



Marketing Procedures for Housing Managers

Instructor's Guide



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February, 1979

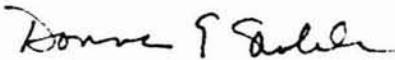
The research forming the basis for this workshop was conducted pursuant to grants between the U. S. Department of Housing and Urban Development and the five universities listed on the page of acknowledgements. Statements and information contained in this workshop are those of the grantees who assume sole responsibility for their accuracy and completeness.

FOREWORD

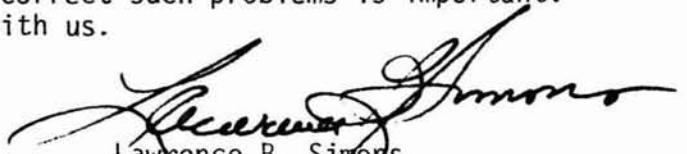
This instructor's guide is one of eighteen in a housing-management curriculum developed by HUD in conjunction with Temple University.

The guide reprints all the material in the participant's workbook, but gives more detailed information where necessary and answers the test questions.

Our hope is that with your help, the workshops using this curriculum will advance professionalism in the field of housing management. The lack of professionalism -- that is, the lack of uniform standards which allows people of varying knowledge and abilities to manage HUD-assisted and privately financed housing -- has contributed to some serious problems: high default rates, abandonments, and vandalism. To correct such problems is important. We are glad to have you working with us.



Donna E. Shalala
Assistant Secretary for
Policy Development and Research



Lawrence B. Simons
Assistant Secretary for
Housing -- Federal Housing
Commissioner

PREFACE

Each workbook in this series presents a number of learning objectives targetted to a selected area of management. Successful completion of the learning objectives presented in each workbook provides a series of building blocks to buttress the spectrum of skills required of a housing manager.

In preparing these workbooks, an attempt has been made to incorporate the range of knowledge that housing managers might be required to draw upon. Likewise, an attempt has been made to reflect the present state-of-the-art of housing management. Inevitably, whatever is captured in print reflects a body of knowledge and practice up to the point of publication. Therefore, the students and instructors making use of these workbooks will want to keep alert to new developments that should be integrated into the workbook material. Furthermore, like any attempt to codify knowledge in a particular field, the material presented in these workbooks is open to differences of interpretation and emphasis. We are aware that there may be some techniques and procedures described in these workbooks with which some experts in the field might disagree. The best test of such procedures and techniques will come when they are applied in the field by housing management practitioners. Through this process, the state-of-the-art will continue to be improved. Instructors in the future will undoubtedly want to incorporate such acknowledged improvements into their delivery of the workbook material.

One final point is worth mentioning. An initial impetus for these workbooks was the need to upgrade management skills in HUD-related housing. However, many of the principles presented should be viewed by students and instructors as applicable to multifamily housing management practices in the private sector.

ACKNOWLEDGEMENTS

The five universities listed below worked together to develop a college-level curriculum for housing management. The fifteen modularized workshops were developed and compiled by the Center for Social Policy and Community Development at Temple University using specific elements of the college curriculum.

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School of Business and Public Administration
Howard University
Washington, D. C. 20059

Housing Management Program
College of Business
Southern University and A & M College
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Center for Social Policy and Community Development
Housing Management Institute
Temple University
Philadelphia, Pennsylvania 19122

School of Public Affairs
Texas Southern University
Houston, Texas 77004

Housing Management Division
Business Department
Winston Salem State University
Winston Salem, North Carolina 27102

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INTRODUCTION

Marketing and attracting prospective residents is an important function of the housing manager. Although some managers have long waiting lists of eligible applicants, other managers need an aggressive and carefully planned marketing strategy because of the age, location or image of their development or because of the rent structure in their local housing market. This workshop strives to enable managers to prepare and implement comprehensive marketing plans. Accordingly, it has four overall goals:

- (1) To enable managers to locate prospective residents,
- (2) To enable managers to adopt the most economical method of reaching the most qualified prospects,
- (3) To enable managers to comply with Federal equal employment opportunity requirements, and
- (4) To enable managers to successfully work with prospective residents during the marketing process.

Each goal has several learning objectives. These learning objectives are, simply, measurable statements about the specific knowledge participants are expected to acquire in the workshop.

Each learning objective, in turn, has what is called an anticipated practice outcome. Anticipated practice outcomes are those practical skills a participant can be expected to implement on the job using the information acquired in the workshop.

In other words, anticipated practice outcomes refer to the ways knowledge acquired in the workshop can be applied to real problems and situations.

The workshop, organized around the learning objectives and anticipated

practice outcomes, requires two half-day sessions.

Session 1 - Goal Areas 1 and 2

Session 2 - Goal Areas 3 and 4

HOW TO USE THE INSTRUCTOR'S GUIDE

This is the Instructor's Guide to the workshop on Marketing Procedures for Housing Managers. In addition to listing goals, learning objectives, and anticipated practice outcomes, it contains a detailed content section, discusses appropriate methodology and resources, and provides a rationale for the group task with suggested strategies for connecting the exercise to content items. It also provides answers to the post-test evaluation and suggests criteria for evaluating results of the skill-test items.

The Participant's Workbook for the workshop contains the same introduction and description of goals, learning objectives and anticipated practice outcomes. However, the content and methodology are less detailed and only those materials required for participants in the group task, post-test and skill-test are included.

The workshop is organized around learning objectives and anticipated practice outcomes. The overall workshop plan is presented in the matrix on pages vi through x.

At the top of each page is a box containing the overall problem. At the far left of each page is one of the overall goals of the workshop. The goals state in broad terms how the workshop will address the problem.

To the right of each goal statement are its learning objectives. These objectives represent specific knowledge a participant is expected to acquire during the workshop.

In the next column to the right, under "Content," is a list of the material to be covered for each goal.

Moving farther right, the next column contains methodology. Outlined in this column are the teaching methods suggested for the workshop. In this workshop a series of informal lectures will be used.

The next column, labeled "Resources," contains a description of who will conduct the course. For this workshop, program staff can be used.

