Sealy Management Retention Project

you're at Home with

SEALY

MANAGEMENT CO., INC.

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Executive Summary

The motto of Sealy Management Co., Inc. is "You're at home with Sealy!" The aim of Sealy in this statement is to create a high quality of living at an exceptional value. One such way to do this is through a retention plan.

In 2018, the primary business objective of Sealy will be launching a plan to increase delight and retention of current tenants and to create a positive conversation around the Sealy brand. The primary focus will be to increase delight in tenants with appealing content and satisfaction focused programming.

Four major strategies will be utilized:

1. Increase the quality of posts on individual property Facebook pages
2. Creation of campaigns to boost engagement of current followers
3. Addition of retention focused renewal plans
4. Utilization of tenant survey results to adapt Sealy properties to the wants and needs of tenants

Brief Overview

In the past 5 years, resident retention has been trending upward on the national level. In March 2017, renewal conversion was at 54.4% compared to only 52.0% in 2012. Unfortunately, the highest resident turnover are statistically in the South and West regions.[1]

The target market for apartment living and resident retention is widening as more people are trending toward establishing their careers before making large financial decisions, like the purchase of a home. Below you will see steps that Sealy Management Co., Inc. can take to grow and engage with this market segment and create the sense of "Home" that would encourage someone to opt into another year of apartment living. This strategy, the prestige of Sealy Management Co., Inc., and the elite caliber of apartment homes offered by Sealy will combine to facilitate tenant engagement, lease renewal, and the overall success of Sealy Management Co., Inc.

Charter

In September 2018, the Sealy Management Project team created the below Charter that was presented to Sealy Management Co., Inc. Included in the original Charter were the scope and overall goals set for the project.

Background

Sealy Management Co., Inc. is committed to providing their renters with a positive living experience. A well-known property management company in Tuscaloosa, Alabama, marketing efforts are working well to get their properties to maximum capacity. However, research has shown Sealy that renter retention is more lucrative than recruiting new tenants each 12-month period.

Scope

This project is being undertaken to develop a retention plan for specific Sealy Management Co., Inc. properties that can be modified to fit other properties in Tuscaloosa and around the Southeast.

Goals

Quarter 1 Strategic Plan (October - December, 2017)

Business Objectives	Mission	Goals	Tactics
A: Tenant Retention	To serve current renters at Sealy properties in a way that conveniences them and pushes them toward loyalty to Sealy Management and their specific property	**Goal**: Survey 200 new and veteran tenants at 6 Sealy properties to determine a benchmark for satisfaction and determine optimal incentives for renters in the "apartment dweller" demographic by Quarter 2, 2018 (January 1) **KPI #1**: Survey to measure tenant satisfaction and optimal incentives **KPI #2**: # of completed surveys	**Tactic**: Develop an exit survey for Sealy Management to distribute to tenants who do not plan to renew their lease. **Metric**: Completed survey **Tactic**: Develop a survey to measure tenant satisfaction and optimal incentives **Metric**: Completed survey **Tactic**: Distribute survey to 1800+ tenants at 6 properties **Metric**: 200 completed surveys received
B: Buy-In at the Property Level	To effectively communicate the value of tenant renewals at the property level	**Goal:** Survey 20 new and veteran property managers at 20 Sealy properties to determine a benchmark for their understanding of the value of retention and determine optimal incentives for property managers to create a community of veteran tenants by Quarter 2, 2018 (January 1) **KPI #1**: Survey to measure property manager buy-in **KPI #2**: # of completed surveys	**Tactic**: Develop a survey to measure property manager understanding of value and optimal incentives **Metric**: Completed survey **Tactic**: Distribute survey to 50+ property managers at 50+ properties **Metric:** 20 completed surveys received

Business Objectives cont.	Mission cont.	Goals cont.	Tactics cont.
C: Renter and Property Engagement	To increase tenant engagement with Sealy and property digital and social media and property engagement with tenants to assist in retention	**Goal**: Hit 1150 follows on Facebook Page and 550 followers on Twitter Page by Quarter 2, 2018 (January 1). **KPI**: Total engagement with Sealy affiliated social media pages	**Tactic**: Conduct a Social Media Assessment using insights available from social media sites **Metric #1**: Follower Counts **Metric #2**: Average Weekly Activity **Metric #3**: Average Weekly Engagement Rates
			Tactic: Conduct a Competitive Analysis of social media sites **Metric**: SWOT Analysis **Metric #2**: Competitor Assessment
			Tactic: Make suggested social media site improvements to increase engagement **Metric**: Engagement Rates with Social Media sites

Quarter 2 & 3 Strategic Plan (January-June, 2018)
In Quarter 2 & 3, the project team will assess information gained in Quarter 1 in an effort to offer suggestions to Sealy Management Co., Inc. on decreasing turnover, increasing buy-in at the property level, and the feasibility of a formal retention plan/rewards system. If a formal retention plan is feasible, project team will also offer a framework for the plan.

Key Stakeholders

Client	Sealy Realty – Pam Brooks, Frank Musumecci, Jann Simpson
Sponsor	Billy Hatmaker
Project Contact	Claire Slaton
Project Team Members	Delanie Carson, Savannah Ells, Joshua McCullan, Katie Murphy, Rui Zhang

Constraints, Assumptions, Risks, and Dependencies

Constraints	- Tenant response to surveys - Property manager response to surveys
Assumptions	- Apartment Dweller: Age 25-34 | Gender Female 57% / Male 43% | Parental Status 44% Parents / 56% Not | Interests TV Lovers; Home & Garden; Bargain Hunters; Travel; News Junkies - Access is available to Facebook and Twitter Insights - Insight gained from these surveys will indicate incentives, buy-in, and non-renewal reasons of Apartment Dweller demographic and property managers
Risks and Dependencies	- Lack of response from tenants and/or property managers - Quarter 2 & 3 goals and tactics dependent upon completion of surveys and assessments done in Quarter 1

Secondary Data Assessment

External secondary data is vitally important to the success of any retention project. Secondary data provides a baseline of information to allow researchers to determine direction for their own research. Without it, countless hours and resources could be devoted to an idea or primary data collection that is not lucrative or useful. The information below provides a summary of the secondary research conducted by the Sealy Management Retention Project team, which allowed them to focus their primary research.

