14
Jul '20	15	21
Aug '20	24	19
Sep '20	17	28
Oct '20	20	38
Nov '20	12	20
Dec '20	18	21
Jan '21	11	20
Feb '21	15	15
Mar '21	7	21
Apr '21	10	14
May '21	11	11
Jun '21	11	31

Real Property Management Express



GRAYSTONE
Marketing
Social
Media

INDOOR POOL THEATER ROOM 2 BED APARTMENT

COMMUNITY CENTER 1 BED APARTMENT

331 Minutes Viewed
▲ 256% from previous 90 days

1K 3 Second Video Views
▲ 457% from previous 90 days

Real Property Management Express 45

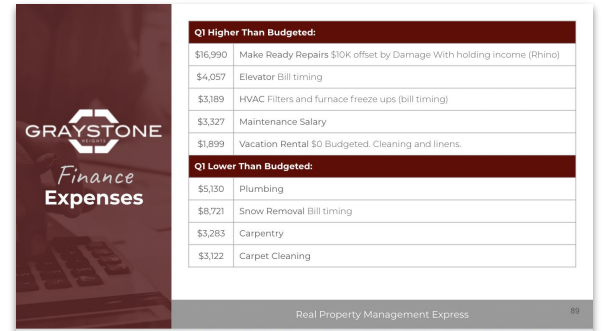


GRAYSTONE
Operations
Structure & Staffing

Karen Erik

Devon Jose Michael Josh

Real Property Management Express 71



GRAYSTONE
Finance
Expenses

Q1 Higher Than Budgeted:	
\$16,990	Make Ready Repairs \$10k offset by Damage With holding income (Rhino)
\$4,057	Elevator Bill timing
\$3,189	HVAC Filters and furnace freeze ups (bill timing)
\$3,327	Maintenance Salary
\$1,899	Vacation Rental \$0 Budgeted, Cleaning and linens.
Q1 Lower Than Budgeted:	
\$5,130	Plumbing
\$6,721	Snow Removal Bill timing
\$3,263	Carpentry
\$3,122	Carpet Cleaning

Real Property Management Express 89

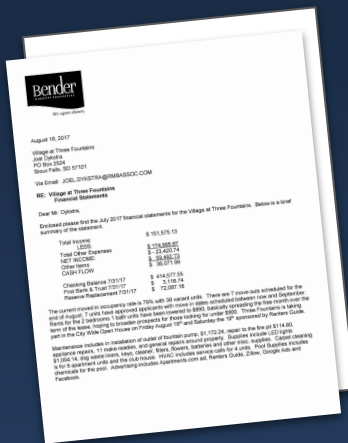
CHART SHORTCUTS

Reporting

ACCESS CHARTS

REPORTS OVER TIME

Evolution from bland to beautiful



2018



2019



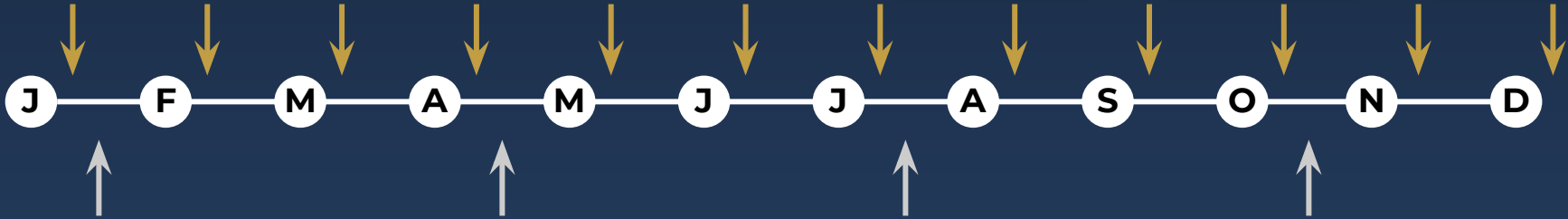
2020



2021

REPORTING TIMELINE

Cadence of reports



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MMF2021



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Questions?

Coming up next:

COFFEE BREAK! then...
TENANT MARKETING

Presented by:

LIBERTY
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MMF Timeline

What it took.



MMF Timeline

What it took.



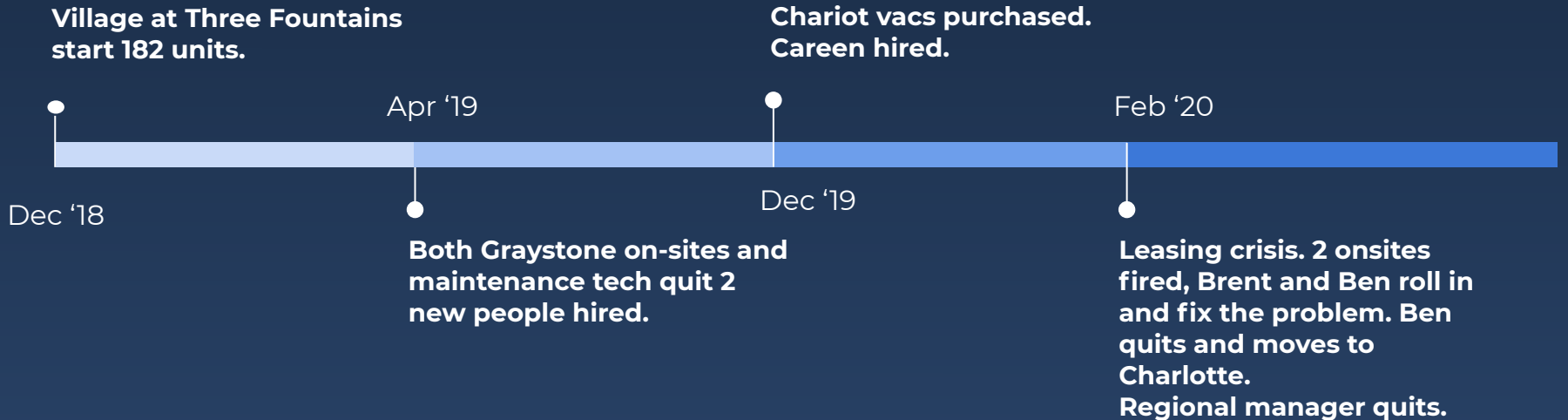
MMF Timeline

What it took.



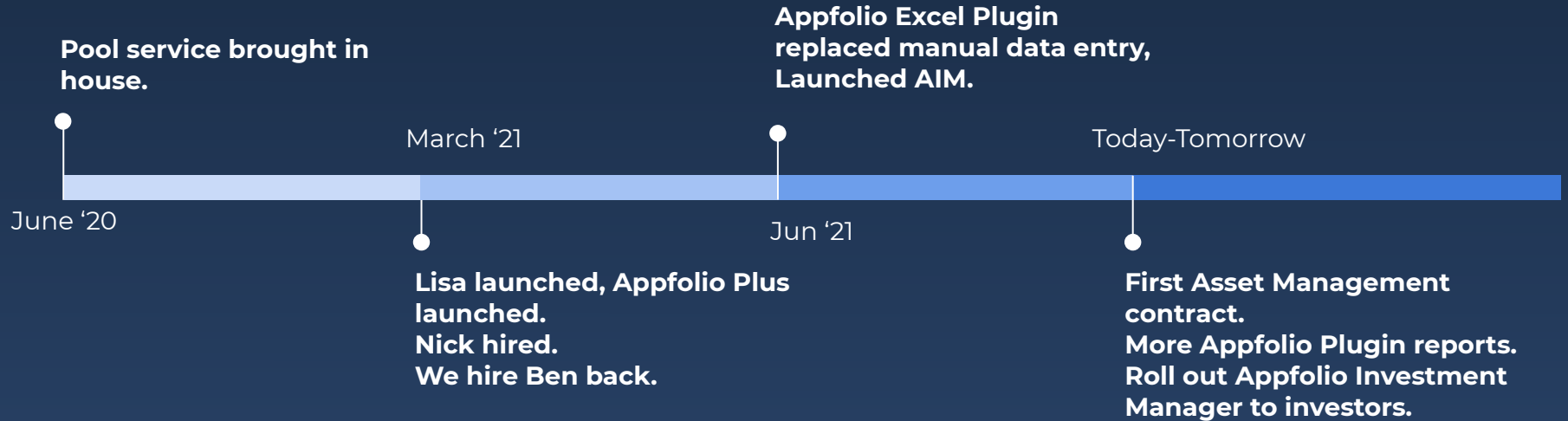
MMF Timeline

What it took.



MMF Timeline

What it took.





MULTIFAMILY

SUMMIT

BUILDING A MARKETING PLAN

How to lay the groundwork for a successful property.