The next column to the right lists those corresponding post-test items which will measure how well participants met the learning objectives.

This column is followed by the anticipated practice outcomes, which are more practical, job-related skills or attitudes the participant is expected to acquire.

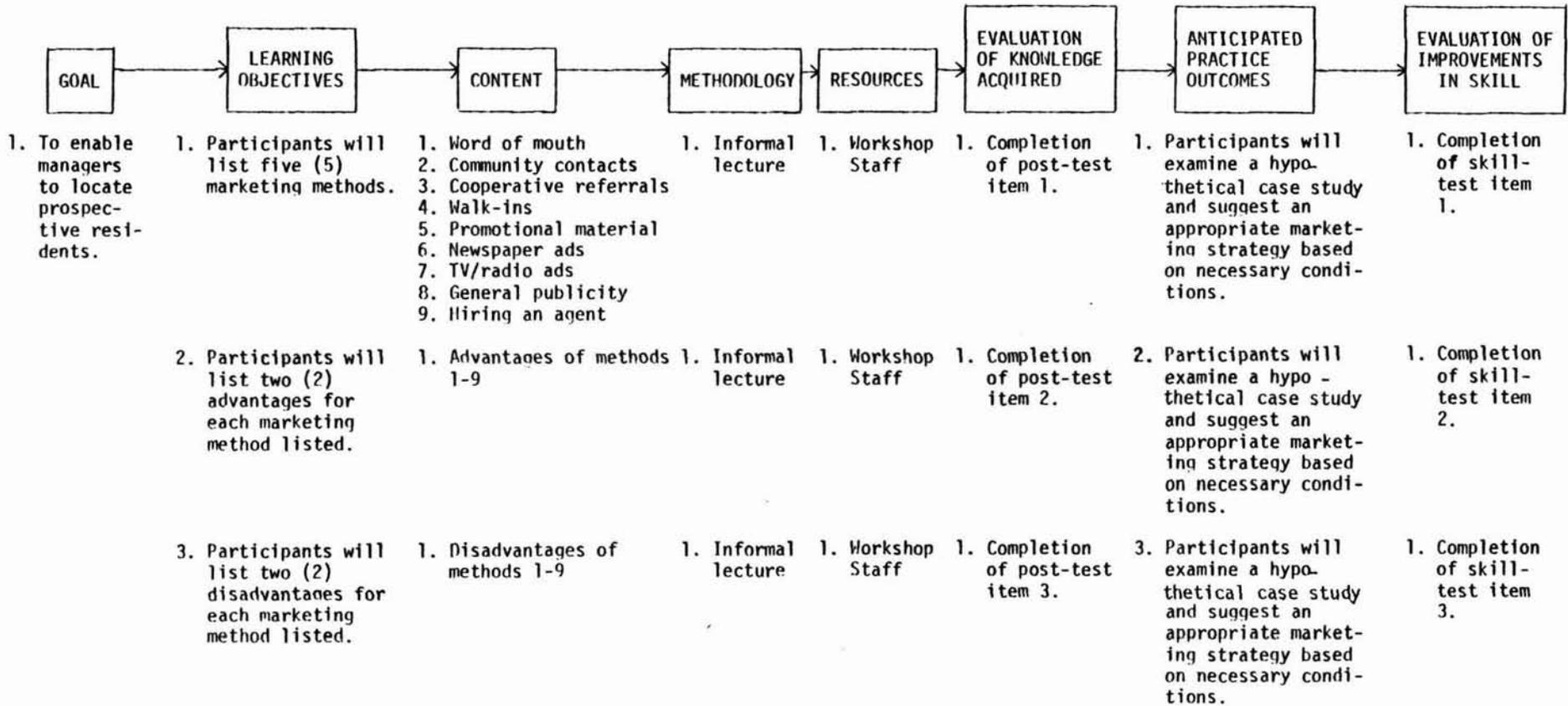
Finally, the last column on each page lists corresponding skill-test items which will measure how well participants met the anticipated practice outcomes.

WORKSHOP MATRIX

WORKSHOP MATRIX

PROBLEM

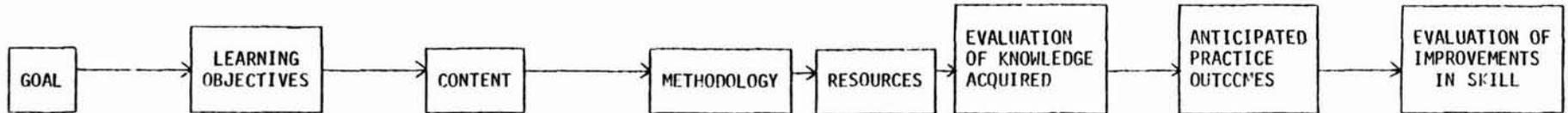
Managers need skills for developing and implementing comprehensive marketing plans for their developments.



WORKSHOP MATRIX

PROBLEM

Managers need skills for developing and implementing comprehensive marketing plans for their developments.



2. To enable managers to adopt the most economical method of reaching the most qualified prospects.

1. Participants will list four (4) factors which determine the most economical method of reaching the most qualified prospects.

1. Target population
 2. Fit with budget
 3. Affirmative Fair Housing
 4. Immediate needs of development
 5. Individual nature of development

