



How BH Management Achieved a Colossal 71% Increase in Apartment Unit Growth

Introduction

BH Management Services, LLC is one of the ten largest multi-family property management firms in the United States according to the National Multi-Housing Council, operating in nearly 300 communities with upwards of 90,000 apartment units that generate greater than \$1 billion in annual gross revenue.

What had once begun as a small start-up in 1993 has since thrived and is now comprised of four divisions (BH Equities, BH Management Services, BH Architecture & Design, and BH Construction Services), each of which contributes, and is essential to, the success of the whole. With a focus on the acquisition, improvement, and management of apartment communities, BH Management is able to provide living environments of exceptional quality across 19 states, while creating and maximizing asset value for each of its partners and clients, day in and day out.

Their Needs

In 2014, BH Management made the decision to proceed with a software vendor specializing in data analytics solutions specifically for the multi-family real estate industry. Their primary objective was to find and implement an analytics platform that would measure financial and operational performance, and more precisely, allow them to perform year-over-year net operating income comparisons. With these goals met, it then pressed to further customize the solution they'd implemented. BH Management maintained an abundance of disparate data that needed to be aggregated. To ensure this was done in a manner that was most meaningful to them, they needed additional software that could be modified to a great extent. They recognized the need for software with depth and versatility that could be tailored with the features they most coveted. BH Management had no other option but to begin looking for a new Business Intelligence (BI) platform. This time around, they knew they needed a BI platform that allowed for virtually limitless customization in creating data visualizations and would meet any design requirements they threw at it.

Their Solution

One of the luxuries of being part of such a massive, multi-family, national company, is the abundance of resources BH Management had at their disposal. As a result, they were able to build an extraordinary Business Intelligence team, which could dedicate their time and energy into selecting the best BI platform possible. While coveting a BI platform that was flexible enough to meet the unique requirements of their company-wide deployment (data from all four divisions had to be aggregated and analyzed), the BH Management BI team was cognitive of the fact that to stay ahead of the curve and to remain competitive within the property management world (by virtue of having the best BI platform internally), they couldn't allow themselves to become stagnant. As such, the team knew they needed a BI platform that ensured they'd never again need to compromise on their analytics. The tool they'd ultimately select needed to be easy to scale, customizable, and contain stunning visualizations. It also needed to be easy to govern; in addition to providing their 2200+ employees with varying levels of access to dashboards, they'd also make them available to their clients.

After evaluating upwards of 15 different BI vendors, BH Management's BI team met with **Dundas**, and as **the only vendor that was able to deliver the exact solution they'd envisioned**, the search was over.



Will Larkin

Revenue Manager, NexPoint Real Estate Advisors

"... it's been such a user-friendly tool for me as I've gotten up to speed on our overall portfolio, and an integral piece for digging into data ahead of my calls with the BH teams..."



Why BH Management Chose Dundas BI

✓ Complete Control of Visual Design

BH Management wanted its Business Intelligence solution as a whole to embody the **'BH brand'**. With Dundas BI, they were able to design and white-label a BI solution (BH Fusion) that looked and felt like an entirely separate application. By removing stock components (menus, labels, images, etc.), and replacing them with custom imagery and design elements (such as brand colors on tabs on hover), they were able to build an application that was helpful for end-users, as they were presented with a clean, cohesive, and consistent view, regardless of which user logged in.

✓ Superb User Interactivity

BH Management was invested in making sure their users knew exactly how to use the application. To accomplish this, they heavily utilized Dundas BI's unique **Layers Designer** to create detailed help overlays. These overlays displayed training tips directly within the application, which taught users how to use and interact with the different elements on each dashboard, while helpful infographics embedded within the application helped to identify and define each particular dashboard. (Using cute images of their mascot, Coach the dog, to prompt these overlays certainly went a long way in increasing adoption!)