Presented by: Careen Smith



MARKETING

for Major Multifamily



**Marketing dollars are
SO easy to waste.**



DISCLAIMER:

**All markets are different.
This is the strategy most
effective in our areas.**

SAMPLE

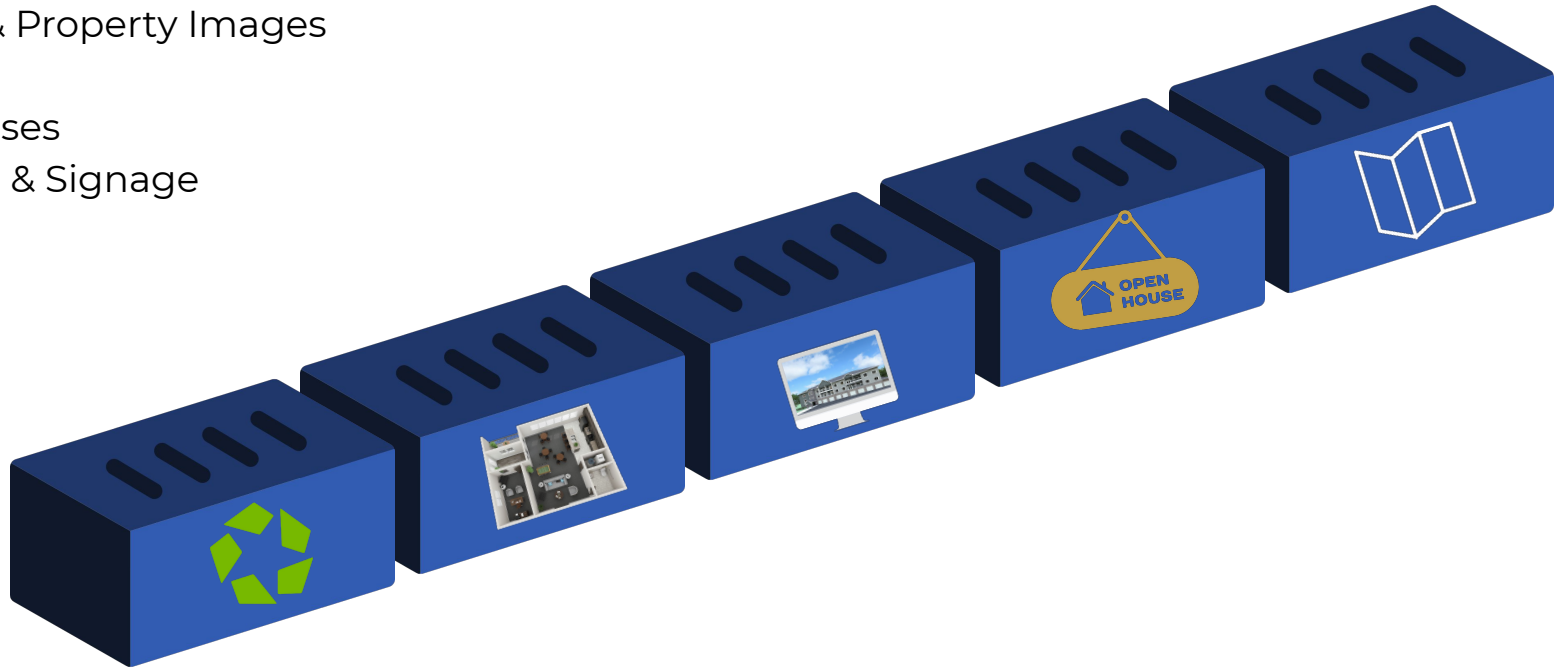
Marketing Budget

	Cost Annual	Monthly	Current Mix	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Annual	
Budget			1,538	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	66,000	
Total				5,153	5,403	5,653	5,653	5,653	5,653	5,653	5,653	5,653	5,403	5,153	5,153	65,836	
Building Awareness																10,000	15%
Facebook (RPM)				250	250	250	250	250	250	250	250	250	250	250	250	3,000	5%
Referrals				250	500	750	750	750	750	750	750	750	500	250	250	7,000	11%
Direct Marketing																30,096	46%
Apartments.com			1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385	16,620	25%
Google Ads (RPM)				750	750	750	750	750	750	750	750	750	750	750	750	9,000	14%
RPM Premium Leads																0	0%
RPM Website																0	0%
Graystone Website				20	20	20	20	20	20	20	20	20	20	20	20	240	0%
The Local Best			53	53	53	53	53	53	53	53	53	53	53	53	53	636	1%
Open Houses			100	100	100	100	100	100	100	100	100	100	100	100	100	1,200	2%
Matterport			What is this?	100	100	100	100	100	100	100	100	100	100	100	100	1,200	2%
Avera	2,000		0	20	20	20	20	20	20	20	20	20	20	20	20	240	0%
Sanford																0	0%
Reviews				80	80	80	80	80	80	80	80	80	80	80	80	960	1%
Blog																0	0%
Retention																25,740	39%
Marketing In House	24,240			2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	24,240	37%
Other				125	125	125	125	125	125	125	125	125	125	125	125	1,500	2%

THE ESSENTIALS

Laying the marketing foundation

- Apartments.com
- 3D Tours & Property Images
- Website
- Open Houses
- Brochures & Signage



THE ESSENTIALS

Apartments.com Partners

The Apartments.com Network Websites



ForRent.com

ApartmentFinder™

apartmenthomeliving.

Apartamentos.com™

ForRent
and more

AFTER55.com

CorporateHousing.com

WestsideRentals

realtor.com™

DOORSTEPS

THE ESSENTIALS

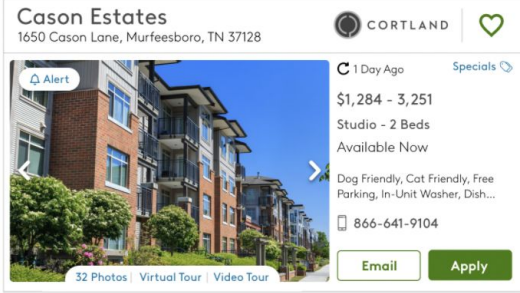

Apartments.com Packages

Considerations:

- Your Market
- Competition
- Property Class

- Competitive Analysis

- Grandfathered Packages

Diamond	Platinum	Gold	Silver
DIAMOND NETWORK AD PACKAGE +120% MORE EXPOSURE vs. Platinum			
Level of Advertising <ul style="list-style-type: none">● +120% More Exposure vs. Platinum● Largest Ad Size● Top Placement on Search Results Page● Reinforcement Ad● Display & Social Retargeting Ads● Listing on 7 Websites + Targeted Site of your Choice	Listing Presentation <ul style="list-style-type: none">● Amenity Callouts on Search Results● Property Management Branding Bar● Image Carousel on Search Results● Link to Property Website URL		
Content Provided <ul style="list-style-type: none">● HD Video Production● Virtual Tour Production (Up to 6 produced by CoStar, 20 total)● High Resolution Photos (Up to 30)● Ratings & Reviews● Rent Specials● Last Ad Refresh Flag	Reporting & Metrics <ul style="list-style-type: none">● Rent Comp Reports● Call Recording● Network Ad Analytics● Network Customer Portal	<p>The Apartments.com Network Websites</p> 	

THE ESSENTIALS

Apartments.com Analytics

Offerings:

- Lead Volume
- Impressions
- Media Consumption
- Custom time frames



July 2021 Investor Report GRAYSTONE HEIGHTS APARTMENTS

Apartments.com: Our Diamond listing on Apartments.com continued to perform well during the month of July. The listing procured 93 leads and made over 223K impressions. Our virtual tours and videos were viewed over 400 times throughout the month.



True Leads™



THE ESSENTIALS

Apartments.com Tips

Develop a relationship with your representative.

- Discounts & Price Increases
- Assistance with Proposals
- Competitive Analysis
- Lease up timing & savings
- Seems backwards?

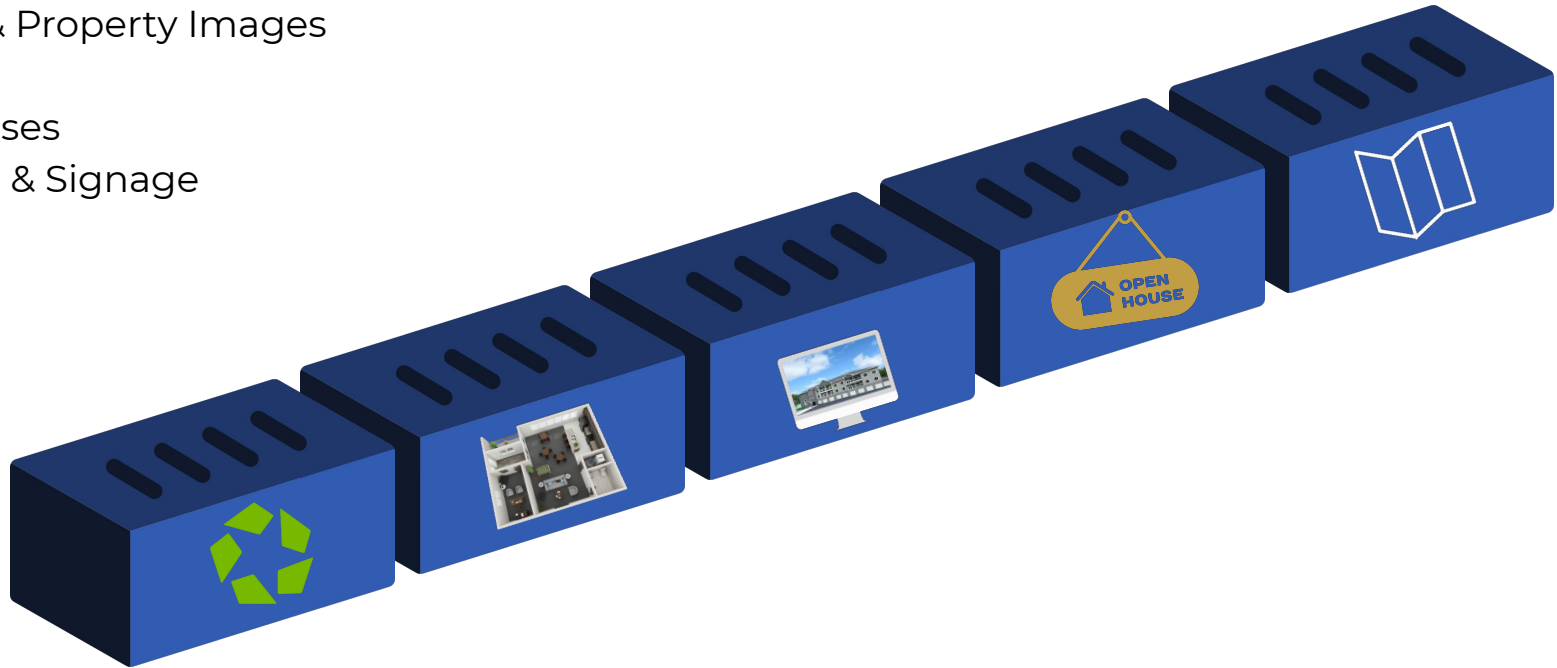
Refresh Often

- Appfolio VS Manual Connection
- Boosting Placement
 - EPA Example

THE ESSENTIALS

Laying the marketing foundation

- Apartments.com
- 3D Tours & Property Images
- Website
- Open Houses
- Brochures & Signage



THE ESSENTIALS

3D Scans and Professional Images

- Matterport Camera
 - [3D Scans](#)
 - Videos
 - Photos
- Lightroom
- Twilight Edits