1. Informal discussion
 2. Group task

1. Workshop Staff

1. Completion of post-test item 4.

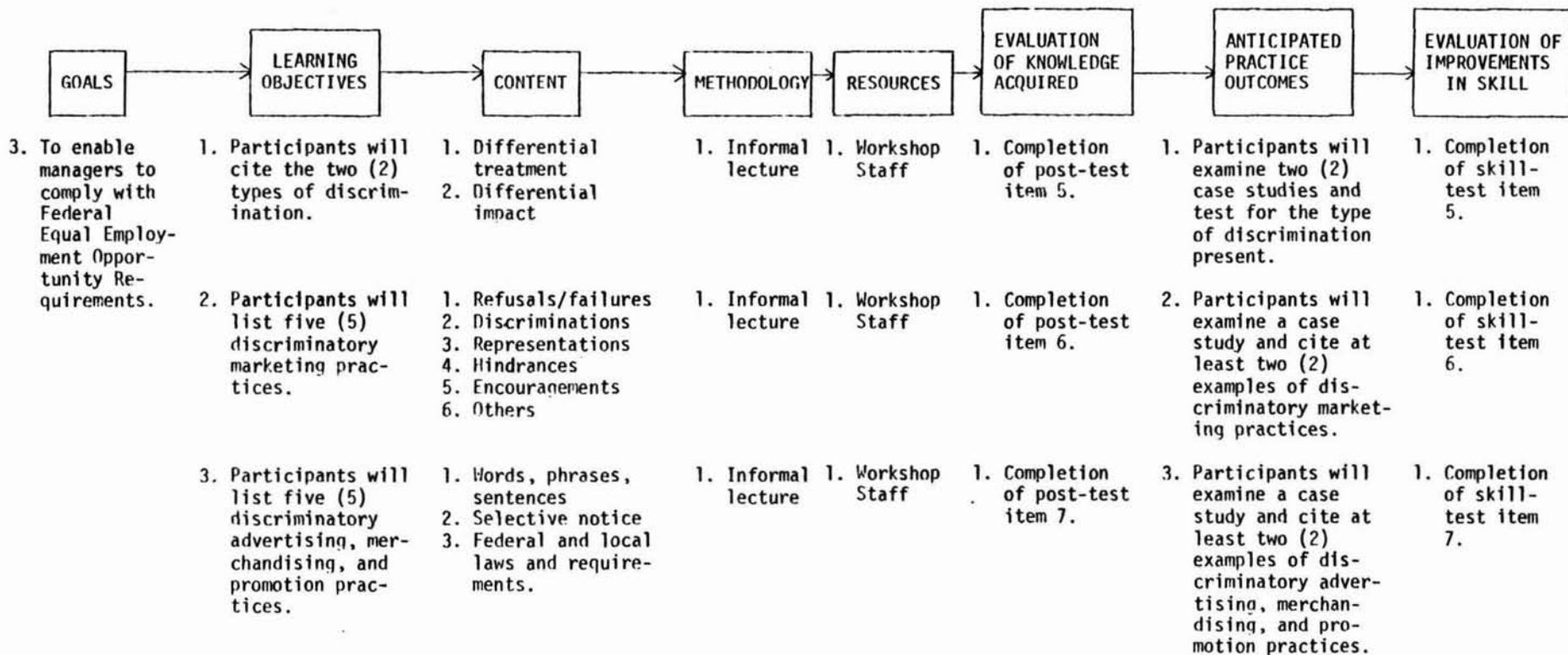
1. Participants will examine a hypothetical case study and determine the most economical marketing methods.

1. Completion of skill-test item 4.

WORKSHOP MATRIX

PROBLEM

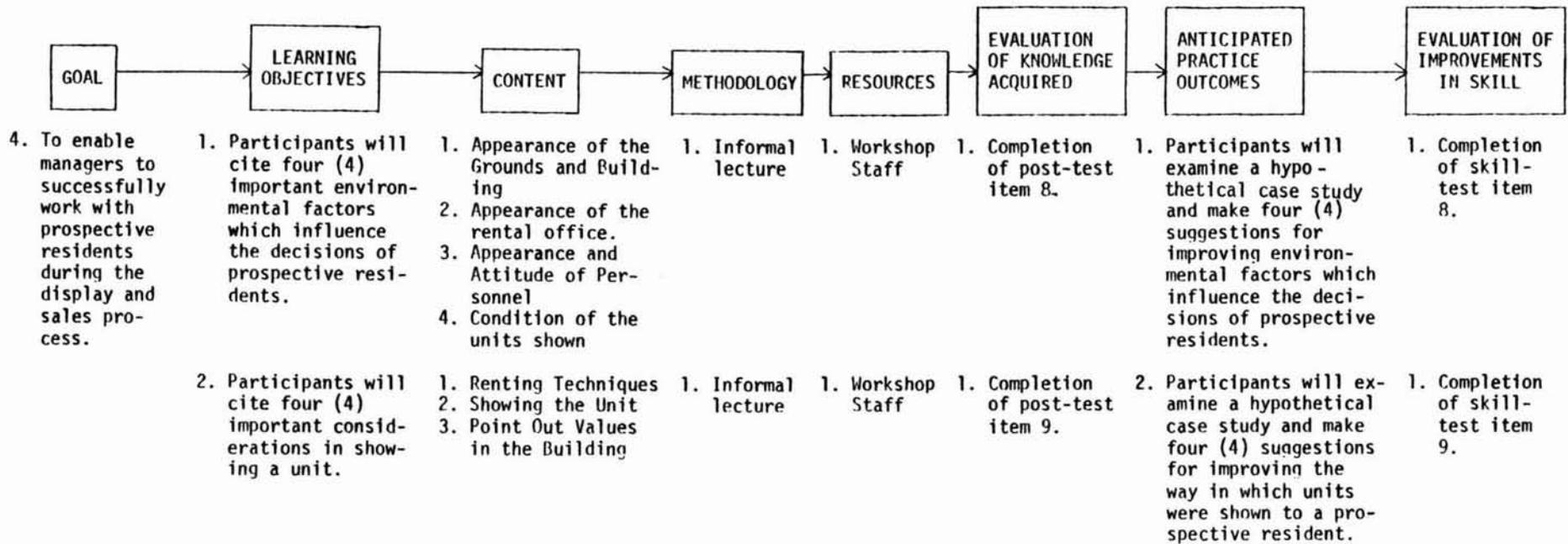
Managers need skills for developing and implementing comprehensive marketing plans for their developments.



WORKSHOP MATRIX

PROBLEM

Managers need skills for developing and implementing comprehensive marketing plans for their developments.



GOAL AREA 1
TO ENABLE MANAGERS TO LOCATE PROSPECTIVE RESIDENTS

GOAL AREA 1: TO ENABLE MANAGERS TO LOCATE PROSPECTIVE RESIDENTS

LEARNING OBJECTIVES

1. Participants will list five (5) marketing methods.
2. Participants will list two (2) advantages for each marketing method listed.
3. Participants will list two (2) disadvantages for each marketing method listed.