The Resident Retention Book

The Sealy Management Retention Project team was provided a resident retention book written by Mindy Williams. The book sets out to address the challenges and solutions of resident retention and below are the team's key takeaways from the book.

1. Staff retention – a good staff is your secret weapon
    - Learn resident names
    - Don't use Don'ts – Don't park here, Stop, Drive slowly, Not allowed, etc.
2. Identify a budget
3. Provide a sense of community – this is the #1 thing residents crave
    - Communicate with your residents regularly and be sure that it is a friendly tone – social media, newsletter, etc.
    - Form a Community Events Committee
        - Often have 2 or 3 motivated residents
        - Use what you have (i.e. club room with a big screen = watch parties)
        - Monthly meetings
        - Designate an activities director
        - When in doubt, bribe people to join the committee
        - Ask residents for ideas and implement them (i.e. conduct a resident survey)
    - Form Clubs
        - Examples: Walking club or Mother's Group
        - Designed to run themselves
        - Something that attendance can be sporadic
        - Meet regularly

        - Before the first meeting: establish meeting place, inclement weather policy, logistics
        - Offer an incentive to participating (i.e. walking club = water bottle)
4. Constantly strengthen and improve
    - Measure - referral numbers, calls to the office, party/event attendance will all increase and turnover will decrease
    - Respect your residents - only as good as your last encounter
    - Keep your Promise - give them what they expect (i.e. fix things that are broken)
    - Meet and Exceed Expectations - Make a list of the resident expectations and how property could improve on those things (i.e. security = neighborhood watch program, good service = extend maintenance hours)
5. Phases to getting renewals
    - Phase 1: Personal Visit (3-10 days after move-in) - Give them a “How To” manual, explaining things like using the dishwasher and requesting maintenance
    - Phase 2: Welcome Letter (30 days after move-in)
    - Phase 3: Telephone (Touch base before renewal) - review their file before and use this call to clear up any issues before you ask for their renewal
    - Phase 4: Letter Contact (90 days before renewal date) - Formal Invitation with a gift… this is their first reminder
    - Phase 5: Personal Visit - Schedule an appointment to sign paperwork, send them a gift (maybe to their office) after lease renewal
6. Gauge your success - Questionnaires and surveys are good ways to get formal and informal feedback

Resident Survey Analysis

The project team conducted a resident survey, which consisted of 26 questions and generated 213 responses. Our team thoughtfully reviewed the responses and grouped them into general categories to inform an actionable plan for Sealy Management Co., Inc.

Demographics

- *Gender:* The respondents were predominantly female (approximately 61%) with males representing 37% of respondents. Three per cent of respondents opted not to indicate their gender.
- *Age:* The largest age group consisted of ages 20-29, who accounted for around 49% of respondents. This was followed by ages 30-39 (22%), ages 50 or older (15%), ages 40-49 (9%), and participants under 20 years of age (6%). This indicates that promotional materials targeted towards individuals aged 20-29 are aimed at the average tenant, but points out possibilities for intentional promotions for older age groups if a property desires to diversify their resident profiles.
- *City of Residence:* Most of the respondents indicated that they live in Mobile (47%). Other cities from which respondents participated are Tuscaloosa (22%), Greenville (18%) and Huntsville (13%). While Sealy Management Co., Inc. has properties in other cities, none of the participants from those properties responded to the survey; if the survey included residents at those properties, the low participation should be noted and perhaps incentives may be used in the future to encourage participation.
- *Community of Residence:* Members from five residential communities responded: Cypress Cove (29%), Bent Tree (21%), Huntington Downs (18%), Autumn Woods (18%), and Emerald Ridge (13%).

- *Educational Levels:* The majority of respondents identified themselves as having earned a Bachelor's Degree (57%). Other responses in order of descending prominence are Some College (29%), Master's Degree (17%), Associate's Degree (9%), High School or Equivalent (6%), Doctorate Degree (3%), Technical/Trade School (1%), and Other (0.6%).

Behavior

- *Years Residing in Apartments:* The largest group of respondents (34%) indicated that they have lived in apartments (not necessarily Sealy properties) between one and three years. The next largest group (28%) were individuals who have lived in apartments for one year or less. Another 20% of participants indicated that they have lived in apartments for more than five years, and the remaining 18% have lived in apartments for between three and five years.
- *Years in Current Sealy Property:* Approximately 48% of respondents indicated that they have lived in the current Sealy Property for one year or less. The portion of individuals who indicated that they have lived in their current Sealy Property for between one and three years is 37%. Another 10% have lived in their current apartment for between three and five years, with the last 4% having lived there for more than five years. This shows that the bulk of respondents are relatively new to Sealy and provide opportunities to improve retention so that a larger percentage of respondents to subsequent surveys fall in the last two (longer-term resident) categories.

Amenities

- *Currently Available Amenities:* The amenities with the highest indications in responses are pools, workout facilities, community use grill, clubhouse, and visitor parking. Additionally, respondents provided more responses in an open-ended survey item, including: laundry, pet park, car care area, playground, tanning bed, business center, alarm system, storage, and security.
- *Desired Amenities:* The most commonly listed desired amenity is a fire pit, followed by gated community (although several respondents listed that as a current amenity as well). Additionally, indoor sporting areas, study spaces, formal community events, clubhouse, coffee bar, and workout facility followed (respectively) in number. Pool was listed as the lowest, but this could be attributed to all resident respondents currently living in properties that have one available for their use. Additionally, respondents provided more suggestions in an open-ended survey item, including: regulated parking, hot tub/Jacuzzi, valet trash, dog park, car care area (even if they must pay to use it), better playground ("with swings"), sauna, gates, and a shuttle to campus. These suggestions provide excellent opportunities to consider when deciding on additional amenities to offer residents.
- *Low-desirability Amenities:* Gaming systems were indicated to have the least desirability, followed by newsletters or formal correspondence. Formal Community Events followed, despite being listed as desirable in the previous survey item. As such, community events would be best conducted after an intra-community poll to ensure that there is a demand and that it will not lead to value lost in resident opinions.