THE ESSENTIALS

Interior Images



THE ESSENTIALS

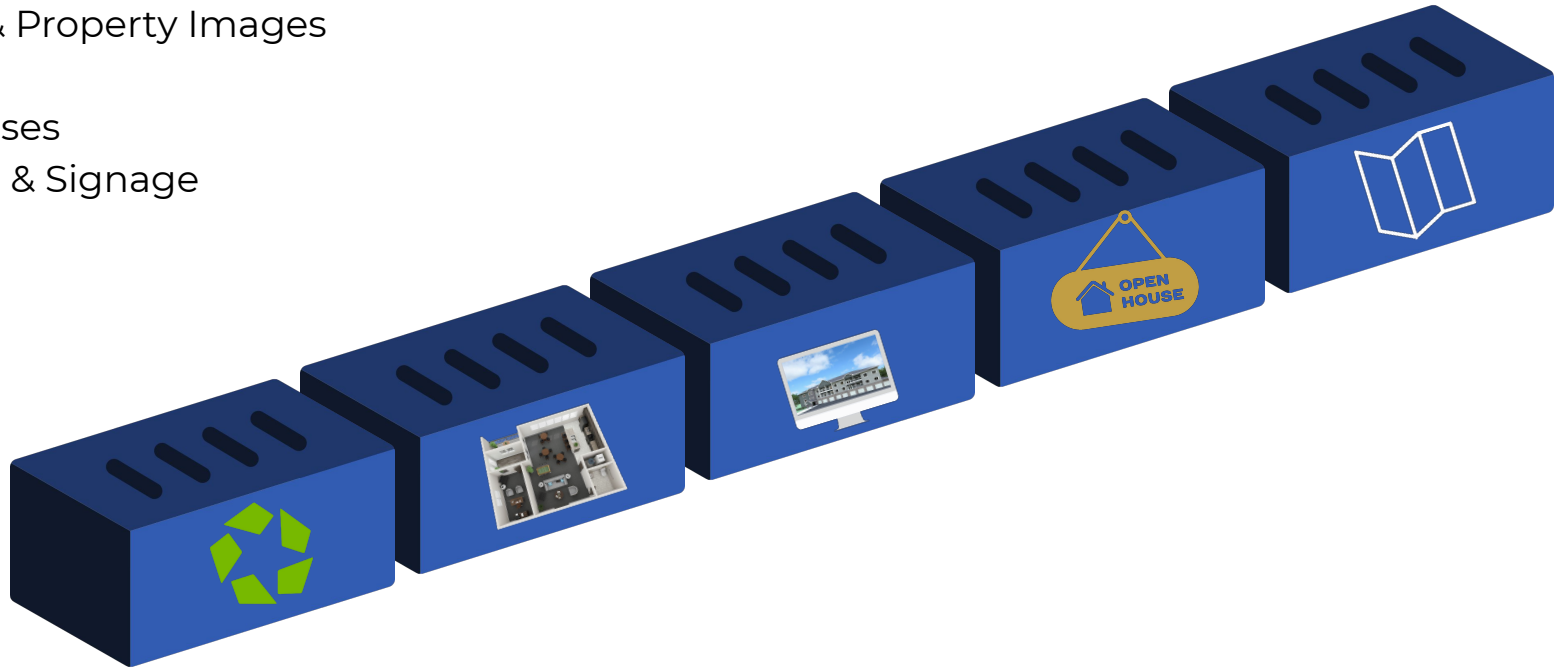
Exterior Images



THE ESSENTIALS

Laying the marketing foundation

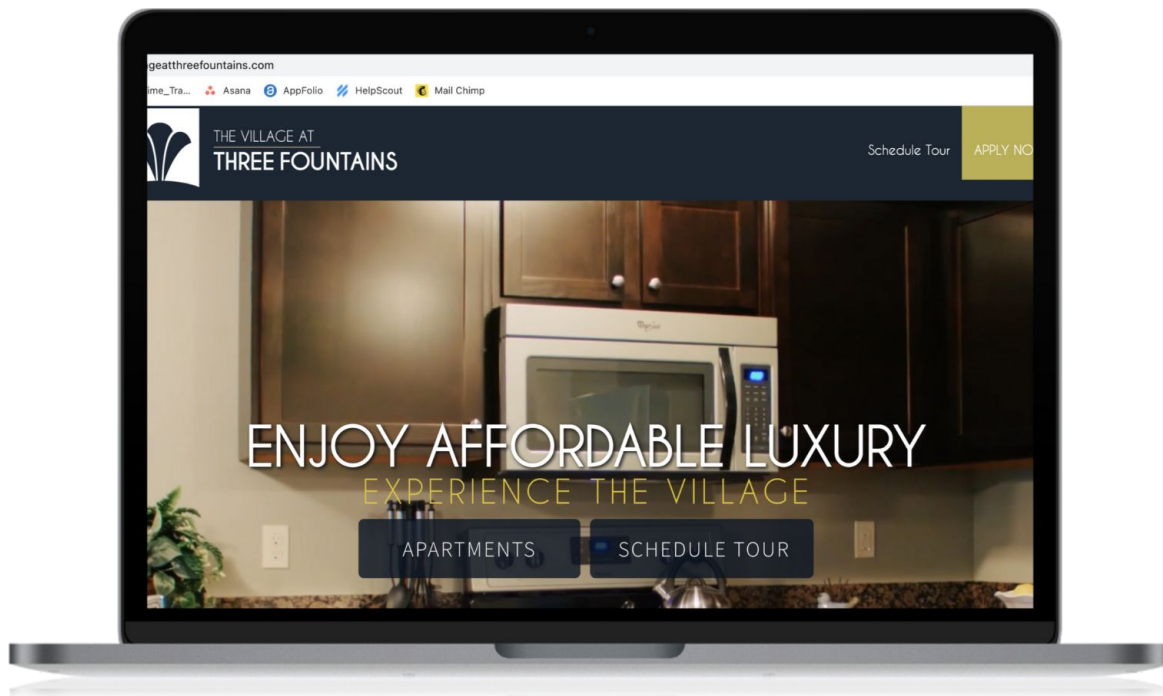
- Apartments.com
- 3D Tours & Property Images
- Website
- Open Houses
- Brochures & Signage



THE ESSENTIALS

Property Website

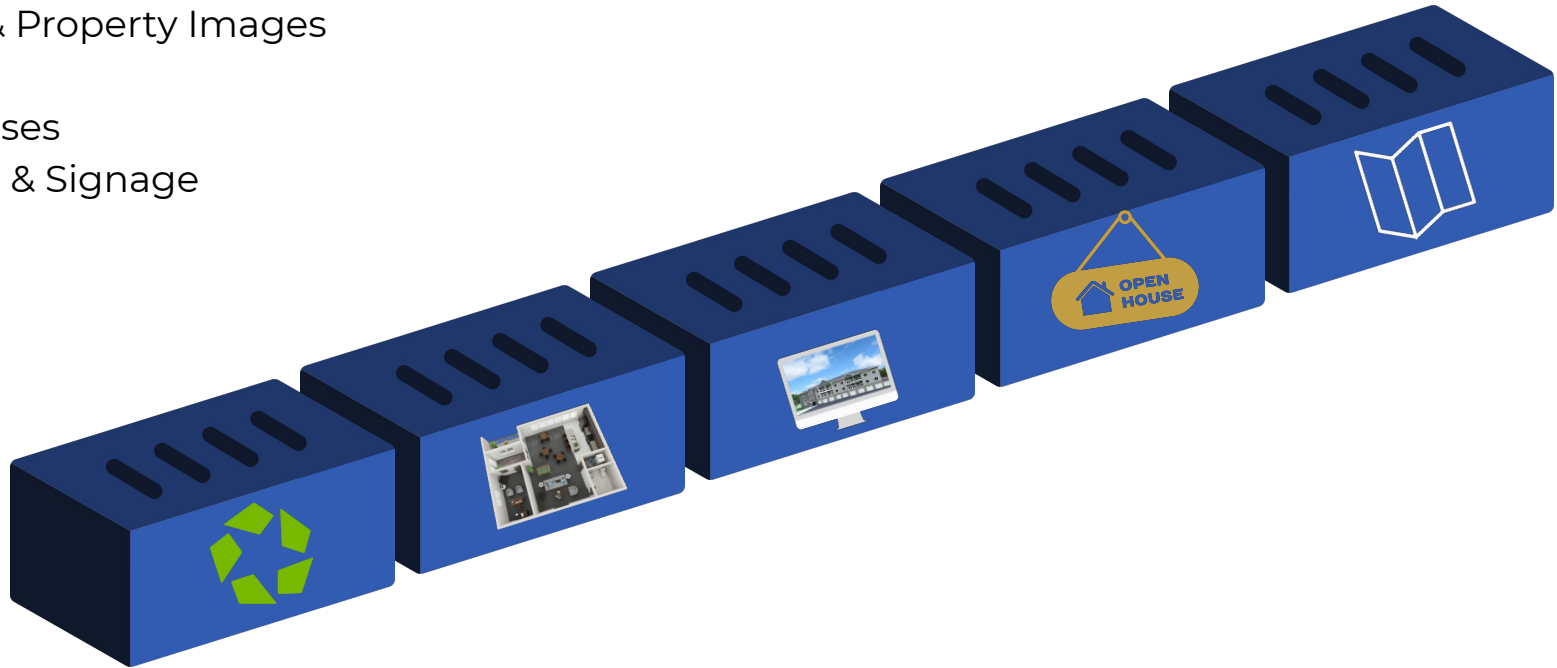
- Website Features
 - Tours
 - Apps
 - Portal
 - Storybrand
- Creation
 - Hire
 - [In-House](#)



THE ESSENTIALS

Laying the marketing foundation

- Apartments.com
- 3D Tours & Property Images
- Website
- Open Houses
- Brochures & Signage