ANTICIPATED PRACTICE OUTCOMES

1. Participants will examine a hypothetical case study and suggest an appropriate marketing strategy based on necessary conditions.
2. Participants will examine a hypothetical case study and suggest an appropriate marketing strategy based on necessary conditions.
3. Participants will examine a hypothetical case study and suggest an appropriate marketing strategy based on necessary conditions.

Content

Identifying Sources of Prospects

The first element of the marketing process is to locate prospective residents. This task is less complex when a specific target population (elderly, singles, professionals) is sought. In HUD programs, HUD local staff will have conducted a neighborhood and market analysis in deciding whether to underwrite the loan. Although review of such an analysis is very helpful, it cannot substitute for a review of current market conditions.

Marketing Methods

There are a variety of marketing methods a manager may select to carry out good marketing plans. These are described below, together with necessary conditions and advantages and disadvantages.

1. Word of Mouth

(To fill turnover vacancies only.) Current residents spread the word to their friends that the development is a good place to live and

that they should apply if interested. Residents may also give the manager names of people whom they think might be interested in living in the development. Managers can motivate residents to encourage friends to apply through casual conversation or through notices in the newsletter or on the bulletin board.

Necessary conditions. Satisfied residents who are willing to "spread the word."

Advantages. Free of cost. This method obtains a good response from those it reaches because of its personal nature. It can be especially useful in building up a waiting list of applicants.

Disadvantages. Reaches comparatively few people. It may also be discriminatorily selective, since it is limited to the friends and acquaintances of current residents. Response time may be too slow if several vacancies must be filled.

2. Community Contacts

The manager contacts various social, religious, government, and other organizations in the community that may be potential sources of new residents.

Necessary conditions. Existence of appropriate organizations to contact.

Advantages. Free of cost. Selective marketing because the manager can direct efforts at organizations and activities that relate to the development's target population.

Disadvantages. Takes considerable time and effort. Response time may be too slow if the manager needs to fill several vacancies quickly.

3. Cooperative Referrals Among Developments

The manager establishes a cooperative relationship with the managers of other developments to refer prospects to one another who do not meet their eligibility requirements or for whom they do not have suitable units.

Necessary conditions. Other developments in the area.

Advantages. Free of cost. This method may be particularly useful for a new development.

Disadvantages. Competition for residents among developments may be too keen. Other managers may not want to cooperate. Prospects applying to other developments may not be part of the target population.

4. Attracting Walk-ins

To attract walk-ins, management must rely on the appearance of the development. Posting signs describing the units, rents, and amenities arouses the interest of passers-by to come in and make inquiries about vacancies.

Necessary conditions. Good, accessible location.

Advantages. Costs little or nothing unless expensive signs are used.

Disadvantages. Passers-by may not be of the development's target population.

5. Distributing Promotional Material

Particularly during rent-up, promotional material is distributed to the target population. This involves making door-to-door delivery of promotional materials in a selected target area or placing promotional materials in key locations such as laundromats, grocery stores, or

community centers, in an area with a high concentration of the target population.

Necessary conditions. Attractive promotional materials.

Advantages. Brochures can tell prospects important information about a development quickly. Promotional material need not be expensive. If distribution is well placed, promotional materials can reach a high concentration of the target population.

Disadvantages. Unless distribution is well targeted, much of the promotional material may be wasted. An attractive brochure may cost \$100 or more per 1,000 copies.

6. Newspaper Advertising

Placing classified "for rent" ads in newspapers. During rent-up or if there are a large number of vacancies, display ads with photos or illustrations and floor plans may be placed in other sections of the newspaper.

Necessary conditions. Good "ad" copy. Wide or well targeted newspaper circulation.

Advantages. Classified ads in a large circulation daily or Sunday newspaper reach a large number of real prospects, because most of the people looking in the classified section are interested in renting. Ads can be tailored either for renting one unit or several units and can include important details about vacancies. Display ads may be more attractive and reach an even larger number of people for quick rent-up.

Disadvantages. Frequent advertising can be expensive. Display ads are even more expensive.

7. TV or Radio Advertising

Placing 30-to-60-second ads on either radio or television or both.

Necessary conditions. Catchy ads and a large advertising budget.

Advantages. Proper advertisement can reach a high concentration of the target population. TV ads can visualize attractive features of the development.

Disadvantages. Costly. Too expensive for advertising one or two vacancies. During rent-up, cost may be justifiable if other methods are not working.

8. General Publicity

A well written news release that highlights an unusual design or feature as the subject of a feature story on radio, television, or in the newspaper.

Necessary condition. Public relations experience.

Advantages. Free of cost. Favorable reports can arouse interest in a considerable number of prospects.

Disadvantages. There may not be anything really newsworthy about the development. Development personnel may not have the skills to write news releases or to get news media interested. Other news stories may have reported negative aspects about the development.

9. Hiring a Real Estate or Other Marketing Agent

Contracts can be undertaken with professional marketing personnel to design and deliver a marketing program.

Necessary conditions. A capable firm at a reasonable price.

Advantages. The manager is free to focus on other tasks.

Disadvantages. Expensive and loss of control over marketing efforts.

10. Model Apartment

At least one apartment is decorated to show to prospective residents. Furnishings are both attractive and within the reach and taste of the target population.

Necessary conditions. An availability of suitable units and ability to lose rental income from those units.

Advantages. If a local department or furniture store cooperates, such a venture could cost nothing.

Disadvantages. Expensive if the manager can't work out a cooperative agreement for free or low-cost decorating advice and furnishings. Requires daily maintenance to remain attractive.

