Automation *v* Outsourcing *v* Insourcing

Elite Agent Transform Program 2021

Brock Fisher, Head of Strategy at Kolmeo

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Property management as a business
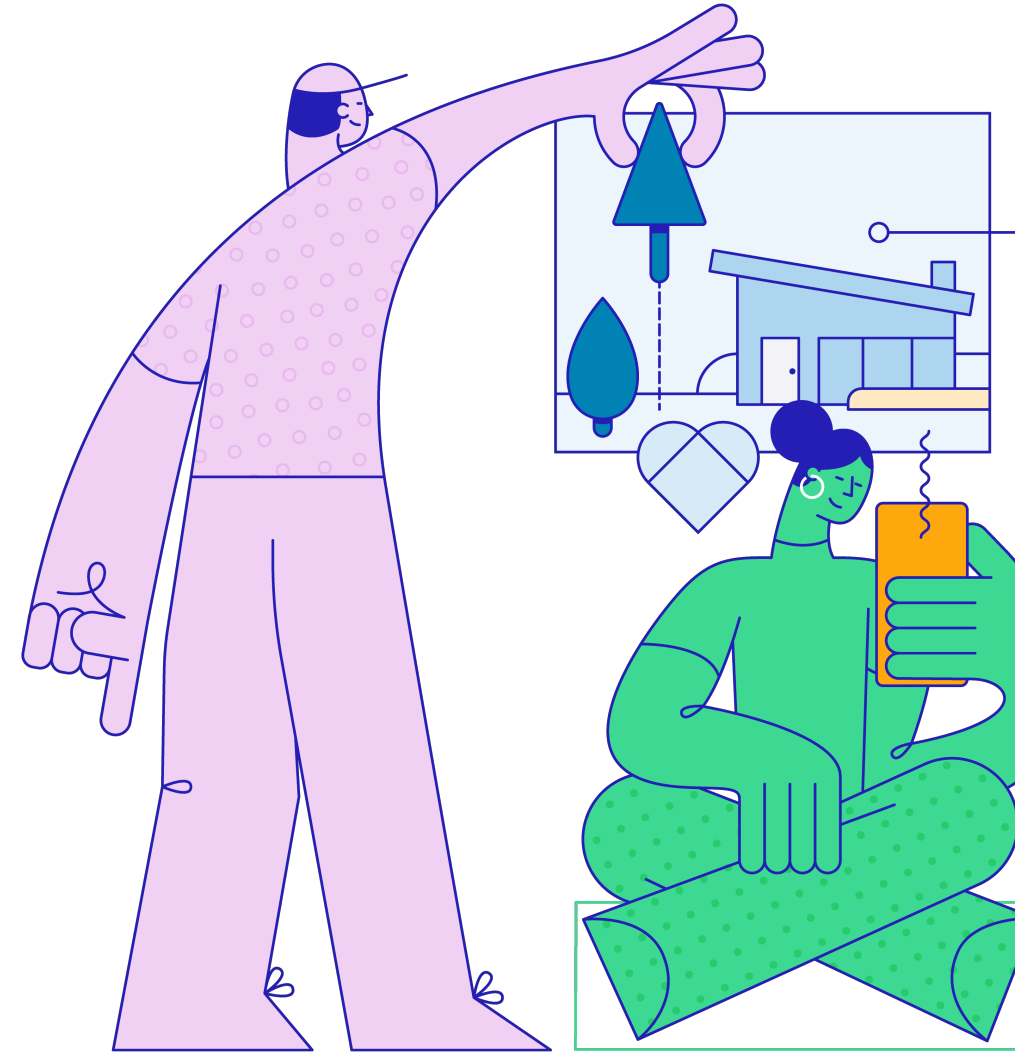
Cost to operate and cost to serve
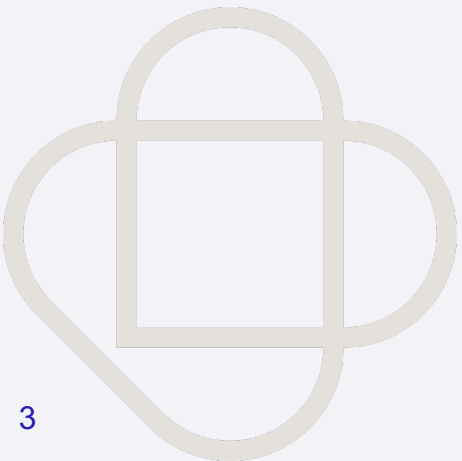
Profit margins

Competition

Fees

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Understand where you add and create value

Do as much of that as possible!