THE ESSENTIALS

Open Houses & Collateral

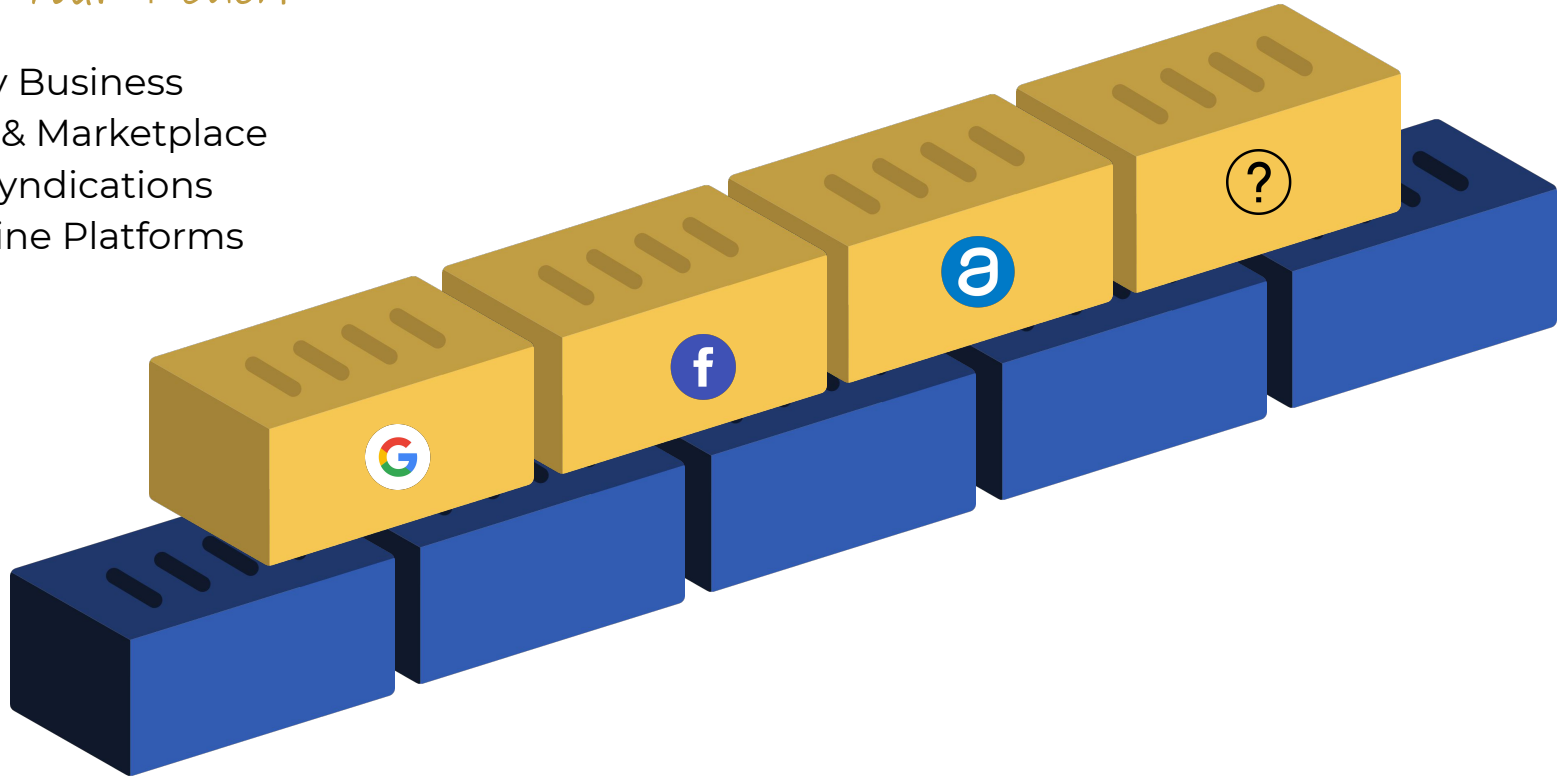
- Open House
 - Lead Forms
 - Staffing
 - Advertising
 - Cost
- Collateral
 - Brochures
 - Flyers
 - Cards
 - Banners
 - Signage



THE FREEBIES

Expanding Your Reach

- Google My Business
- Facebook & Marketplace
- Appfolio Syndications
- Other Online Platforms



THE FREEBIES


Google My Business

- Posting
- Reviews
- Ratings
- Analytics
- Tools

Posted Jun 21, 2021

FREE

utilities



GRAYSTONE
HEIGHTS

FREE Utilities & Air Conditioning
Jun 1 - Jul 31

Don't get stuck paying those high AC bills this summer! Residents at Graystone Heights enjoy free utilities including air conditioning! Keep your home in cool comfort all season long at no additional cost.

Schedule your tour today by clicking the button below.

Jun 6/1/2021 - 7/31/2021

LATEST REVIEWS

5 ★ 

4 ★ 

3 ★ 

2 ★ 

1 ★ 

4.8

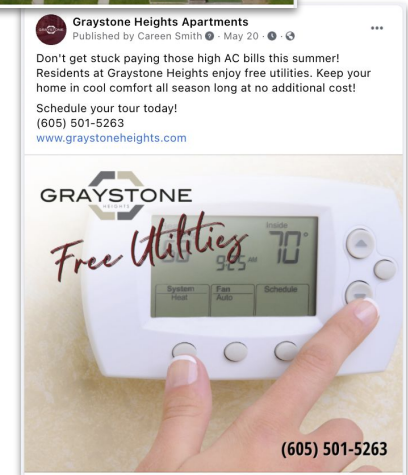
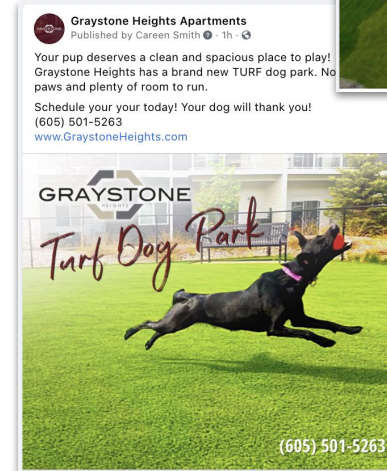
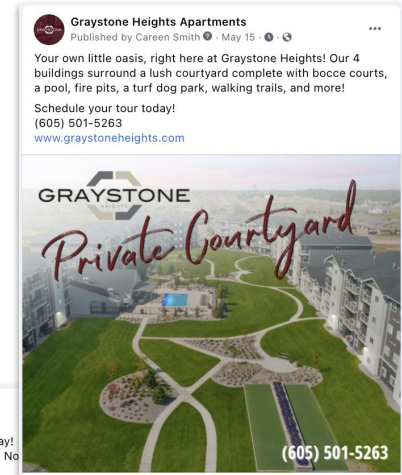
242 Reviews

[Manage reviews](#)

THE FREEBIES

Social Media & Marketplace

- Marketplace Successes
- How to use social media
 - Property Campaigns
 - Events
 - Resident Appreciation
 - Open Houses



THE FREEBIES

Social Media & Marketplace

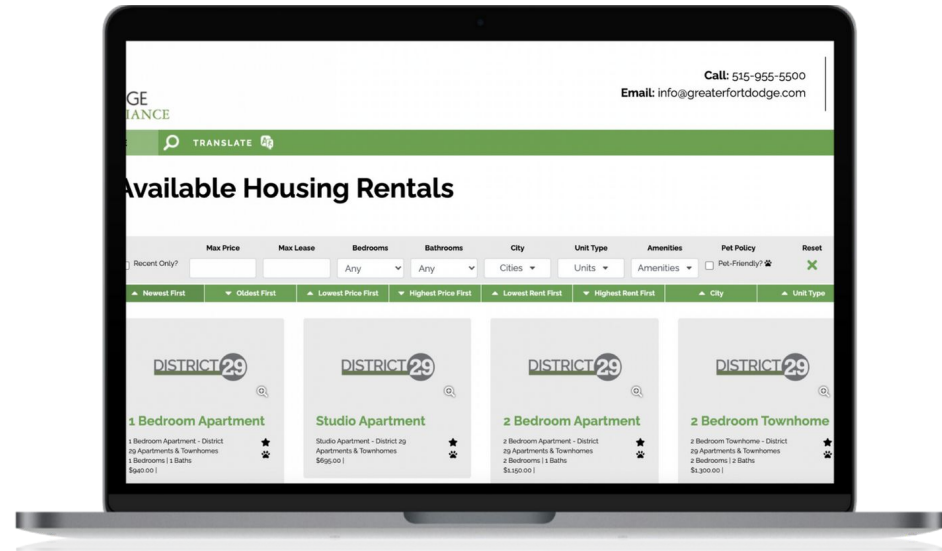
- How to use social media
 - Events: Resident Appreciation, OH
 - Property Campaigns
- Marketplace Successes



THE FREEBIES

Other Free Platforms

- There may be rental boards in your area.
- Check for “rental groups” on Facebook
- Chamber of commerce, city websites, local employers, etc.