Complaints

- *Complaints per Month:* The majority of respondents (69%) indicated that they do not submit any complaints (on average) per month. Approximately 30% of respondents reported submitting one to two complaints per month. Only 1% indicated that they submitted three to four complaints and only 0.6% of respondents submitted 5 or more complaints.

- *Nature of Complaints:* The largest category of complaints (30%) centered around unit maintenance. Another 16% were for bugs, 16% for noise, 10% for parking, and the remainder involved cleanliness, mail/package delivery, trash, or community events (among other categories).
- *Timely Addressing of Complaints*: 22% of respondents felt that all of their complaints were addressed in a timely manner. Another 15% felt that way about "a lot" of their complaints. Respondents who indicated "a moderate amounts" of their complaints were solved in a timely manner make up 20%, with another 22% indicating "A few" and 20% choosing "none at all"- this indicates a gap for which service may be improved to better meet resident needs and subsequently affect retention positively.
- *Satisfactory Resolution of Complaints*: Only 15% of respondents felt that all of their complaints were resolved to their satisfaction. Another 24% indicated that a lot of their complaints were resolved as such. A group of 9% of respondents indicated that a moderate amount of their complaints were satisfactorily resolved, whereas 33% indicated only a few were, and 19% indicated that none at all were. This, again, identifies an area for improvement for property management to increase resident satisfaction and hopefully improve retention.

Incentives

- *Current Loyalty Incentives*: The percentage of respondents who felt that Sealy's current loyalty incentives were extremely adequate or somewhat adequate are 14% and 30%, respectively. Approximately 26% of respondents indicated that the incentives were neither adequate nor inadequate, but 13% believe them to be somewhat inadequate with another 17% finding them extremely inadequate.
- *Improving Tenant Loyalty*: 40% of respondents strongly agree that there are things that Sealy could do to improve tenant loyalty. Another 33% somewhat agree that they could. Approximately 20% neither agree nor disagree, and 3% each somewhat disagree and strongly disagree. This identifies that the opportunity to improve tenant loyalty does exist, and that tenants perceive that Sealy falls short.
- *Interest in a Formal Tenant Loyalty Program*: A majority of respondents indicated that they would (60% chose "Definitely Yes") be interested in a formal tenant loyalty program. Further, another 30% indicated "Probably Yes". The group who indicated "Don't Know" accounted for 3% of respondents, with 6% indicating "Probably Not" and 1% choosing "Definitely Not". This shows that there is a target audience among residents for a formal tenant loyalty program. Implementing one would not negatively affect those who are not interested in one.
- *Preferred Incentives*: Rental discounts were listed as the most preferred incentive, followed by gift cards, unit upgrades or maintenance (for example, free carpet cleaning), and cash rebates. Incentives that respondents did not prefer included formal recognition, furniture rental, and access to special amenities. Additional amenities that were suggested in an open-ended survey item include: lower rent, free catered meal/pool party, updated carpet and paint, decreased amount for late fees, laundry gift cards, washer/dryer, pet waivers or reduced pet rent, and free garage space for loyalty. This feedback from respondents provides excellent ideas for incentive choices.

Attitudes

- *Attitudes Towards Property Aspects*: We asked respondents to rank property aspects on a scale from 1 to 7, with 7 being the highest ranking. On-Site Management (Friendliness) was ranked highest, with a score of 5.91. Cleanliness of Grounds/Building followed with a score of 5.61. Third was

Maintenance (Responsiveness) with a score of 5.55, and last was On-Site Management (Responsiveness). While all of these scores are higher than neutral, they still leave room for improvement to generate higher resident satisfaction.

- *Feelings Towards Complex and Management*: Respondents indicated their agreement with statements assessing their feelings towards their complex and management on a scale from 1 (Strongly Disagree) to 7 (Strongly Agree).
  - The statement "I think there are things that could make my complex better" generated a score of 5.70.
  - "I say positive things about my complex to others" received an average score of 5.38. This could be improved by providing incentives for tenants who refer others to the complex!
  - "Sealy Management Co., Inc. could make some changes to be more competitive" received a score of 5.34.
  - "Sealy Management Co., Inc. offers superior services to its competitors" was rated on average at a score of 4.68.
  - "I agree with the rent/quality ratio offered by my complex" was rated 4.63.
  - "I actively recruit people to live at my complex" received a score of 4.27. This as well could be improved by providing incentives to tenants who bring in new members to their community.

In sum, the responses from the residential survey provided insight into tenant demographics, behavior, common complaints, and attitudes towards incentives, properties, and amenities. It has highlighted several routes for expansion of programs and incentives, including:

- *Complaints*: Tenant responses indicated that their complaints could be resolved in a more timely and satisfactory manner. Being deliberate and intentional about ensuring quick and thorough solutions to complaints would benefit the property management through ensuring tenant satisfaction and encouraging them to remain in the same property (thus improving retention).
- *Amenities*: Although many residents indicated that they have diverse amenities, they suggested many amenities that they would appreciate seeing added to that list. The data generated from the survey about desired amenities can guide Sealy Management Co., Inc. to adopt some of those desired ones to improve tenant satisfaction and hopefully improve retention.
- *Incentives*: Tenant feedback on incentives can help inform Sealy Management Co., Inc. about which incentives would be most appreciated; using incentives that tenants value could increase their likelihood of remaining at their current property (or another Sealy Property, should they need to move).

Property Manager Survey Analysis

We sent out a survey with 36 questions to Sealy Management employees to discover their feelings. 29 responses were received.

- *Motivation*: 46% of the Sealy managers think the things that motivate them to be a good property manager are working environment/staff/career/pride (community). 27% of Sealy managers think residents/feedback motivate them to be a good property manager. Also, there are 16% of Sealy managers think the things that motivate them to be a good property are paycheck/money.
- *Experience*: 57% of the respondents have been a property manager for over five years, 33% of the respondents have been a property manager for between three and five years. 10% of them have been a property manager for less than three years.

