

# Why E-Com?

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# A Strategic Approach to Technology Decisions

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# Technology is a Means to Improve Business Productivity If It is...

- ◆ Applied wisely
- ◆ Integrated strategically
- ◆ Measured objectively

Decisions surrounding emerging technologies cannot be entrusted to industry suppliers or competitors.

To successfully employ technologies in our industry, decision-makers must have an established framework through which available information is filtered and alternatives are evaluated.

## Productivity Questions

- ◆ Does this technology measurably improve customer satisfaction, control expenses or optimize employee productivity? Over what timeframe? At what cost?
- ◆ Can current conditions be quantified? Can measurements be agreed upon? And can evaluation be systemized?

# Application Questions

- ◆ Does this technology have a measurable short-term application to demonstrate cost-benefit?
- ◆ What are the additional strategic requirements to realize long-term application benefits? Financial requirements? H.R. requirements? Marketing requirements?

# Integration Questions

- ◆ How will this technology impact our existing business processes? What are we planning to do to manage the changes?
- ◆ What people skills are needed to fully utilize this technology? Where will these skills come from?
- ◆ What (timeframe/ marketing / incentives) will be necessary to integrate this technology into the existing habits of our customers/ staff/ suppliers?
- ◆ What fallout (customers/ staff/ suppliers) should we expect by employing this technology compared with trying to compete without it?
- ◆ Does this technology require executive mandate in order to become accepted as part of the existing company culture? If so, at what cost?
- ◆ To what extent are we motivated to do business differently?

# Understanding Web Procurement

By Bob Milhoan  
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## What Purchasing Control Can I Expect?

- ◆ Controlled spending by ensuring compliance with vendor contract pricing
- ◆ Improved Reporting
- ◆ Audit Trail

# What Cost Savings Can I Expect?

*Much faster ordering - avg. 15 -20 minutes per PO*

*More accurate orders - fewer errors to be corrected.*

- ◆ Manual Purchase Orders-  
15-20+ minutes  
Search Paper Catalog / Fill in the Po / Fax
  
- ◆ Telephone Orders-  
10-15+ minutes  
Hold Time (how long?) / Place the order
  
- ◆ Internet Purchase Orders –  
3-5 minutes  
Electronic Catalogs  
RE-order Templates

# Do I Have to Change Suppliers?

## Buyer Centric

PRO: Complete Control

CON: Massive Commitment

## Vendor Centric

PRO: No Commitment

CON: No Control

## Market Makers (3<sup>rd</sup> Party Sites)

PRO: Limited Commitment

CON: Limited Control

# Do I Have to Change the Way I do Business?

## **Purchase Orders:**

Established Industry Vendors  
New Economy Virtual Distributors

## **RFQs / Bids:**

Local Regional Contractors

# How Does This Integrate With Our Current Purchasing / Accounting System?

One step at a time:

## Direct Seamless Integration

Terrific but very expensive

## Indirect Integration

Forms and reports that replicate  
current system

## How Much & What Kind of Training is Required?

- ◆ Basic Computer Skills
- ◆ Basic Web Knowledge
- ◆ Site Specific Training

# Leasing on the Internet –

*Understanding, Identifying, Tracking  
and Embracing Today's Technologies!*

By Todd Katler  
Viva Group

# What Makes Search Engines Important and What Are the Alternatives?

- ◆ Search engines are used to find about half of the sites people are looking for on the web.
- ◆ Each search engine prioritizes sites in different ways. Contractual relationships between a web company and a search engine are not the end of the line.
- ◆ Each company has different relationships with the various search engines that change constantly
- ◆ Beyond search engines:
  - The Value Of Good Domain Names
  - The Truth About Consumer advertising

## What Advantages are There to Having Multiple Web Sites ?

- ◆ Each web company has different qualities that you must identify:
  - ◆ Portals (Homestore Apartments and Rentals, Apartments.com, ForRent.com, ApartmentGuide.com)
  - ◆ Property Specific Web Sites (Rentals Inc.)
  - ◆ Hybrid (Viva Group)
  
- ◆ Understand the differences – many of the sites are complementary
  
- ◆ Diversify – expand your web strategy to capture the unique advantages of each company that you find desirable.

## How Can I Track My Sites More Effectively to Determine Their Success?

- ◆ Constant education and training of your leasing staff
- ◆ Extrapolate the numbers
  - ◆ Obtain and review management reports regularly
  - ◆ Understand how each company rates its visitors
  - ◆ Audit lead generations from the various companies
- ◆ Have the properties shopped on a regular basis, especially when evaluating a new company
- ◆ Understand the value of exposure and indirect leases

## What Do I Need to Do to Utilize Today's Technologies?

- ◆ Most companies are not taking advantage of the technology available today
- ◆ Employees need to become computer savvy
- ◆ Hardware and Access
  - ◆ An ample number of computers for the staff is needed, not just 1 or 2
  - ◆ High-speed internet access is needed ASAP
- ◆ If you believe the Internet is not a fad, embrace it.

# What's Technologies are on the Horizon?

## ASP's (Application Service Providers):

- ◆ Web terminals can replace most PC's
- ◆ Network issues become less important

## Transaction platforms:

- ◆ Web transactions and data become safer and dominant
- ◆ Integrated platforms connect all services and functions

# Leadership Strategies For Change Management

By Tom Shuler  
Site Stuff

- ◆ Technology decisions create an environment of change within an organization
- ◆ How that environment is managed can produce entirely different outcomes for competing companies
- ◆ The leadership strategies required might be as cutting edge as the emerging technologies

# Technology Can

(according to Steve Lefkovits):

- ◆ Drive productivity growth and earnings
- ◆ Enhance customer service
- ◆ Be used to differentiate one's product from the rest of the marketplace
- ◆ Transform business processes through information technology

## Focus on Applications that Yield the Highest Value Increases:

- ◆ Financial: electronic rent collection and cash management, accounts payable and capital markets interfaces
- ◆ Risk management: resident screening and reporting, market data and analysis
- ◆ Management tools: web-based property management software, benchmarking and exception reporting, yield management, web-enabled maintenance, repair and operations, and online procurement
- ◆ Customer relationship management: online customer acquisition and application, demographics, e-commerce, resident satisfaction and lifestyle convenience

# Requirements

- ◆ Evaluation of your current technology and needed upgrades
- ◆ Integration of systems to create efficiencies
- ◆ Prioritize initiatives
- ◆ Training, recruiting, incentives, higher skilled workers to implement new processes
- ◆ Support from both internal and external resources
- ◆ Commitment from the top and the field

## Dealing with Change:

- ◆ Provide resources
- ◆ Open communications
- ◆ Involve whole organization
- ◆ Senior management priority
- ◆ Manage expectations
- ◆ Takes time

# Change Leaders

- ◆ Accept the inevitability of change
- ◆ See technology decisions as opportunities
- ◆ Embrace the possibilities
- ◆ Work through the problems
- ◆ Use their vision and persistence to help others to buy in