THE FREEBIES

Expanding Your Reach

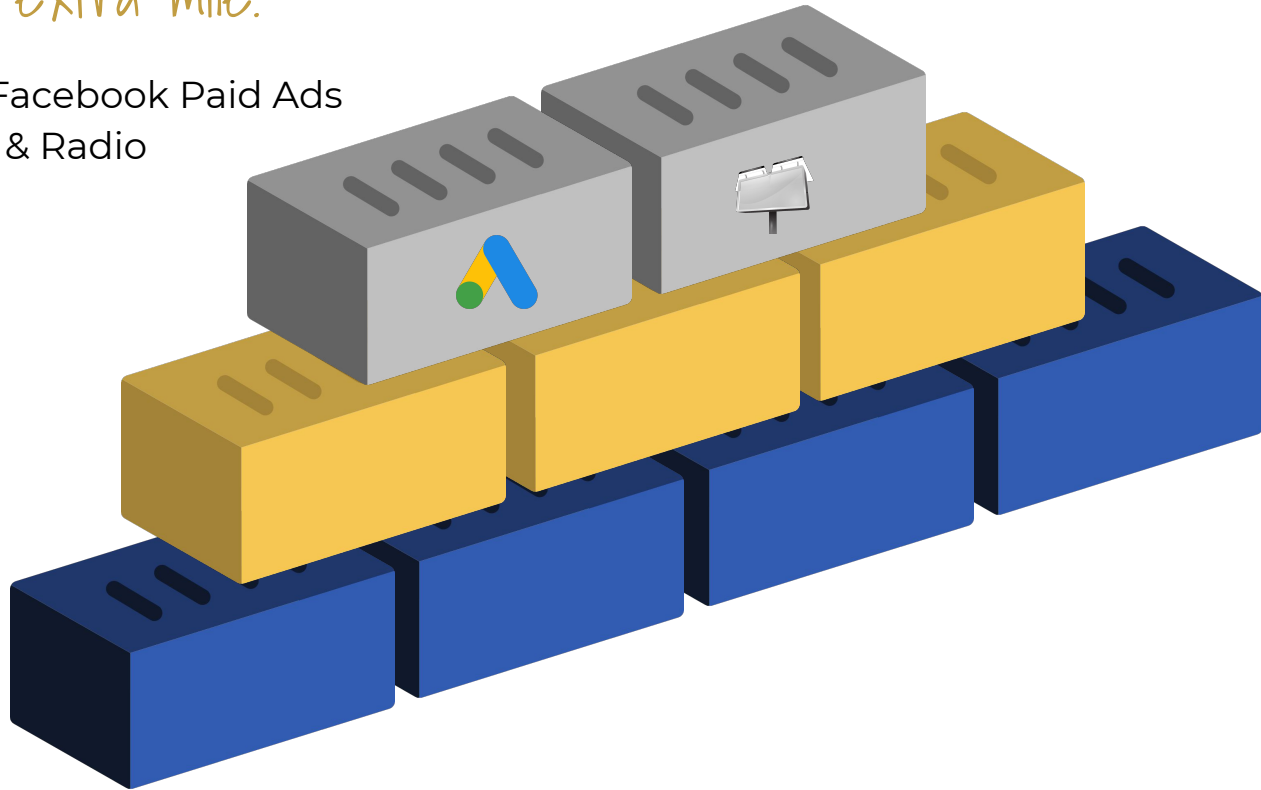
- Google My Business
- Facebook & Marketplace
- Appfolio Syndications
- Other Online Platforms



THE BONUS

Going the extra mile.

- Google & Facebook Paid Ads
- Billboards & Radio
- Print



If this isn't a magic formula...

**How will you know what to
do in your property?**



MULTIFAMILY

SUMMIT

Questions?

Coming up next:
PSF HOMEWORK

Presented by:

LIBERTY
CAPITAL CONSULTING



MULTIFAMILY

SUMMIT

Presented by:

LIBERTY

CAPITAL CONSULTING



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SUMMIT

PSF PROPOSAL HOMEWORK

Present your idea! Defend it!

Presented by: Merlin Huff

PROPOSAL HOMEWORK

Proposals that win.

Homework: write a PSF for something you want. We will select PSFs to review on Day 3. If selected, you will stand up to present your PSF to the group for edits & feedback.

What to watch for:

- Is the idea easy to understand?
- Did they address all your questions?
- Are you persuaded?
- What would make the idea more compelling?
- Is the language in terms of them, the author, or in terms of you, the reader?



MULTIFAMILY

SUMMIT

Questions?

Coming up next:

STORY BRAND MARKETING

Presented by:

LIBERTY
CAPITAL CONSULTING



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Presented by:

LIBERTY

CAPITAL CONSULTING



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SUMMIT

STORY BRAND MARKETING

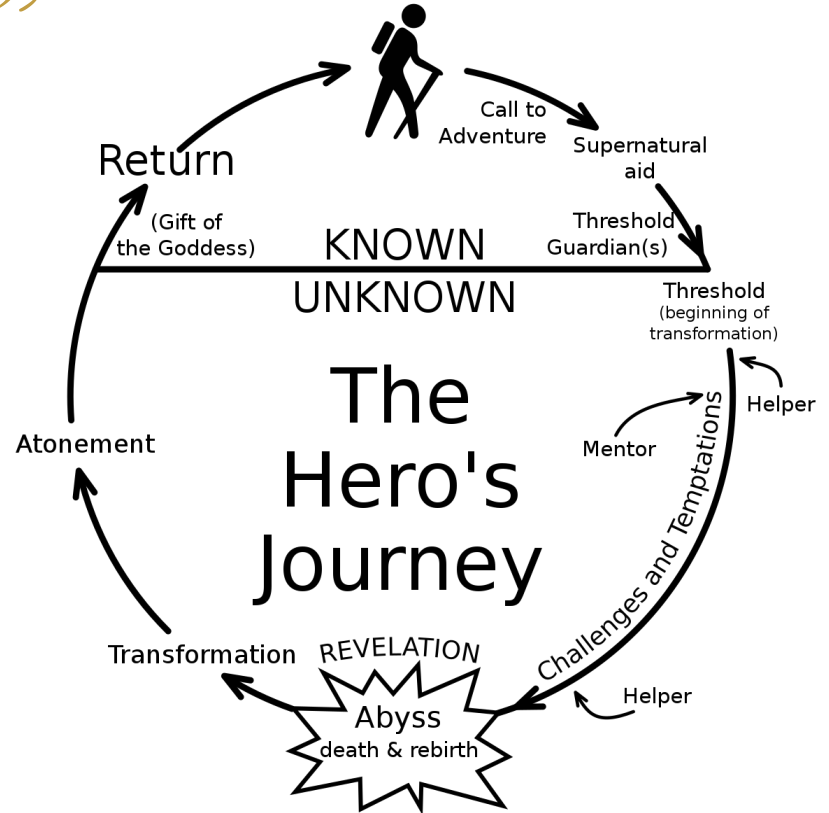
Adapted from Donald Miller

Presented by: Merlin Huff

HERO'S JOURNEY

Joseph Campbell's Hero With 1,000 Faces

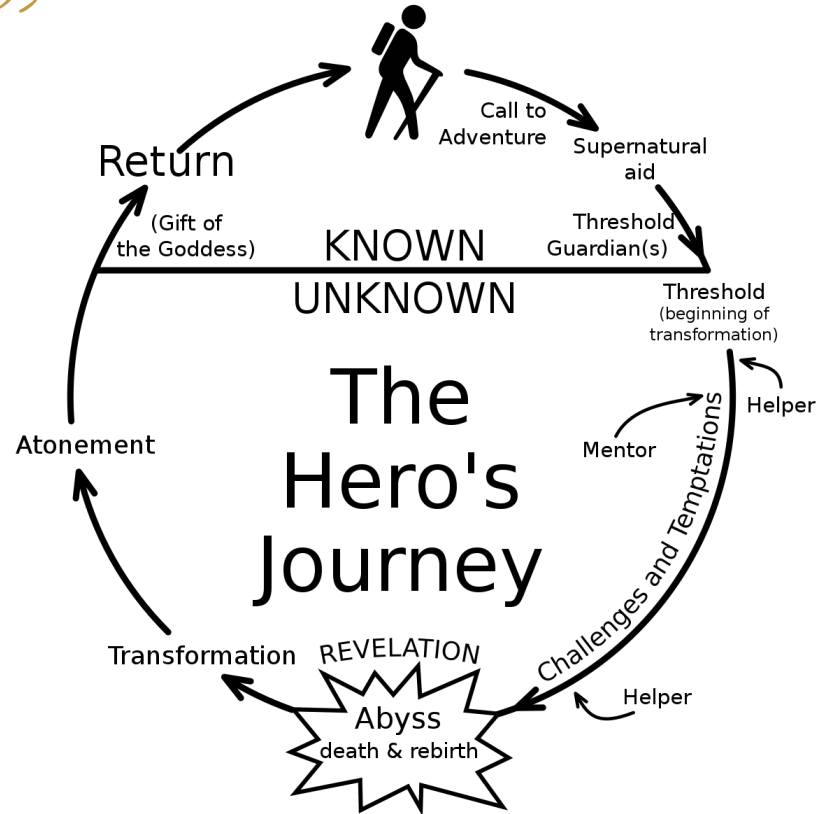
- Hero
- Call to adventure / refusal
- Crossing the threshold
- Guide
- Plan
- Helper
- Villain
- Failure/Success



HERO'S JOURNEY

Joseph Campbell's *Hero With 1,000 Faces*

- The fundamental human story
- We are linguistic beings: we *live* in stories
- All stories are:
 - Man v man
 - Man v himself
 - Man v nature/God
- Fundamentally, all stories are man v himself: death & rebirth
- In other words: *we recognize stories*