✓ Custom Navigation Experience

To ensure each of their users were able to obtain the information they needed, BH Management designed their internal application's navigation experience to be highly interactive and intuitive. Using **Dundas BI's built-in Tile Navigation** component, they were able to provide an experience similar to tab-based navigation that the majority of their users were familiar with from existing tools, such as Excel. Each of the company's four divisions were segmented into tabs (Operations, Benchmarks, Financial, and Construction) that further subdivided into clickable tiles. This allowed their users to easily navigate to their desired dashboards from within one, central portal. This was a catalyst for retaining a high volume of users.

✓ Dynamic Row-Level Security

As BH Management's application was to be viewed by both employees and clients (both of varying rank), it was vital they limit the access of specific properties at the individual level. To do so, they created contained security hierarchies that spoke to their active directory (via script), ensuring each unique user was only able to view data they were allowed to view. For example, property managers were only allowed to view information regarding their particular properties.

✓ Highly Engaging Data Visualizations

A little **'wow!'** goes a long way! BH Management jumped at the opportunity to utilize Dundas BI's map visualization to enhance their dashboards and make their geographic data easier to read and interpret. While initially implemented as a 'wow factor', with the map visualization they're able to see all 300+ properties overlaid on a map at extreme granularities, and can interact with individual properties to obtain details such as Property Name, Property Address, Property Phone Number, Property Manager, etc. This functionality assists BH Management in identifying which regions their properties more densely occupy and is often leveraged by their Property Managers.



Victor de Zarraga

Senior Asset Manager, Pensam Residential

"[BH] Fusion has completely changed the way we approach data-driven asset management. In the past, our analysts spent days at a time building spreadsheets to turn our plethora of raw data into cohesive, relevant reports in order to identify problems. [BH] Fusion now allows us to do the same job in an instant, providing more bandwidth to focus on efficient and effective solutions"



Key Benefits

- 1 Using Dundas BI, BH Management was able to drill-down into their data to the lowest granularity, allowing them to **allocate their Marketing dollars in the most effective ways possible.**
- 2 Performance is paramount in the property management industry; as such, it's vital BH Management had insight into which of their properties were performing well and which weren't. Prior to Dundas BI, inferences and insights into which properties were high-performers was still possible, albeit difficult and onerous to distill. However, since implementing Dundas BI, BH Management's been able to attribute a score to each individual property and recognize precisely the status of each (and have maintained the ability to track metrics with similar logic as before). They're now able to tell which properties are struggling, which are successful, and in which direction each is trending.

Furthermore, Community Managers are able to access these same dashboards, empowering them to execute their own analysis and determine which actions they should take to improve. BH Management has built an outstanding experience for their property managers; one that provides them the ability to review their properties at varying granularities. They're able to isolate each property and immediately identify Key Performance Indicators (KPIs) such as performance-to-budget, occupancy rates, effective and average rents, etc. Community Managers can now perform forecasts and comparisons with ease.

- 3 From 2014 to 2019, BH Management has **increased the number of apartments they manage by 71%**. Part of this growth can be attributed to BH Fusion (created using Dundas BI) and the impact it's had on helping them achieve complete transparency with their data; an attribute that's helped them close innumerable multi-million-dollar deals. BH Management's investors are more data-driven than they've ever been before; as such, they want to know exactly how BH Management is managing their communities (from how their operational teams treat residents to how service requests are handled). By including BH Fusion in their sales pitches, they've blown investors away with the visibility into and sheer quantity of data they have access to.

In addition to helping secure a higher volume of investors, Dundas BI has succeeded in helping BH Management **better target high-quality investors**; those who they're able to forge strong, long-lasting relationships with.



Mike Stephenson

Director of Business Intelligence Systems, BH Management Services, LLC

*"We give our investors insight into what's happening with their properties **yesterday**, what is happening with them **today**, and what's going to happen **tomorrow**"*

Other key benefits have included the creation of a What-If Analysis Dashboard that allows property managers to achieve their occupancy goals, along with an Administrative Dashboard that validates when data has entered their system.



Final Statements

BH Management had lofty dreams for what their business intelligence application could become. Dundas BI helped them realize those dreams. As a result, they've been able to consolidate and analyze enterprise-level data, achieve a colossal 71% increase in apartment unit growth, and empower their Community Managers to perform at elite levels.