Methodology

1. This material can be presented in an informal lecture.

Resources

1. Workshop staff can conduct the informal lecture.

GOAL AREA 2

TO ENABLE MANAGERS TO ADOPT THE MOST ECONOMICAL METHOD OF REACHING
THE MOST QUALIFIED PROSPECTS

GOAL AREA 2: TO ENABLE MANAGERS TO ADOPT THE MOST ECONOMICAL METHOD OF REACHING THE MOST QUALIFIED PROSPECTS

<u>LEARNING OBJECTIVE</u>	<u>ANTICIPATED PRACTICE OUTCOME</u>
1. Participants will list four (4) factors which determine the most economical method of reaching the most qualified prospects.	1. Participants will examine a hypothetical case study and determine the most economical marketing methods.

Content

Evaluating Marketing Methods

There are a number of methods for identifying and attracting prospective residents. In evaluating the effectiveness of such methods, each method used should be reviewed in terms of the quality and number of prospects attracted and the associated costs. Managers should keep a careful record of the responses to various marketing methods used. One way of doing this is to prepare a weekly rental activity report noting public response to various marketing strategies and inquiries about rentals. Such a report can also be used to measure market acceptance of the development. A large number of prospects with insufficient rental results indicates either that display and sales techniques are inappropriate or that rental rates are not properly established.

There are several criteria for evaluating marketing methods:

Is the method likely to reach the income group identified as the most likely market, or the target population?

How well does the cost of the method fit with the marketing budget?

Will the method satisfy affirmative fair housing regulations?

Will the method meet the immediate needs of the development?

Does the method lend itself to the individual nature of the development?

Methodology

1. This material can be presented in an informal lecture. Participants should then be asked to complete Task 2-A.

Resources

1. Workshop staff should conduct the informal lecture and the group task.

INSTRUCTIONAL AID: TASK 2-A

1. *Read the following case study.*

Rouge House is located in Mason Dale, a suburban community in southern New Jersey, about 30 miles from Philadelphia. Its population is 20,000. Mason Dale is largely a middle-class community of white collar workers who commute to the city for employment.

Rouge House is being built as a 202 elderly development. Its non-profit sponsor is the Mason Dale Methodist Church. When construction is completed (in approximately six months), the development will be a five-story elevator building with 146 units. There will be 46 efficiencies and 100 one-bedroom units. Basic rents will be \$98 and \$115 per month respectively.

Rouge House is in a heavily wooded area relatively isolated from the rest of the neighborhood. There is a one-mile long access road to the development from the main road. The rest of the neighborhood consists of new four and five bedroom single-family houses costing from \$60,000 to \$90,000. The manager must find residents to move in as soon as possible. His marketing budget is \$800.

2. Develop a potential marketing plan by completing the matrix below. Each of the various marketing methods listed vertically should be analyzed for appropriateness according to the criteria listed horizontally. Shade the corresponding block if a particular method seems promising relative to a particular criterion. The more a particular method is shaded, the more likely it is to produce the desired results.

ROUGE HOUSE

	Target Population	Budget	Equal Opportunity	Immediate Needs (Time)	Nature of Development
Word of Mouth					
Community Contacts					
Cooperative Referrals					
Promotional Materials					
Newspaper					
Radio and Television					

INSTRUCTOR'S GUIDE: TASK 2-A

2. Participants were asked to complete the following matrix:

ROUGE HOUSE

	Target Population	Budget	Equal Opportunity	Immediate Needs (Time)	Nature of Development
Word of Mouth		Diagonal lines			
Community Contacts	Diagonal lines	Diagonal lines	Diagonal lines	Diagonal lines	
Cooperative Referrals		Diagonal lines			
Promotional Materials	Diagonal lines	Diagonal lines			
Newspaper	Diagonal lines	Diagonal lines	Diagonal lines	Diagonal lines	Diagonal lines
Radio and Television	Diagonal lines		Diagonal lines	Diagonal lines	Diagonal lines

Of those marketing methods that are free, only one, community contacts, scores highly. The marketing plan should focus in this area. Of those methods that cost money, newspaper and radio and TV ads score highly, while promotional materials do not. Since newspaper ads are less expensive than those on TV and radio, spending should focus on newspaper ads. The manager should, however, seek free television exposure through local news shows. The manager should also post a sign prominently.

GOAL AREA 3.

TO ENABLE MANAGERS TO COMPLY WITH FEDERAL
EQUAL EMPLOYMENT OPPORTUNITY REQUIREMENTS

GOAL AREA 3: TO ENABLE MANAGERS TO COMPLY WITH FEDERAL EQUAL EMPLOYMENT OPPORTUNITY REQUIREMENTS

- | | |
|--|---|
| 1. Participants will cite the two (2) types of discrimination. | 1. Participants will examine two (2) case studies and test for the type of discrimination present. |
| 2. Participants will list five (5) discriminatory marketing practices. | 2. Participants will examine a case study and cite at least two (2) examples of discriminatory marketing practices. |
| 3. Participants will list five (5) discriminatory advertising, merchandising, and promotion practices. | 3. Participants will examine a case study and cite at least two (2) examples of discriminatory advertising, merchandising, and promotion practices. |

Content

Definition of Discrimination

Any marketing method must satisfy equal opportunity and affirmative marketing regulations. HUD has developed an Affirmative Fair Housing Marketing Plan.

In defining "discrimination," one must first define "minority." A minority is any group, or any member of a group, that can be identified either:

- by race, color, religion, sex, or national origin; or
- by any other characteristic on the basis of which discrimination is prohibited by a Federal, state or local fair housing law. (This is primarily determined by the law of your state or locality. Where there is no state or local fair housing law, "minority" would simply refer to race, color, religion, sex or national origin. Elsewhere, state, county, or city governments have passed laws for the protection of other groups. Depending on the terms of those laws, "any other characteristic" may include such characteristics as age, marital status, personal appearance, sexual orientation, family responsibilities, physical handicap, matriculation, political affiliation, source of income, or place of residence or business.)

There are two types of discrimination. Each has a different impact and requires a different type of treatment. The first type of discrimination arises when people are treated differently because of their minority status. The second type of discrimination arises when uniform arbitrary actions or policies have a discriminatory impact on minority groups.

To insure that a marketing plan does not violate fair housing laws, all actions or policies which might possibly be discriminatory should be tested. There are separate tests for each kind of discrimination. Both should be applied whenever there is a chance that any policies or practices may be discriminatory.