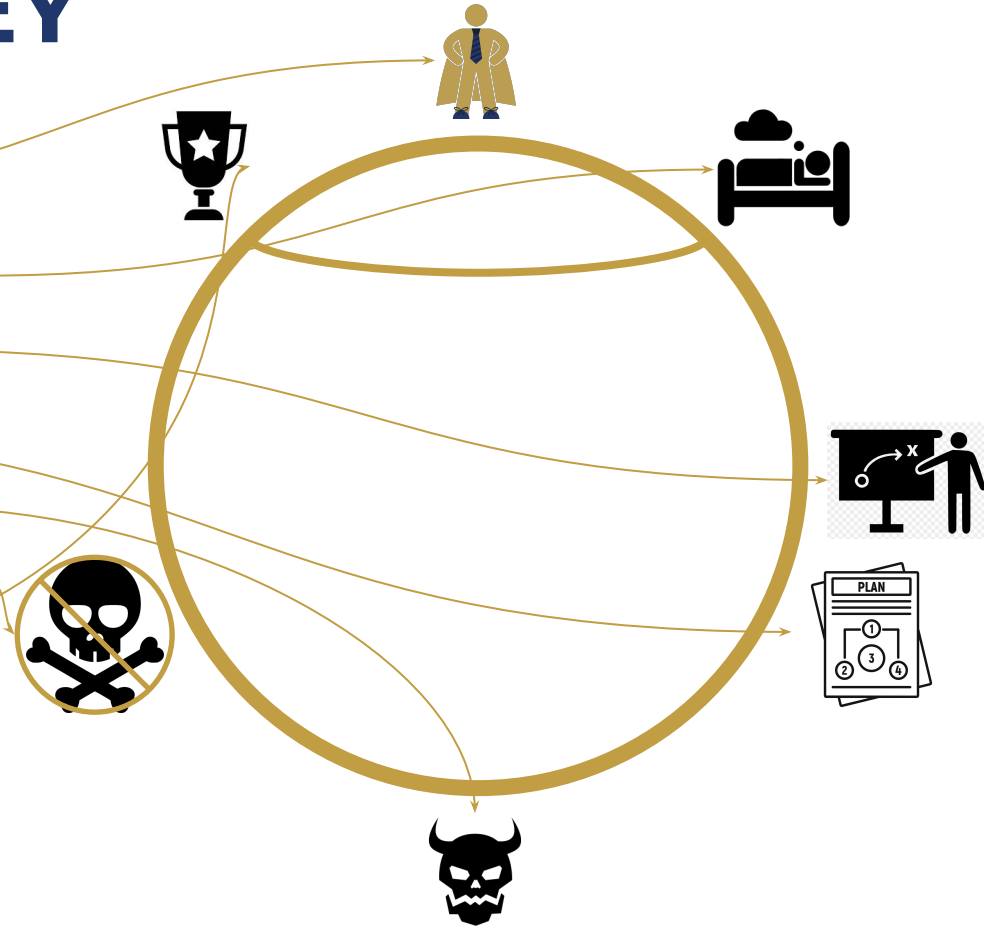
STAR WARS: A NEW HOPE



HERO'S JOURNEY

Star Wars - A New Hope

- Hero? Luke Skywalker
- Dream Make a difference that matters
- Guide? Obi-Wan Kenobi (later Yoda)
- Plan? "Use the force"
- Villain? Death Star (later Darth Vader)
- Failure? Rebels destroyed, Empire rules
- Success? Save humanity



HERO'S JOURNEY

Villain: Deeper into the cave...

The Hero encounters obstacles, one of which is the Villain.

- Internal Obstacles
 - Doubt, fear, uncertainty, lack of knowledge, weakness, insecurity...
- External Obstacles
 - Lack of time, money, energy
 - Lacking the tools
 - No opportunity
- Philosophical Problem
 - “It is wrong that...”
- Villain



HERO'S JOURNEY

Hero: Who is our champion?

We are all the hero of our own story.

- In marketing, we often make the mistake of thinking that we are the hero.
- The customer doesn't care about your hero story.
- The customer wants to be the hero.
- Make the customer the hero.



EXAMPLE

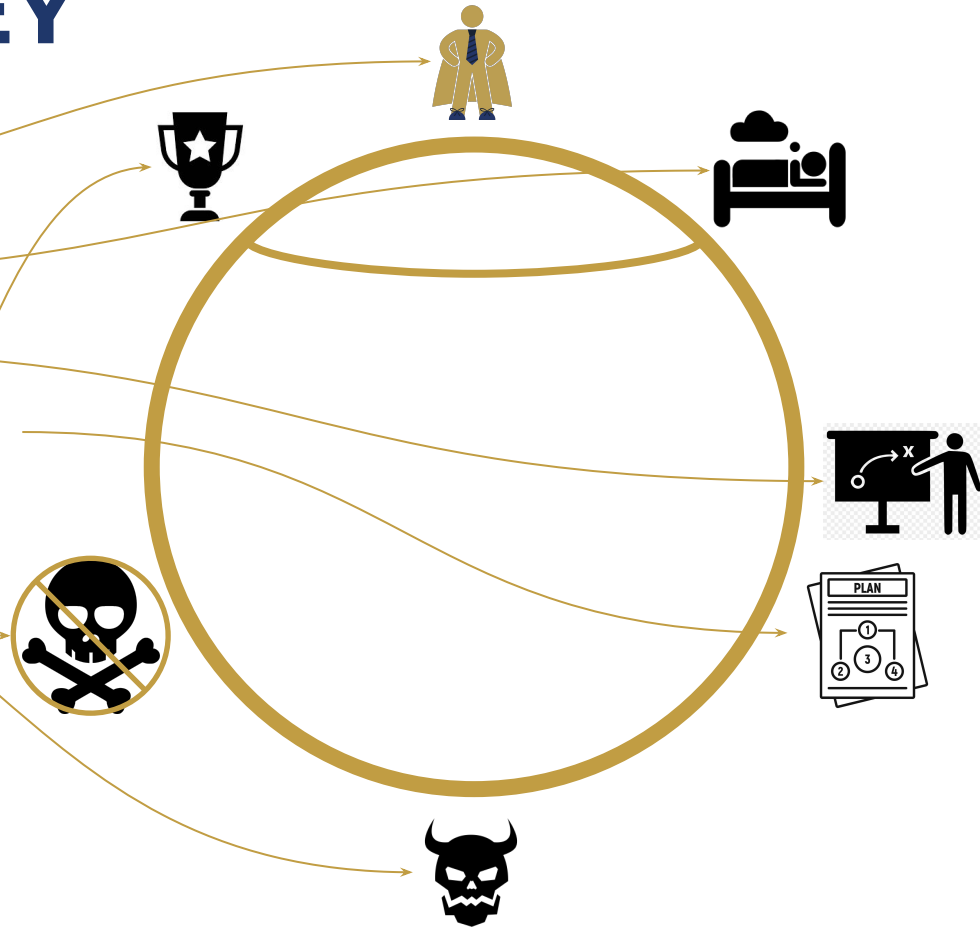
Building a story brand.



HERO'S JOURNEY

Allstate Insurance

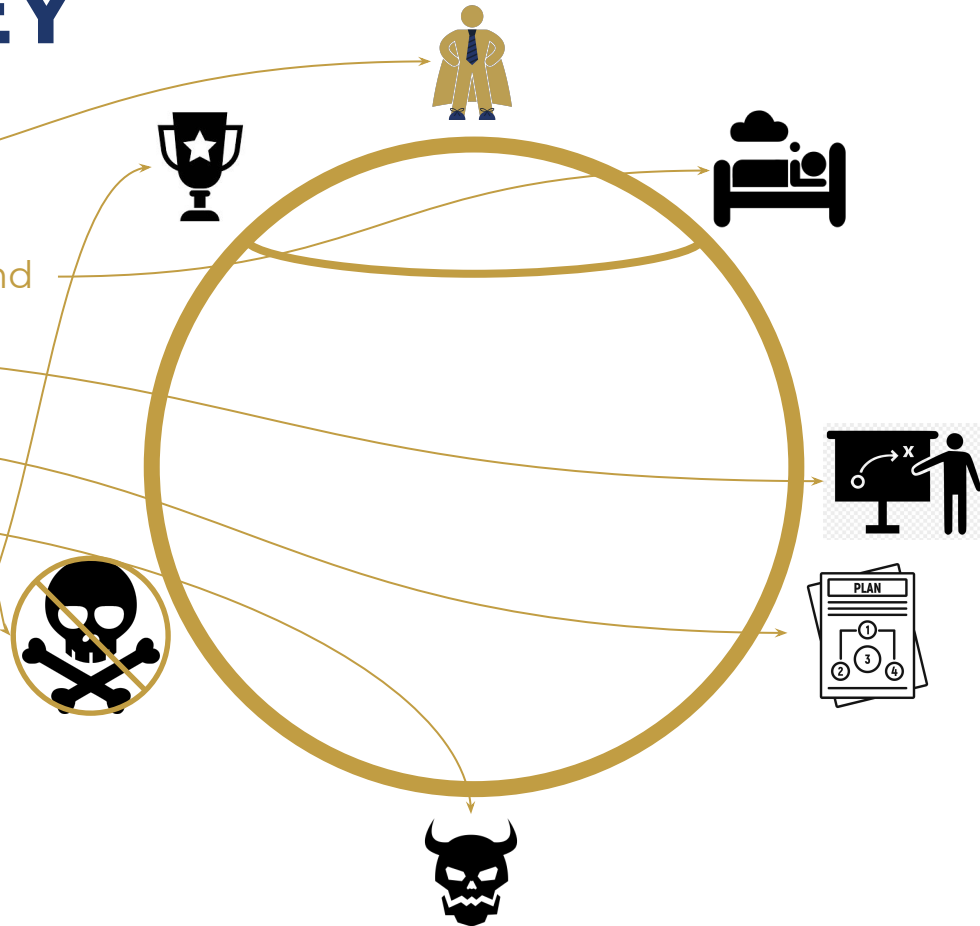
- Hero? **The Insured**
- Dream **Peace of mind**
- Guide? **Allstate spokesman**
- Plan? **Insurance that covers many perils**
- Villain? **Mayhem**
- Failure? **No insurance coverage**
- Success? **You're protected**



HERO'S JOURNEY

Asset Management

- Hero? **Investor/Firm**
- Dream **Good investments & peace of mind**
- Guide? **Asset Manager**
- Plan? **Superb PM & AM**
- Villain? **Mismanmanagement**
- Failure? **Bad returns, loss of confidence**
- Success? **Great returns, raving fans**





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Questions?