- *Sealy Experience*: We found 47% of the respondents have been a Sealy manager for over five years. 33% of them have been a Sealy manager for between one and three years. There are just 10% of respondents who have been a Sealy manager for between three and five years or less than one year.
- *Complaints*: In the last month, approximately all of the Sealy managers received complaints from tenants at the property they managed.
- *Complaint reasons*: Most of the complaints the Sealy managers received from tenants are about animal issues. The next highest complaint reasons are noise and parking. It is important to point out that there were no complaints reported about communication, community events and cleanliness of the property.
- *Move out reasons*: In Sealy managers' opinions, the top 3 reasons people choose to leave one apartment community and move to another in the same city are rent price, noise (roommate/neighbors), location, and service.
- *Loyalty Incentives*: 55% of the Sealy managers think that current incentives for tenants are extremely adequate. 40% of the them feel they are somewhat adequate. Just one manager chose somewhat inadequate.
- *Loyalty Incentive Improvements*: 40% of the Sealy managers agree that Sealy could do something to improve tenant loyalty, while there are 25% of Sealy managers who disagree with that. In addition, 70% of the Sealy managers think a formal tenant loyalty program would be effective with the tenants on their property.

Social Media Audit

Social Media Assessment

Data from February 2018

Social Network	URL	Follower Count	Average Weekly Activity	Average Weekly Engagement Rate
Twitter	twitter.com/ SealyManagement	531	=/- 1 post per week	*Information Not Available for Review
Instagram	Instagram.com/ sealymanagement	35	7 posts total	*Information Not Available for Review
Facebook	Facebook.com/ sealyapartments	1148	+/- 1 post per week	Post Clicks: 7-10 Reactions, Comments, & Shares: 10-20
Pinterest	Pinterest.com/ sealytuscaloosa	760	+/- 1 poster per week	*Information Not Available for Review

Web Traffic Assessment

Although web traffic data was not available during this audit, it is recommended that Sealy Management perform a Web Traffic Assessment as a baseline for future monitoring. Web traffic assessments are often available through reports such as Traffic Source Report in Google Analytics and are used to determine the effectiveness of each social media platform driving traffic to the Sealy Management website. Your assessment would include each social media platform, the number of visits to your website from each platform, the percentage that number is of your overall website visits, and if possible, the conversion rate of those people who fill out a lead form.

Audience Demographics Assessment

Analysis of residence done by Sealy Management.

Age Distribution	25-34
Gender Distribution	Female: 57% Male: 43%
Parental Status	Parents: 44% Not Parents: 56%
Interests	Television, Home & Garden, Bargain Hunting, Travel, News and Information

Because typical Sealy tenants fall between the ages of 25 and 34. As can be seen in the table below, Pew Research Center studies published in February 2018 indicate that 78-81% of adults who fall in that age range use the Facebook Platform.[1] These statistics offer an overwhelming justification for Sealy primarily focusing on increasing and maintaining a presence on the Facebook Platform in their social media plan.

% of U.S. adults who use each social media platform

	Facebook	Instagram	LinkedIn	Twitter
Total	68%	35%	25%	24%
Men	62%	30%	25%	23%
Women	74%	39%	25%	24%
Ages 18-29	81%	64%	29%	40%
30-49	78%	40%	33%	27%
50-64	65%	21%	24%	19%
65+	41%	10%	9%	8%
White	67%	32%	26%	24%
Black	70%	43%	28%	26%
Hispanic	73%	38%	13%	20%
High school or less	60%	29%	9%	18%
Some college	71%	36%	22%	25%
College graduate	77%	42%	50%	32%
Urban	75%	42%	30%	29%
Suburban	67%	34%	27%	23%
Rural	58%	25%	13%	17%

Source: Source: Survey conducted Jan. 3-10, 2018.

PEW RESEARCH CENTER

Competitive Analysis

SWOT Analysis

While evaluating the Sealy Realty's social media pages, we noticed strengths and weaknesses. Additionally, we have identified opportunities to better utilize digital marking, as well as threats relative to other realty companies in Tuscaloosa.

Strengths

- Sealy Tag Line
- Responsive to messages
- Variety of followers on social media
- Well known,and trusted name in realty
-#HomewithSealy
- Established brand, with a company culture

Weaknesses

- No call to action, or information on how to rent
- Does not provide photos of all types of apartments
- No descriptions or photos to match room layouts

Opportunities

- Add more photos and videos to social media
- Invite all residents to follow & like the Facebook page – ability to provide incentives
- There is an entire market of young professionals and college students that can be captivated with "free stuff"

Threats

- Other realty companies provide more interactive content on social media
- Allied Realty provides VisualTours on their Facebook page
- Other companies are more technologically advanced and know how to engage younger markets

Strengths

- Sealy Realty Facebook page has 1,147 followers. The vast number of followers gives Sealy the ability to communicate with a variety of people in an effective way.

- On January 15th, 2018 Sealy illustrated a post including text and a photo alerting its residents about Freezing Weather. The post communicated the risk of freezing pipes in a modern, appealing matter. The text read "Please check your local forecast and make sure you are winter ready! #brr #nofrozenpipes #homewithsealy" followed by instructions on how to keep pipes from freezing during cold temperatures. The post included a photo of a frozen pipe to further elaborate the message. There are several excellent aspects of this post. First, it helps broadcast a message to minimize hassle for both the resident and Sealy, therefor the resident will listen as they believe the instructions will help them. Second, it delivers a message without coming off as bossy. Third, paper newsletters are often ignored or thrown away while Facebook newsfeeds are scrolled continuously without feeling like a chore. Forth, the hashtags are modern, relevant, and fun. The hashtag #homewithsealy further builds Sealy's brand image, by creating a nostalgic feeling of a home.

- The #HomewithSealy hashtag is consistently used on all social medias. The consistency of the hashtag engraves a home persona associated with Sealy as a Realty company. This is important as we have previously discussed creating a nostalgic feeling similar to one's childhood home while thinking about their Sealy apartment. #HomewithSealy facilitates an emotional response among residents.