Test for Discrimination by DIFFERENT TREATMENT:

Would you be treating someone differently than you are now treating that person if he or she had a different minority status? Would I as a housing manager treat this black applicant differently if he were white?"
"Would I treat this Chicano resident any differently if he were Anglo?"

If the answer is:

YES - you are discriminating because of minority status.

NO - you are not discriminating because of minority status.

Test for Discrimination by DIFFERENT IMPACT:

Even though a housing manager may not treat people differently because of minority status, he could act in such a way that a higher percentage of minority group members, or members of one particular minority group, were excluded or otherwise harmed.

Does what you are doing really serve a valid business purpose?

If the answer is:

YES - ask the next question.

NO - you are discriminating because of minority status.

Is there any other way of accomplishing the same business purpose without an exclusionary or harmful impact?

If the answer is:

YES - you are discriminating because of minority status.

NO - you are not discriminating because of minority status.

Discriminatory Marketing Practices

In marketing, it is unlawful to do any of the following:

1. Refuse or fail...
 - to rent a dwelling after a bona fide offer has been accepted
 - to re-negotiate for the rental of a dwelling
 - to show a dwelling
 - to provide or volunteer information about a dwelling because of minority status
2. Discriminate...
 - in the terms, conditions, or privileges of the rental of a dwelling
 - in the provision of services or facilities in connection with the rental of a dwelling
3. Carry out any instructions, explicit or understood...
 - to make a dwelling unavailable for rental
 - to avoid the rental of a dwelling because of minority status
4. Represent...
 - that a dwelling is unavailable for inspection when in fact it really is available because of minority status
5. Delay, hinder, avoid, obstruct, or discourage...
 - the rental of a dwelling because of minority status

6. Encourage discrimination...
 - in the showing or rental of a dwelling because of minority status
7. Channel or steer...
 - a person away from a dwelling or neighborhood because of minority status
8. Or otherwise...
 - make a dwelling unavailable for showing or rental
 - avoid the showing or rental of a dwelling because of minority status
9. In advertising, it is unlawful to do any of the following:
 - Make, print, or publish, or cause to be made, printed, or published, a notice, statement, or advertisement concerning the rental of housing that indicates either:
 - any preference, limitation, or discrimination because of minority status, or
 - any intention to such preference, limitation, discrimination
 - Use words, phrases, sentences, or visual aids that have discriminatory effect in any such notice, statement, or advertisement.
 - Selectively use, place, or design any such notice, statement, or advertisement with the effect of discriminatorily limiting or enhancing its appeal.
 - Fail or refuse to implement requirements under Federal, state, or local fair housing laws, or under any ruling of a court or administrative agency based on Federal, state, or local fair housing laws including such requirements as:
 - to maintain or provide data on minority status.
 - to display fair housing poster, equal housing logotype, or other such indicators.
 - to advertise or otherwise proclaim nondiscriminatory real estate policies and practices.
 - Fail or refuse, when required by statute or administrative regulation, or by order of any court or administrative agency, to carry out an affirmative real estate marketing program to serve persons of both minority and non-minority status with respect to housing for rent.

Methodology

1. This material can be presented in an informal lecture.

Resources

1. Workshop staff can conduct the informal lecture.

GOAL AREA 4

TO ENABLE MANAGERS TO SUCCESSFULLY WORK WITH
PROSPECTIVE RESIDENTS DURING THE DISPLAY AND
SALES PROCESS

GOAL AREA 4: TO ENABLE MANAGERS TO SUCCESSFULLY WORK WITH PROSPECTIVE RESIDENTS DURING THE DISPLAY AND SALES PROCESS

LEARNING OBJECTIVES

1. Participants will cite four (4) important environmental factors which influence the decisions of prospective residents.
2. Participants will cite four (4) important considerations in showing a unit.

ANTICIPATED PRACTICE OUTCOMES

1. Participants will examine a hypothetical case study and make four (4) suggestions for improving environmental factors which influence the decisions of prospective residents.
2. Participants will examine a hypothetical case study and make four (4) suggestions for improving the way in which units were shown to a prospective resident.

Content

When inspecting units before renting, potential residents form opinions about the following physical aspects of the development:

- Appearance of the grounds and building
- Appearance and arrangement of the office
- Appearance and attitude of the development's personnel
- Condition of the units shown

Appearance of the Grounds and Building

At an established development, when the manager makes an inspection of the grounds and buildings prior to the arrival of prospective residents, he should be especially watchful for anything that might create a poor impression. The manager should have problems taken care of immediately and should make sure that walkways and hallways leading to the building are clear and clean. Inside the building, the hall and walkways leading from the entrance to the offices, and the halls and walkways leading from the office to the model apartments should receive special attention. The laundry room closest to the model apartments and

community rooms and common areas also merits special attention.

At a new development, the greatest problems arise from construction materials and equipment still on the premises. Every effort should be made to see that the paths from the parking lot to the office and from the office to the model apartment(s) are kept clean and free of clutter for safety as well as marketing considerations. Finally, the route from the parking areas to the office should be clearly marked.

Appearance of the Rental Office

The rental office should be easily located and identified by signs. The sign on the office door as well as the one in the parking lot should indicate the hours the office is open for rental business.

When the prospective resident enters the rental office, he should find it neat, clean, and efficiently arranged. It should look business-like. The arrangement should provide either an office or private area where confidential conversations may be held. No one likes to discuss income, assets, or private details necessary for eligibility determination in front of others.

Appearance and Attitude of Personnel

The appearance and attitude of personnel are major factors influencing the impression a prospective resident forms of the development. A potential resident knows the manager is trying to sell him on renting in the development. He will expect the manager to have a good attitude. If the prospect feels the manager's attitude is lax, he will probably wonder what the manager's attitude would be like when he is not trying to sell prospects a unit. In addition to general courtesy, personnel should show a genuine interest in a potential resident and be patient listeners.