Coming up next:

HIRING & CULTURE

Presented by:

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HIRING & CULTURE

The right people in the right seats

Presented by: Merlin Huff



WHO WE HIRE:

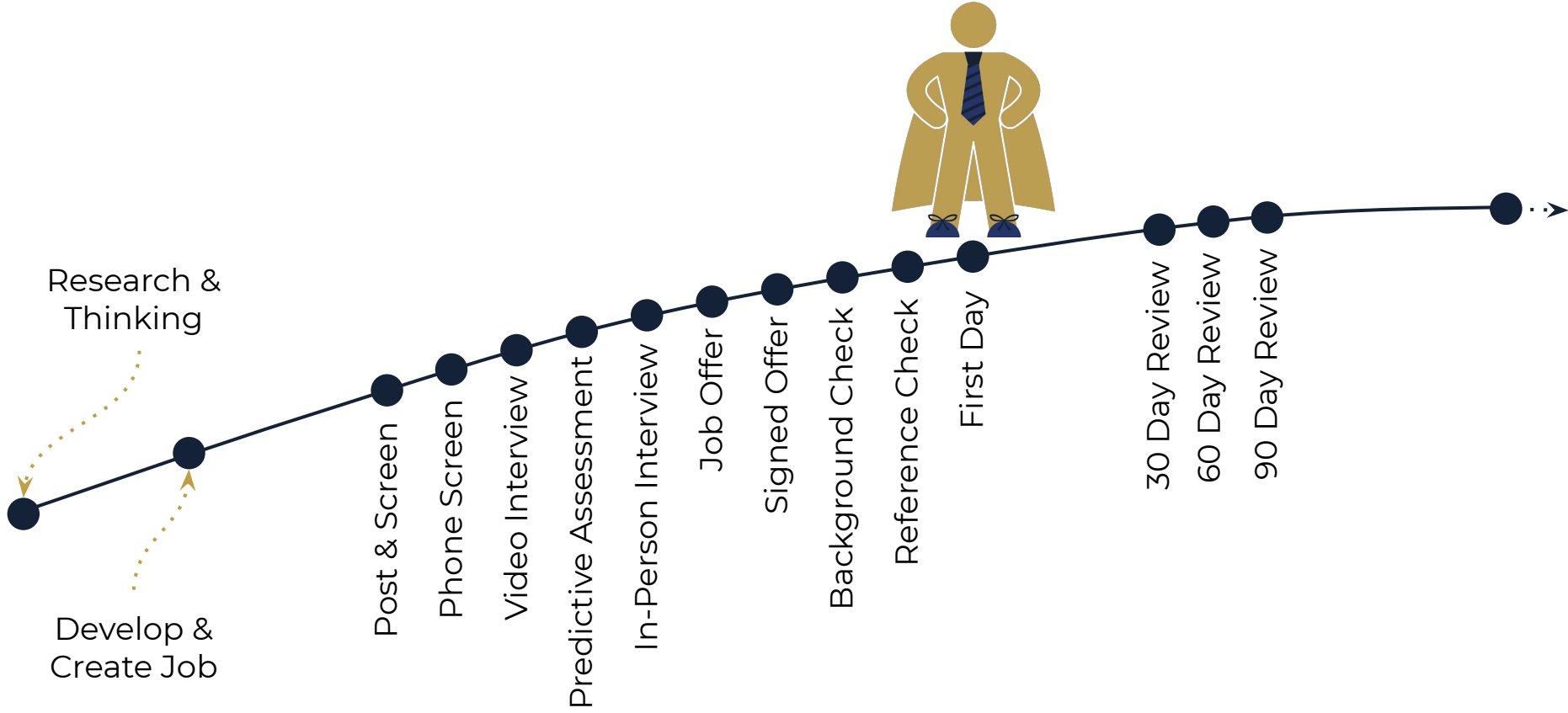
Culture & Hiring



Enduring

Adaptable

Ambitious



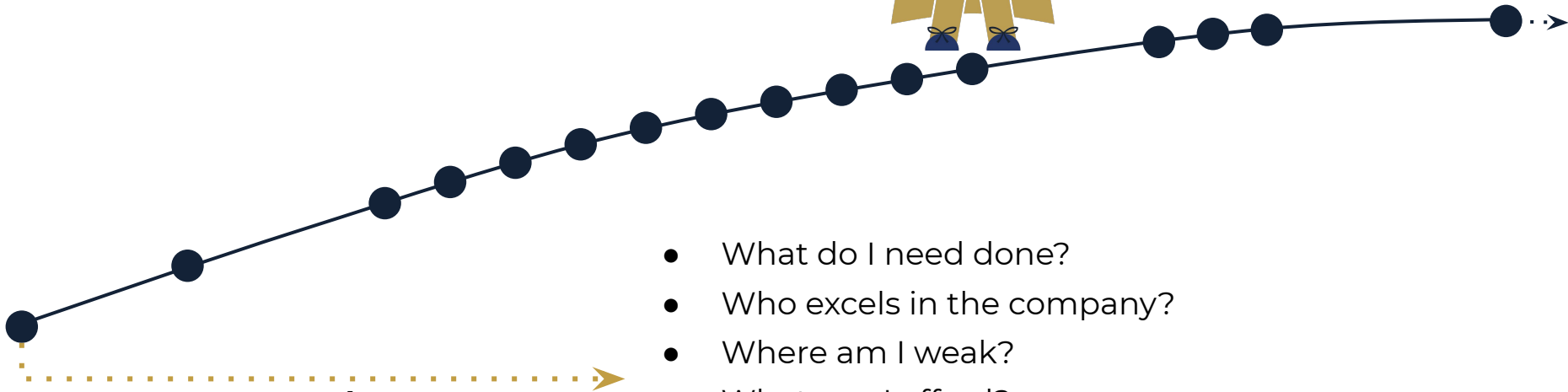
HIRING PROCESS

Culture & Hiring



HIRING PROCESS

Culture & Hiring



**Research &
Thinking**

- What do I need done?
- Who excels in the company?
- Where am I weak?
- What can I afford?
- What would a rockstar look like?
- What would a rockstar not look like?

HIRING PROCESS

Culture & Hiring



**Develop &
Create Job**

- Create job ad
 - Job seeker as the HERO
 - Use “Hero’s journey template”

HIRING PROCESS

Culture & Hiring



HIRING PROCESS

Culture & Hiring



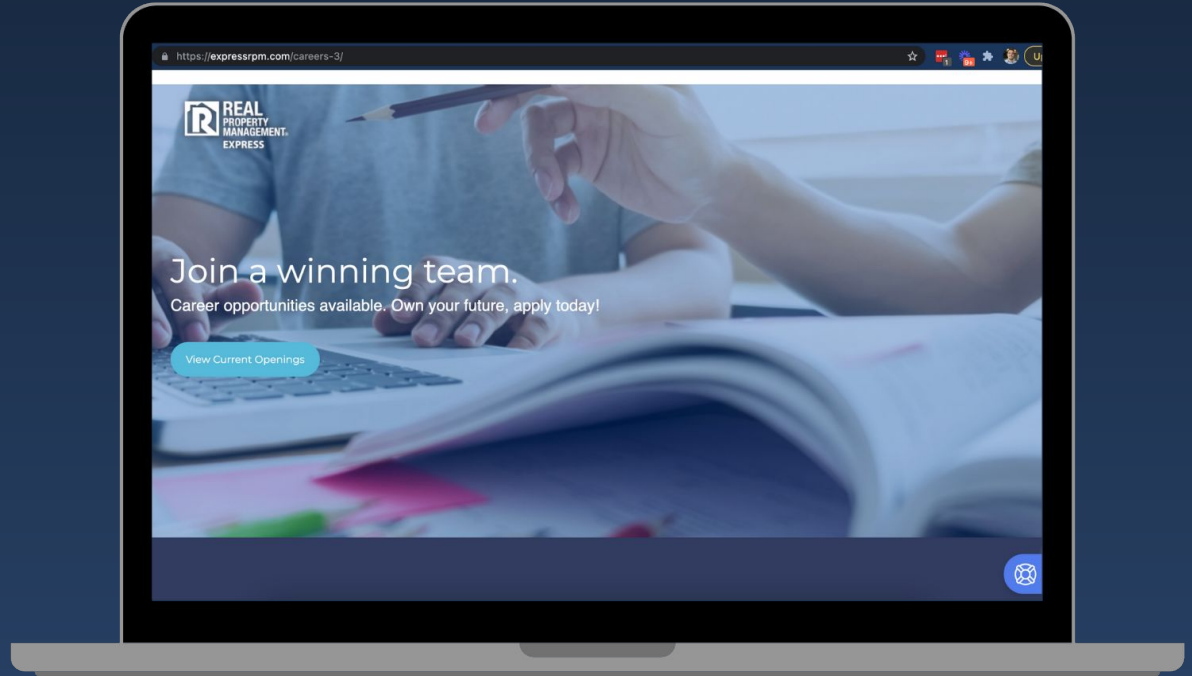
FINDING THE WINNERS

Culture & Hiring

Marketing towards new hires

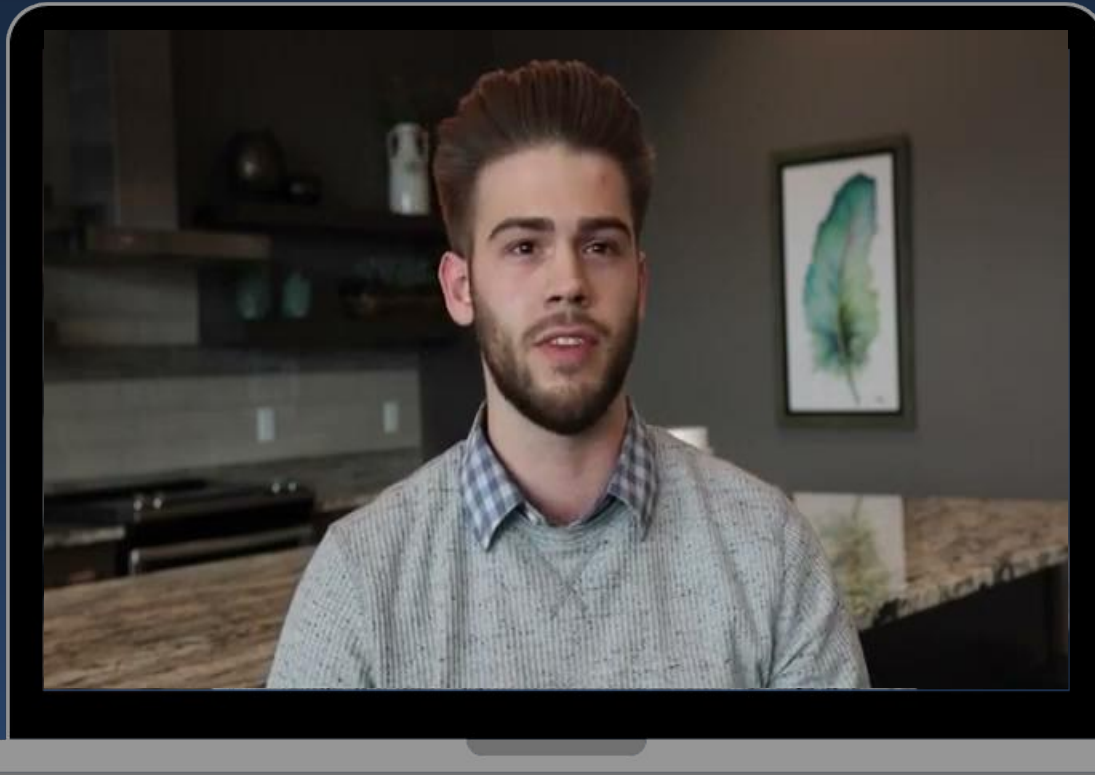
- Ad copy
- [Testimonials](#)
- Career page

This is more than a “job”. It has to be. Excellent team members want to grow.