- Furthermore, Sealy does a great job at posting effective and relevant seasonal post. The social media pages embrace Holidays and seasonal changes as a chance to post and connect with its followers. An example of this is the Valentine's day post stating, "home is where the heart is". The catchy Valentine's day post further builds resident's association of Sealy and home. This particular post creates a happy, feel good emotion associated with Sealy

- Another strength identified on the Facebook page is the responsive messenger tool. The Facebook page states it is very responsive to messages. Responsive messages give customers the ability to ask questions and share their opinions. Some people find it easier to state things online, rather than in person therefor the messenger tools allows customers to utilize an effective communication tool.

Opportunities

- Sealy Realty would benefit from adding more photos and videos of properties to Social Media. Millennials often search social media to discover more information before making a decision. By adding more photos and videos, future residents would have the chance to look at Social Media and get an idea of the offering. The Turtle Lake Apartment video is an excellent example of a video of an apartment. It would be beneficial to put more videos like the Turtle Lake Apartment video to the Facebook page. Videos could be recorded during moving time when the apartments are cleaned out. Alternatively, Sealy could offer an incentive to residents if they would allow them to take a video or photos of their apartment as a model unit.

- A way to gain more followers is by simply asking all residents to follow and like the Facebook page. Facebook is an easy, relatively cheap method of communicating information to residents in a modern way.

- Negative posts are going to happen. Try not to delete the posts. Instead, view them as opportunities to let tenants and prospective tenants to see Sealy address and issue and work to solve it for someone. Unfortunately, even though the tweet or post may have been deleted quickly, it was still seen by someone. (see "Negative Posts" in Appendix)

Weaknesses

- Sealy Social media pages do not have a direct call to action. There to begin filling out a lease at the click of a button.

- Sealy has limited photos and videos of properties. Photos and videos would allow future residents the chance to shop online, or even just be more aware of the offering.

Threats

- Other realty companies post photos of their properties. This purposes a risk because if a potential resident is on an apartment search and cannot find enough information on Sealy's social media, they may choose another realty company because they are able to find more information.

- Some of the other realty companies in the Tuscaloosa area post funny content to engage the younger audience. For example, Rumsey post funny cat memes that are not related to realty at all. Funny post increase engagement with the younger audience and give them more reason to follow the page.

- University Downs recently implemented a location based snapchat ad. The ad is fun and appealing. The advertisement automatically pops up when snapchat users are in a location radius selected by University Downs. Geography based advertisements can be initiated through a campaign, in which Sealy Realty could chose a certain radius of space to have their advertisement appear.

Competitor Assessment

Competitor Name	Social Media Profiles	Strengths
Rumsey Properties	FB: facebook.com/rumseytuscaloosa TW: twitter.com/rumseypropertie IN: instagram.com/rumseyproperties	• Personable and humorous posts • Engaging younger audiences • Posts rental and contact information
Allied Realty	FB: facebook.com/alliedrealty TW: twitter.com/alliedrealtyinc IN: instagram.com/alliedrealtyinc	• Posts about new openings of properties • Has videos and images of different apartment complexes and and styles

Brand Personas, Tools, and Strategies

Brand Personas

One of the most proven ways to ensure that your objectives and plans are within the reach of your audience is to create brand personas. Identifying relevant personas, listing the needs and perspectives of your personas, and ensuring your messaging is suited to these personas gives companies the peace of mind that they are being relevant to their audience. It is helpful to use age distribution and tools such as the Forrester Technographics Ladder and Pew Research Center Studies to identify the likely social media traits of your Target Market.

Personas are fictional members of your audience who take on the traits of your Target Market. For example, a persona for Sealy Management might be Mary. Mary is a 32-year-old, unmarried, professional who graduated with an undergraduate degree and got a job in Tuscaloosa. She has a full-time job. She is not sure if she is ready to buy a home, so for now she is content living in an apartment but is concerned that apartment living in a college town might not be ideal.

Personas like Mary give social media marketers someone to speak to when they write out their content. How will this content make Mary feel? Will she be motivated to live in a Sealy complex? Will she get a better understanding of how living in a Sealy complex would compare to living somewhere else? How will we support her as a working professional that lives in a Sealy complex? It is helpful to write out multiple personas like these and use them daily.

Tools

Suggested Tools	Existing Tools
• Hootsuite Business • Boomerang App (see "Boomerang Post" in Appendix)	• Facebook Business Manager

Hootsuite Business - The paid version of Hootsuite will allow you to use Hootsuite Organization to create marketing teams for certain properties with ability for non-admins to suggest content for Facebook and Twitter, pending approval. There is also the ability to create a content library so that Property Managers or Marketing Team Members have easy access to preapproved pictures and messaging with content banks for different teams. Using Single Sign-On would allow Marketing personnel to give and revoke access as needed – this would alleviate the issue of giving out individual passwords in order to see the analytics. With the teams set up, you will be able to assign questions that are asked on all social media platforms to specific teams and let the team decide who is best to answer the question or reply. Adding internal event tags will help keep track of engagement and to reply to shout outs you receive. You can create a hashtag for individual events that will show engagement with that hashtag, but also create an internal tag in case someone sends a message or makes a post that did not use the hashtag. This will also allow you to categorize sentiment around specific events. Utilizing features such as Hootsuite Amplify, allows you to encourage employees to share the content posted through their own social networks. Employees simply log in to Amplify through their mobile phone and browse the content that has been suggested for them to post and post what they think is interesting. Hootsuite Amplify, looks at the reach analytics and the employee engagement and would allow Sealy to incentivize employee engagement. There are many other features Hootsuite Business offers including Campaigns and Insights.

Platform-Specific Strategies

Developing strategies will give Sealy Management a plan for reaching any social media goals they set. It is helpful to look at strategies by platform and look at the Owned, Earned, and Paid media in order of simplicity. Owned media is the easiest to implement because information comes from the work of Sealy personnel. Because of this, owned media should be embarked upon in the first 3 months of implementing this plan. Earned media is curated from being engaged with your audience. Earned media is more difficult because it lies in the hands of followers and their engagement with Sealy. An increase in earned media and the efforts to boost it should be embarked upon in the first 6 months of implementing this plan. Paid media is the most difficult because it requires a budgetary component. Paid social media has a wide range of cost and can be as budget conscious or expensive as Sealy Management is willing to spend. An analysis of engagement over the first 6-9 months of implementation of this plan will give Sealy a better understanding of where paid media would be best spent. Below are Owned, Earned, and Paid strategy suggestions for the top three Sealy social media platforms.