Condition of the Units Shown

The units to be shown to potential residents should be in the best possible condition. At times, this is not an easy task to accomplish. The manager must decide in advance which units will be shown, when they will be shown, and exactly what needs to be done to have them ready. Once the work has been done, a unit must be inspected carefully before actually presenting it. Even if a unit needs no work, it should be cleaned thoroughly.

When there are several units to show, it is best to concentrate efforts on preparing one unit first in order to have one ready unit rather than several half ready ones.

Finally, the manager must do a complete check of all equipment (lights, stoves, air conditioners, toilets, draperies, and blinds) to be sure that they are in working order. Prospects have been lost because a light would not turn on or a toilet would not work.

At a new development where the units have never been occupied, preparing them for showing still involves having them cleaned and insuring that the equipment operates. Moreover, all construction debris should be removed.

Renting Techniques

Marketing is the process of creating the desire to buy in people to whom one has given the opportunity to buy. This desire to buy results from the creation of maximum value in the product shown to the buyer plus the complete explanation of value by the person who exhibits the product.

Showing the Unit

Advertising and referrals are designed to produce prospects.

Management personnel must produce residents from these prospects. Selling begins when the prospect arrives. The prospect needs housing. Management has it ready and available.

When the prospect comes to the rental office, the manager should proceed to determine his requirements with respect to price, space, and equipment.

Managers should specifically ask what the prospect is seeking, (in a pleasant way). If what the prospect seeks is not available, the manager should say so.

Point Out Values in the Building

While proceeding to the unit to be shown, the manager should begin by pointing out the values in the building:

- Character of residents,
- Maintenance,
- Neatness of entrances, halls and corridors,
- Services offered and various facilities: laundries, recreation rooms,
- Policies of management which ensure peace, quiet, and wholesome comfort, and
- Safeguards which promote and maintain safety for the residents.

A critical time arrives when the manager actually starts to show **the model or rental unit. He should be positive and** show those features and details that appear most important to the individual seeking the accommodations; he should talk about closet space and mention storage lockers (if available). He should not just show the kitchen, rather he should talk about the quality of the range and other appliances. The same holds true when showing bathrooms. When showing the living room, the manager should point out the view or suggest

decorating ideas. He should call attention to the convenient placement of electrical outlets.

The manager should avoid a bored attitude. Although he may actually have shown similar apartments a thousand times, the process of selecting a new residence is very important to the prospect.

Methodology

1. This material can be presented in an informal lecture.

Resources

1. Workshop staff should conduct the informal lecture.

POST-TEST

POST-TEST: WHAT DID YOU LEARN?

1-2-3. Complete the following matrix:

METHOD	NECESSARY CONDITIONS	ADVANTAGES	DISADVANTAGES
	Satisfied residents who are willing to spread the word		
	Appropriate organizations to contact		
	Other developments in the area		
	Good accessible location		
	Attractive materials		
	<ul style="list-style-type: none"> - Good "ad" copy - Well targeted or wide circulation 		
	<ul style="list-style-type: none"> - Catchy "ads" - Money 		
	<ul style="list-style-type: none"> - Public relations experience 		
	<ul style="list-style-type: none"> - A capable firm at a reasonable price 		
	<ul style="list-style-type: none"> - Availability of suitable units - Ability to forego income from such units 		

4. *List four criteria which determine the most economical marketing method for reaching the most qualified prospects:*

- (a) _____
- (b) _____
- (c) _____
- (d) _____

5. *What are the two types of discrimination?*

- (a) _____

- (b) _____

6-7. *Place a check next to those items which are discriminatory or illegal.*

- _____ (a) To fail to rent a dwelling after a bona fide offer has been made.
- _____ (b) To carry out executive directions to make a dwelling unavailable for rental because of minority status.
- _____ (c) To delay renting a dwelling because of minority status.
- _____ (d) To fail to advertise on minority owned TV or radio stations.
- _____ (e) To fail to mention affirmative fair marketing practices in any advertisement.
- _____ (f) To fail to maintain required data on minority status.
- _____ (g) To fail to discuss eligibility criteria with any telephone caller who so requests.
- _____ (h) To fail to display a fair housing poster or equal housing logo type as required.
- _____ (i) To fail to advertise in minority-oriented newspapers.
- _____ (j) To fail to carry out an affirmative marketing program as required.
- _____ (k) To fail to advertise non-discriminatory real estate practices as required.

- _____ (l) To steer a person away from a neighborhood because of minority status.
- _____ (m) To selectively advertise with discriminatory effect.
- _____ (n) To fail to advertise on minority-oriented TV shows.
- _____ (o) To use words or phrases that have a discriminatory effect.

8. *List four (4) aspects of a development which influence a prospect's decision to rent:*

- (a) _____
- (b) _____
- (c) _____
- (d) _____

9. *List four (4) important considerations in showing a unit to a prospective renter:*

- (a) _____
- (b) _____
- (c) _____
- (d) _____

ANSWERS TO POST-TEST

ANSWERS TO POST-TEST:

1-2-3. Participants were asked to complete the following matrix:

<i>METHOD</i>	<i>NECESSARY CONDITIONS</i>	<i>ADVANTAGES</i>	<i>DISADVANTAGES</i>
Word of mouth	Satisfied residents who are willing to spread the word	- Free - personal nature	- Slow - Reaches relatively few people - Can be discriminatorily selective
Community Contacts	Appropriate organizations to contact	- Free - Selective to target population	- Slow - Effort required to coordinate contacts
Cooperative referrals	Other developments in the area	- Free - Good for new developments	- Competition might be too keen - Effort to gain cooperation - Prospects may not belong to target population
Walk-ins	Good accessible location	- Free	- Passers-by may not belong to target population
Distributing promotional material	Attractive materials	- Inexpensive - Selective to target population	- Difficult to target - Expenses can mount
Newspaper advertising	- Good "ad" copy - Well targeted or wide circulation	- Reach large numbers of <u>real</u> prospects	- Expensive
TV or radio advertising	- Catchy "ads" - Money	- Good selling techniques	- Costly
General publicity	- Public relations experience	- Free	- Requires good PP skills - Other news stories may focus on negative aspects of the development
Hiring a marketing consultant	- A capable firm at a reasonable price	- Management free to focus on other tasks	- Expensive - Loss of control over marketing efforts
Model apartment	- Availability of suitable units - Ability to forego income from such units	- Good selling technique	- Can be expensive unless cooperative venture can be worked out with furniture retailers