EMPLOYEE TESTIMONY

Culture & Hiring



FINDING THE WINNERS

Culture & Hiring

The hiring process is long. This is by design.

- “If you want the most, make it easy.
If you want the best, make it hard.”
-Marine Corps
- Every step of the process should tell you something.

Evaluate multiple candidates simultaneously.

- A toad looks like a prince when you're desperate. Next to a prince, you'll see they're just a toad.

You've got applicants... now what?

- Bait the hook, then scare them away.
- Get someone who loves your business to sell the opportunity.



A-B-C

Players

C PLAYERS

Finding the Winners

- ✗ They have shown poor decision making abilities
- ✗ They take time away from other teams
- ✗ They are not profit-minded
- ✗ They do not deliver consistent results
- ✗ They frequently have to be reminded of what to do and need help with prioritization
- ✗ They are difficult to work with and can create friction with other team members

B PLAYERS

Finding the Winners

- ✓ They consistently work hard and accomplish their goals
- ✓ They fulfill their job description and occasionally go above and beyond
- ✓ They pay attention to revenue and understand how their work impacts our profit
- ✓ They are well liked and respected by the team
- ✓ They consistently contribute to the company's success

A PLAYERS

Finding the Winners

- ✓ They're **ready for a promotion** or the addition of significant responsibilities
- ✓ **The company felt a shift** because of their work
- ✓ Their feedback is **valuable** and we trust their **decision making** abilities.
- ✓ They **consistently** go above and beyond their job description
- ✓ Team members go **out of their way** to praise them

INTERNSHIP PROGRAM

Culture & Hiring

How it works:

- Opportunity for early career candidates.
- Mileage will vary, but we pay \$10/hr.
- 60 days + 1st of the month and, if they're a good fit, they become eligible to join as an associate.

Does it work?

- Many of our top performers started out as interns.
- Those who have the **humility** to start with an internship, the **ambition & endurance** to make it through, and demonstrated **intelligence** on the job may make good long-term fits.



SUGGESTED READING

Taking it further

- *The Talent War* by George Randle, Josh Cotton, and Mike Sarraille
- *The Attributes* by Rich Diviney
- *Who: The A Method for Hiring* by Geoff Smart
- *Topgrading* by Bradford D. Smart
- *Fierce Conversations* by Susan Scott
- *The First Time Manager* by Jim McCormick
- *Turn the Ship Around!* By L. David Marquet
- *The Stress Effect* by Henry L. Thompson





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Questions?

Coming up next:

**DISNEY CUSTOMER
SERVICE EXCELLENCE**

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DISNEY CUSTOMER SERVICE

The Disney Way

Presented by: Merlin Huff

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service industry.





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BE OUR GUEST

TED KINNI

The 4 Keys



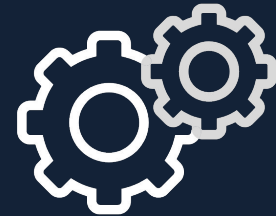
Safety



Courtesy



Show



Efficiency



Safety

Providing for the welfare of our Guests and Cast
and maintaining their peace of mind



Safety provides for the welfare of the Guests and Cast through the use of the following:

- Design considerations
- Environmental protection
- Emergency services
- Prevention
- Policy and procedures
- Security
- Training



Courtesy

Treating every Guest like a VIP, a Very Individual Person, and respecting the diversity of each person, Cast and Guests alike.



Courtesy involves knowing the needs, wants, stereotypes, and emotions of each person. Courteous Cast Members:

- Treat every Guest as a VIP
- Know the answers to questions (or find the answers)
- Give a personal touch
- Smile
- Use friendly phrases
- Treat other Cast Members with Courtesy
- Are assertively friendly



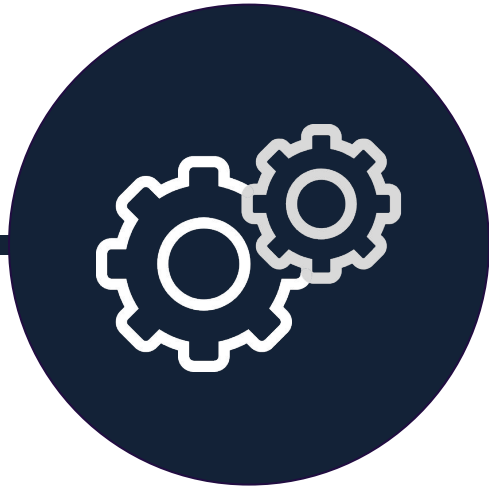
Show

Providing a seamless performance and never allowing reality to interfere with fantasy.



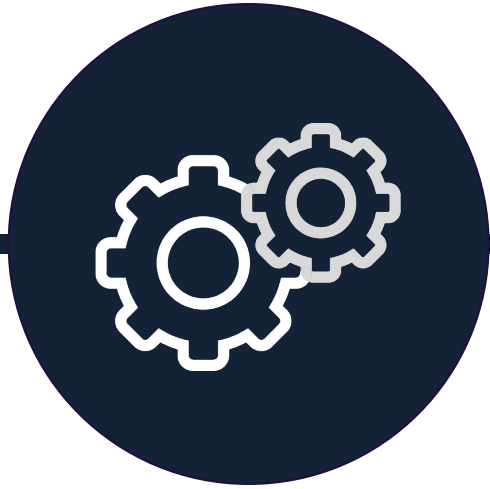
Show creates a seamless Guest experience through the use of the following:

- Cast Member appearance
- Cast Members as performers as well as providers of service
- Costumes
- Documentation
- Good show/bad show approach
- Show quality review
- Standards manuals
- Theming



Efficiency

Providing the smoothest possible operation of our parks and resorts.



Efficiency involves providing for the smooth operation of the theme parks and resorts through the combination of facilities, systems, and Cast Members in regard to the following:

- Capacity of facility
- Guest flow patterns
- Operational readiness
- Sales
- Speed of service
- Space utilization

Delivering Service

There is a natural tendency to believe that service emanates from people alone. Exceptional service derives from the intersections of process, place, and people.



Process



Place



People

Process



Process is a series of related, structured activities or tasks put in place to enable the delivery of seamless and issue-free customer experience.



Process

The processes and policies you design are foundational to the service you will eventually deliver.

Processes that adversely affect your customer experience will ultimately damage your relationship with customer, and over time erode your ability to compete.

Beneficial processes, however, will further enhance the customer experience.

Many organizations get lost in the details of the process while forgetting why the process was put into place to begin with.

Place



Wherever your
customer meets you.



Place

The setting that customers experience plays a critical role in how they perceive your organization.

“Everything speaks.” - Everything in your place sends signals – positive or negative.

Curb appeal, front desks, websites, phones and any other customer touchpoint.

People



Are the employees in
your organization.



People

The service process must be complemented by people with a **heart for service**, which is achieved by saturating selection and training with the service imperative.

People who are not trained properly will improvise. This is a major vulnerability.

Employees must be able to clearly articulate the reason behind a painful policy. (Believe)

Zone of Exceptional Service

Without seamless processes, your place will deteriorate and your people will improvise.

Without attention to place (setting), your processes will suffer and your people will sense that something is off.

Without the commitment from your people, you cannot deliver great service.



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Questions?

Coming up next:

KEEPING THE FLAME

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KEEPING THE FLAME

Your next steps to stay lit! - Merlin Huff

COURSE OVERVIEW

End of Day 3



SUMMIT RECAP

Tuesday

JK - The Lay of the Land
JK - Profitable MMF Management
MH - Commitment-Based Mgmt
JK - Are You Ready?
BZ - Winning the Deal
MH - Proposals That Win

Wednesday

Sycamore Village Apartments
East Park Apartments
Pinnacle Point Apartments
Hillcrest Heights Apartments
Village at Three Fountains
MacArthur Square
Graystone Heights Apartments

Thursday

BZ - Managing Stakeholders
MH - Reporting
CS - Tenant Marketing
MH - PSF Homework Review
MH - StoryBrand
MH - Hiring & Culture
JK - Tools - Rent Push
JK - Tools - AIM
MH - The Disney Way

COURSE OVERVIEW

End of Day 3

Keep your flame lit.



STAY LIT

Asset Management Mastermind

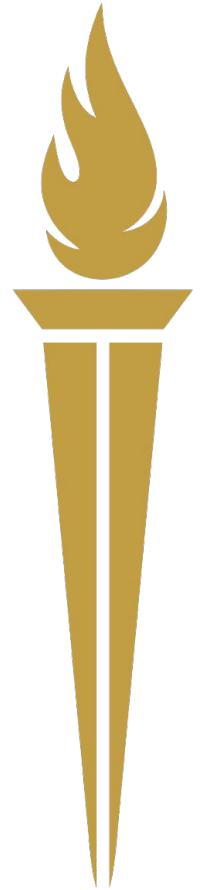
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The logo for Liberty Capital Consulting features the word "LIBERTY" in a tall, white, serif font. The letter "I" is replaced by a white torch with a flame. The logo is set against a gold rectangular background.

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- Consulting = \$1,995/mo or \$19,990/year



The image features a central graphic consisting of several concentric circles. The innermost circle is a dark blue color. Surrounding it are several rings of varying shades of red, from a deep, dark red to a lighter, more vibrant red. The outermost ring is a solid black color. Overlaid on this circular pattern is the text "That's all Folks!" written in a white, elegant cursive script. The text is positioned diagonally across the center of the image, starting from the lower-left and ending at the upper-right. The overall composition is balanced and visually striking due to the high contrast between the white text and the dark background.



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Thank you!

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