Facebook

- Owned
  - Create campaigns to encourage engagement with current followers such as events in their complex
  - Create and implement a Facebook post campaign with a certain hashtag such as #SealyLife
- Earned
  - Post content that encourages likes and shares (School Closings/Holidays)
- Paid
  - Explore post boosting of popular Facebook posts. This is a very inexpensive form of paid media and is a good starting point into paid media.
  - Explore using Facebook Ads to promote the Sealy website and apartments

Pinterest

- Owned
  - Pin/Repin at least 5 times weekly
  - Update current posts and all future posts to vertical posts instead of horizontal posts
  - Link to an Sealy campaigns on Twitter and Facebook
- Earned
  - Create boards, repin, and like pins related to apartment living or decorating in an apartment
  - Create boards, repin, and like pins that are light hearted and relate to Apartment Living
- Paid
  - Explore Promoted Pins to promote Sealy

Twitter

- Owned
  - Post an average of 10 tweets weekly
  - Create and implement a campaign that encourages students to take a picture and tweet with a certain hashtag
  - Begin tweeting at and retweeting influencers in the Apartment Living world
- Earned
  - Monitor for keywords and trending hashtags that relate to Sealy Management and get in the conversation
- Paid
  - Explore using Twitter Ads/Twitter Cards to promote the Sealy Management website, to feature your website content, and drive click-through site traffic

Content Implementation

Timing and Key Dates

Holidays – In addition to major holidays, consider once a month posting for a National Day

- July 15 – National Junk Food Day
- August 8 – National Happiness Day
- 1st Sun. in November – Daylight Savings Time Ends (Fall Back)
- 2nd Sun. in March – Daylight Savings Time Begins (Spring Forward)
- Etc.

Major Holidays

- Make posts that contain people instead of just images (Veteran that lives in a Sealy apartment on Veteran's Day)
- Do something special for your residents around a holiday and post about it (see 'Making a Holiday Special' in Appendix)
- Consider hashtags for major holidays: Tell us what you are thankful for this Thanksgiving #SealyThankful

Campaigns

- Featured Complex – think of times during the year that each complex could be featured
- Complex Takeover – managers of each complex takes over the social media for a day
- If there is a Sealy Mascot, maybe think about giving out plush toys with a campaign about where he is around the complexes, like the Christmas Elf on a Shelf
- Hashtag Contests (see 'Hashtag Contests' in Appendix)
- Tenant Spotlight – feature outstanding Sealy tenants and tell their story

Website

Highlight major achievements or awards that Sealy or Sealy complexes have received.

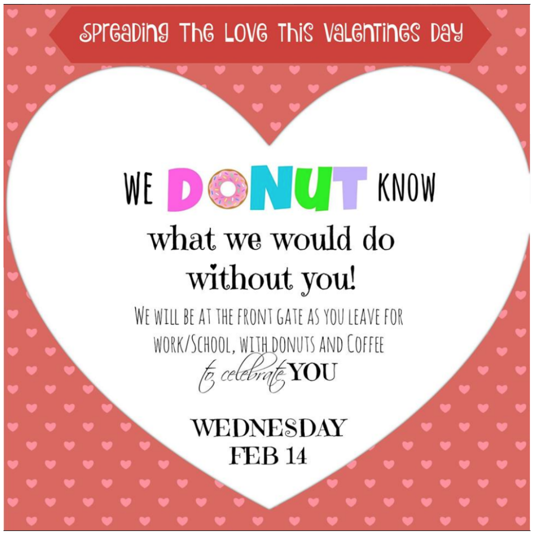
Posts

- Posts asking what events your residents would like to see at the complex (see 'Event Requests' in Appendix)
- Link to big events happening as specific complexes and follow up with a Thank You after the event (see 'Event Promotion' and 'Follow-up Post' in Appendix)
- Link to school closings when a Sealy property is effected

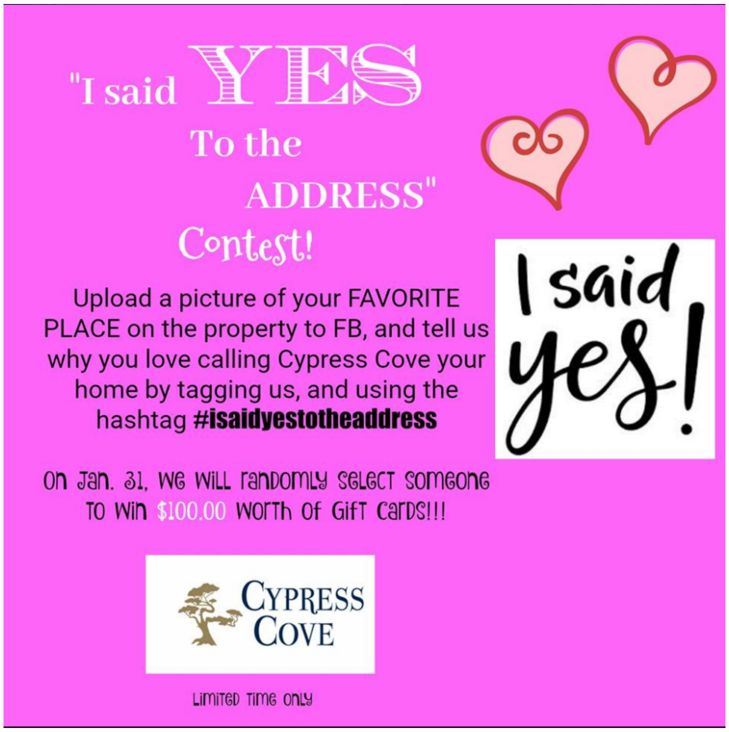
1 https://www.realpage.com/mpf-research/apartment-renewal-conversion-trending-upward/
2 http://www.pewinternet.org/fact-sheet/social-media/