4. (a) Is the method most likely to reach the income group identified as the target population?
 - (b) How well does the cost of the method fit with the marketing budget?
 - (c) Will the method satisfy affirmative fair housing standards?
 - (d) Will the method meet the immediate needs of the development?
 - (e) Does the method lend itself to the individual nature of the development?
5. (a) The first type arises when people are treated differently because of their minority status.
 - (b) The second type arises when uniform arbitrary actions or policies have a discriminatory impact on minority groups.
- 6-7. a, b, c, f, h, j, k, l, m, o.
8. (a) Appearance of grounds and building
 - (b) Appearance and arrangement of the office
 - (c) Appearance and attitude of the development's personnel
 - (d) Condition of the units shown
9. (a) Determine prospect's needs
 - (b) State approach to prospect's needs
 - (c) Point out values in building
 - (d) Be positive, courteous, and enthusiastic

SKILL-TEST

SKILL-TEST: CAN YOU USE WHAT YOU HAVE LEARNED IN WORK SITUATIONS?

- (A) 1-2-3-4. *Read the following case study.*

Wilson Street Manor is located in the central area of a large southeastern city. The city itself has a population of 900,000 and the metropolitan area has one of about 2,000,000 people.

The development, a four year old 235 unit elderly development, is in a redevelopment area in which the number of one-parent homes, welfare-assisted families, and crimes are much higher than in the rest of the city. The building itself is a 13-story highrise with 180 units, including 120 efficiencies and 60 1-bedroom units. The basic rents are \$95 and \$110, respectively.

Two efficiencies are coming up for rent. The only names on the waiting list want one-bedroom apartments.

- (B) *Develop a potential marketing plan by completing the matrix below. Each of the various marketing methods listed vertically should be analyzed for appropriateness according to the criteria listed horizontally. Shade the corresponding block if a particular method seems promising relative to a particular criterion. The more a particular method is shaded, the more likely it is to produce the desired results.*

WILSON STPEET MANOR

	Target Population	Budget	Equal Opportunity	Immediate Needs (Time)	Nature of Development
Word of Mouth					
Community Contacts					
Cooperative Referrals					
Promotional Materials					
Newspaper					
Radio and Television					

5-6-7. *Read the following case studies.*

(a)

Mr. Jones manages a 450-unit housing development in the inner city. He prefers not to rent to non-blacks; in the past he has had trouble when white or Hispanic families lived in the development. A woman with a Spanish accent calls to inquire about available apartments; he tells her none are available when in fact he has several vacancies.

(b)

Mr. Smith manages a 235-unit integrated housing development in a medium-sized city. He has two three bedroom units to rent. He is approached by a minority newspaper's sales representative to place a real estate ad. He declines.

(c)

Mr. Green manages a medium-sized housing development in a large city in the southwest. He is approached by a Spanish-language newspaper to place a real estate ad. Although he has several units available, housing authority policy (reflective of the mayor's wishes) states that advertisements are to be in English only.

(d)

Mr. Grey manages a large housing development in an inner city ghetto. An elderly couple apply to rent an apartment. Mr. Grey tells them of the units available, but steers them to another neighborhood. He states that crime is too high in the area and that they would be particularly vulnerable because of their age. He suggests they apply in an elderly development on the outskirts of town.

Now complete the following matrix:

Case	Is there discrimination by treatment?	Is there discrimination by impact?
(a) Mr. Jones		
(b) Mr. Smith		
(c) Mr. Green		
(d) Mr. Grey		

8-9. You are the manager of a large housing development. The Director of your authority requires that you write a marketing plan for your development. He provides you with overall focal area guidelines. Write two action steps for each focal area:

FOCAL AREA	ACTION STEPS
1. Appearance of grounds and building	e.g. (1) <u>Insure walkways and hallways are clean.</u> (2) _____
2. Appearance of office	(1) _____ (2) _____
3. Appearance and attitude of personnel	(1) _____ (2) _____
4. Condition of units	(1) _____ (2) _____
5. Salesmanship	(1) _____ (2) _____

ANSWERS TO SKILL-TEST

1-2-3-4. Participants were asked to complete the following matrix.

	Target Population	Budget	Equal Opportunity	Immediate Needs (Time)	Nature of Development
Word of mouth		///			
Community contacts	///	///	///		
Cooperative referrals		///			
Promotional material	///				
Newspaper	///	///	///	///	///
Radio and television	///			///	///

Because of the limited number of units (and hence funds) available, the prime focus of this marketing strategy should focus on newspaper ads. Time limits the options of word of mouth, cooperative referrals and other promotional materials.

5-6-7. Participants were asked to complete the following matrix:

	Is there discrimination by treatment?	Is there discrimination by impact?
(a) Mr. Jones	YES	NO
(b) Mr. Smith	NO	NO
(c) Mr. Green	NO	YES
(d) Mr. Grey	NO	NO

8-9. Participants were asked to complete the following matrix:

FOCAL AREA	ACTION STEPS
1. Appearance of grounds and building	<ol style="list-style-type: none">1. Insure walkways and hallways are clean.2. Insure laundry rooms and common areas are clean.
2. Appearance of office	<ol style="list-style-type: none">1. Location of rental office should be identified by sign.2. Office should be neat, clean, and efficiently arranged.3. There should be arrangements for privacy.
3. Appearance and attitude of personnel	<ol style="list-style-type: none">1. Neat2. Courteous3. Helpful4. Interested
4. Condition of units	<ol style="list-style-type: none">1. Inspect before showing.2. Check that all equipment is working.
5. Salesmanship	<ol style="list-style-type: none">1. Determine prospect's needs.2. Slant approach to prospect's needs.3. Point out values in building.4. Be positive, courteous, and enthusiastic

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