Appendix

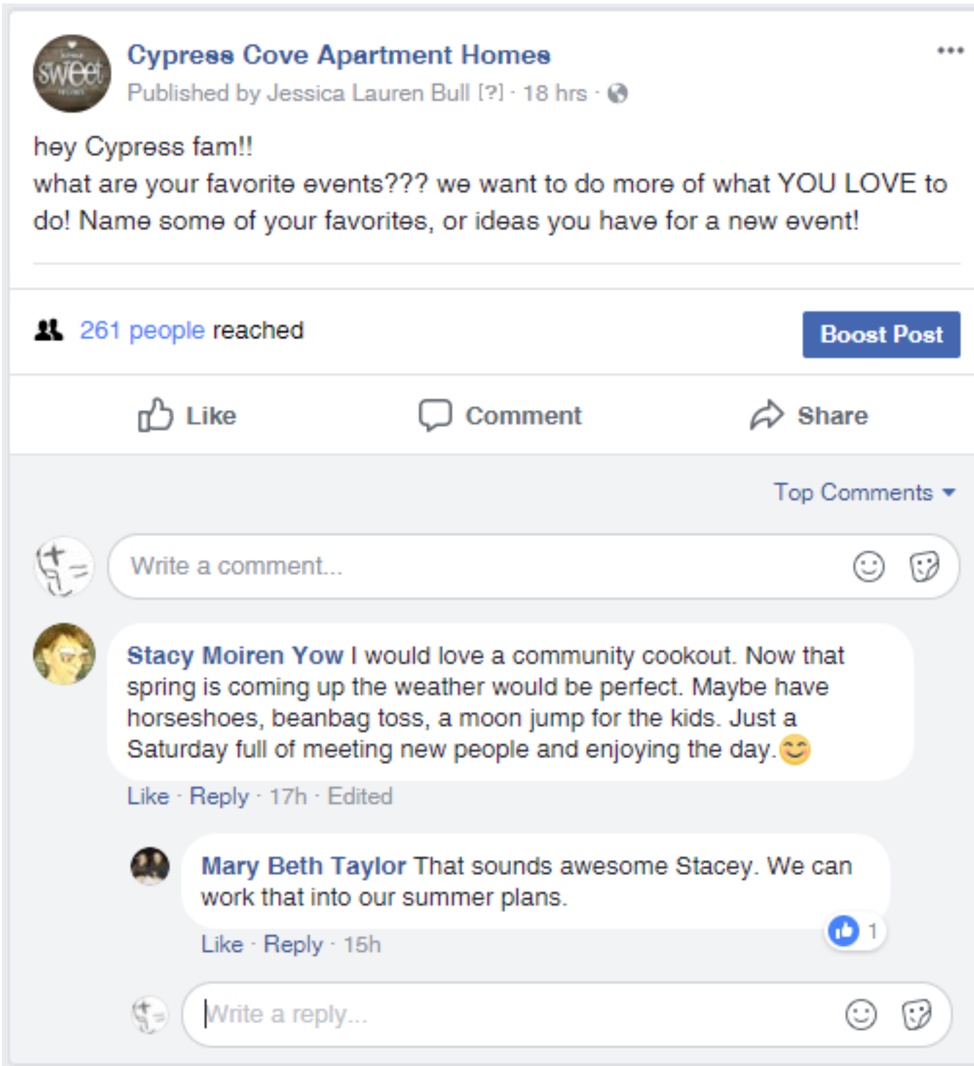
Making a Holiday Special – Below is an example of a Sealy property making a holiday special with no effort required of the residents to attend anything. This is a great way to show your residents that you care about them and just want to do something nice.



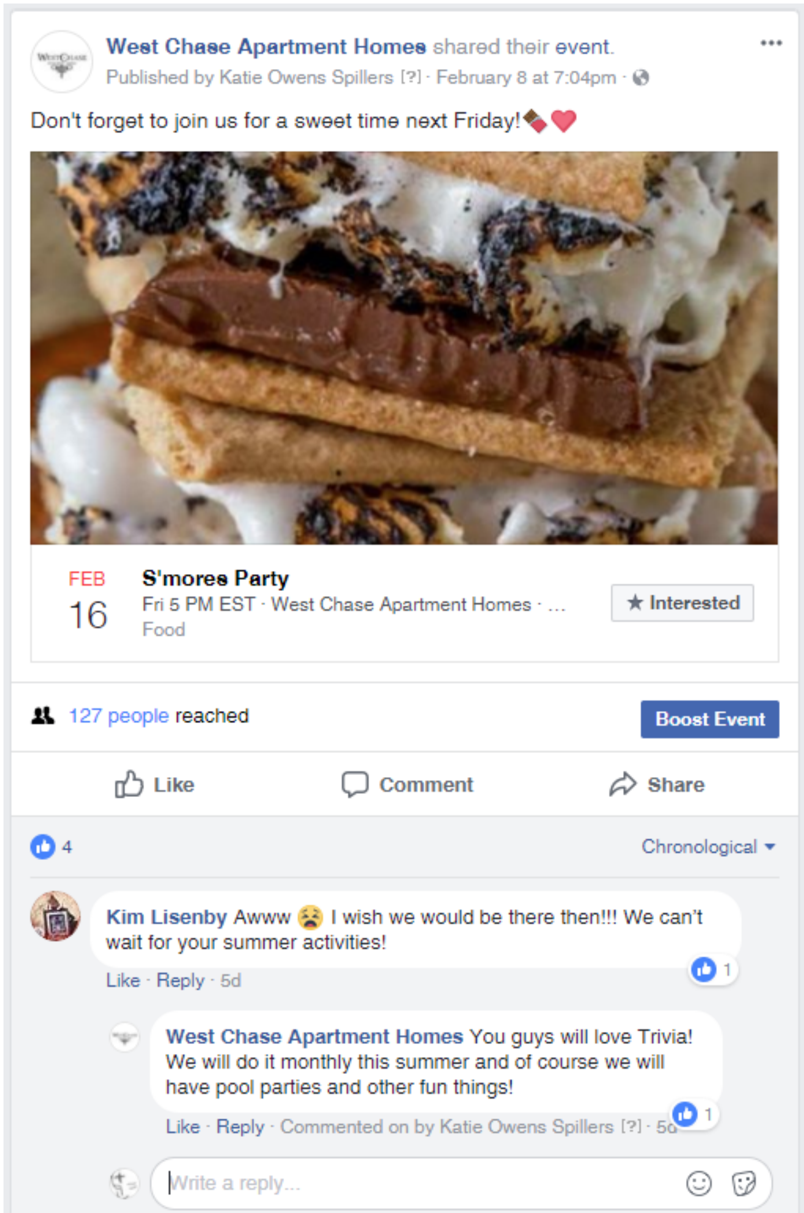
Hashtag Contests – Below is a great example of a Sealy property having tenants promote the property on social media for them through a hashtag contest. In this particular contest, Cypress Cove asked residents to post a picture of their favorite spot on the property with the hashtag #ISaidYesToThe Address. On January 31, they did choose a winner via Facebook Live!



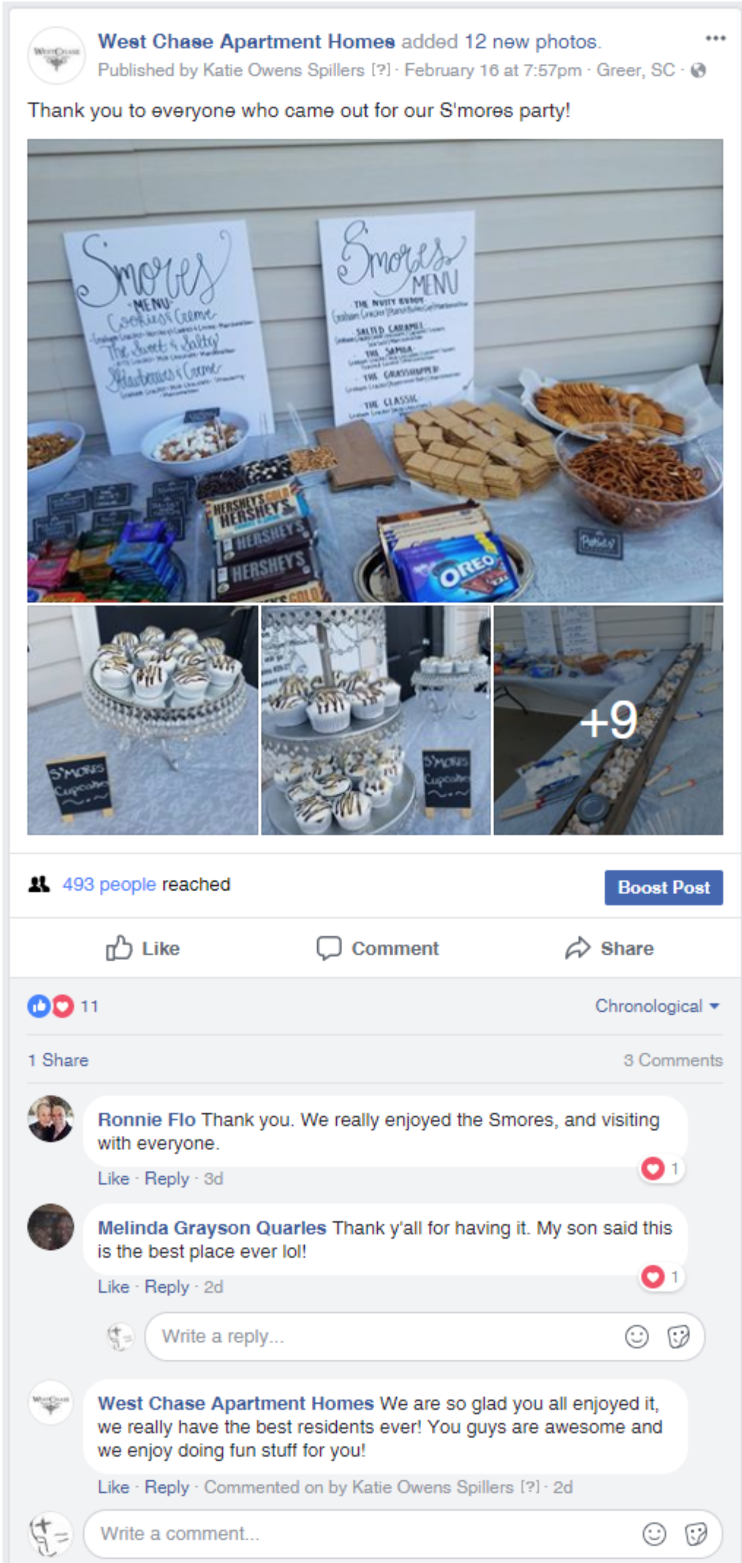
Event Requests – Below is a great example of a Sealy property asking their tenants the types of events they would like to have at the complex. It is simple and straight to the point and actually had some tenant response. It also looks like one of the property managers was quick to reassure the tenant that her suggestions were heard. Great job, Cypress Cove!



Event Promotion – Below is a great example of a Sealy property promoting their upcoming event on Facebook. This is a wonderful winter event that can include the whole family and it had some tenant response with a property manager being quick to reply. Looking good, West Chase!



Follow-Up Post – Below is a great example, using West Chase Apartment Homes' Smores Party to follow up after an event to thank people for attending.



Boomerang Post – Below is a great example of using a tool to create a fun and interesting post. Adding video or pictures to posts are great ways to get them seen. West Chase used the Boomerang app to create an inticing video to promote their upcoming S'more's Party Event.

Negative Posts – Below are a couple of great examples of posts on the Sealy Facebook page that were deleted from the thread. Though this issue might have been addressed with the person posting, anyone who saw the post before it was deleted is going to wonder how it was handled.

Sha Sha commented on Sealy Management Company, Inc.'s photo.

Sha Sha
February 11 at 7:27am

Prefer for no one too move to sealy they are some type of scammers

Like Comment

Sha Sha commented on Sealy Management Company, Inc.'s post.

Sha Sha
February 11 at 7:28am

Do not move at any location that sealy has they are scammers

Like Comment