What is the highest and best use of my time?

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High value vs low value work

High value work

- Building human connection
- Expert advice
- Recommendations
- Inspection feedback
- Rental market conditions
- Risk management
- Yield improvements
- Capital value improvements
- Negotiation
- Conflict resolution
- *Managing things*

Low value work

- Being a conduit for information
- Relying solely on proforma correspondence and templates
- Merging and document preparation
- Stapling, folding and enveloping
- Data entry and data maintenance
- Scheduling tasks
- Routine reminders and follow up
- *Any labour intensive non customer facing work*

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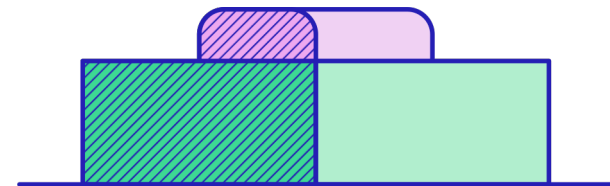
Requirements – What do I need?

- Do not start with the solution!
- Understand where the time is going
- Look at each process – break into steps
- Actual or aspirational
- Colour code x 2
- Helps you prioritise for impact
- Good team exercise

- **High volume, repetitive, not dollar productive or adding value to customer**

- *Can I better utilise my existing tools?*
- *Can I streamline processes?*

- *Get commitment from team*
- *Early involvement = greater buy in*

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LEASE RENEWAL PROCESS:

- 90 Days before expiry - trigger Workflow

- Discuss with Owner:
  - Current market
  - Current Rent
  - Inspection History
  - Payment History
  - Tenant conduct
  - Preventative maintenance or upgrades
  - Owners Intentions

- Discuss with Tenant:
  - How they're enjoying living there?
  - Local area & neighbourhood?
  - Looking to renew?
  - Any performance based feedback?
  - Anything they'd like done?

- Negotiate New Deal

- Update lease and rent file data

- Merge Lease and/or Rent Increase Pack and Send to Tenant

- Follow up as required

- Review returned lease checking for amendments - if ok, execute lease

- Advise Owner and let them know copy is available and will send

- Update File information, file copy & send copies to Owner & Tenant

- Set increase reminder if needed

- Arrange Smoke Alarm Compliance check.

- Compliant? Yes = Process Complete
  - No = Commence Maintenance Workflow and Advise Owner immediate action is needed.

So you want to automate or digitise

- Understand the functional detail, triggers, exceptions
- Evaluate "fit for purpose"
- Understand staff user experience
- Experience as customer, interact as a customer would
- Are there any rollout considerations?
- Cost and commitment
- Exit arrangement
- Does it work with your department structure?
- Is it configurable to add your individual flavour?

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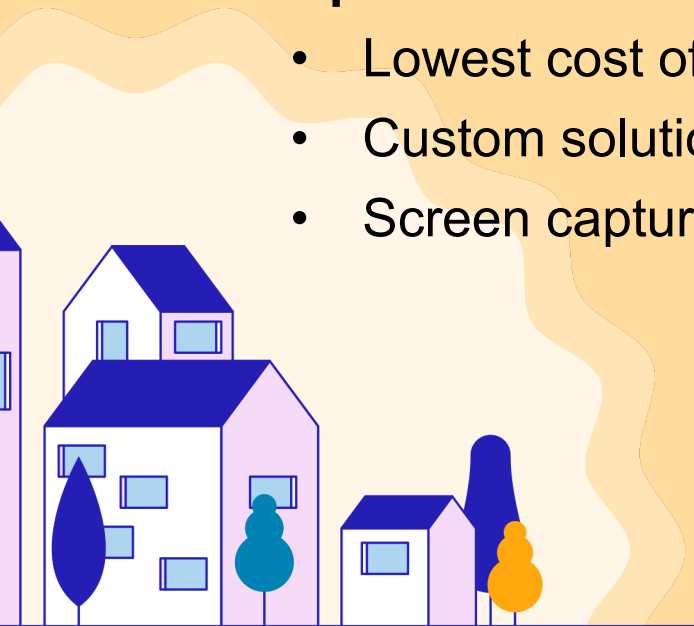# Is offshore the solution?

The "remote staff" style model

Upsides

- Lowest cost of entry

- Custom solutions

- Screen capture and monitoring

Challenges

- Process design, training

- Context

- Management and engagement

- Work from home – utilities/distraction

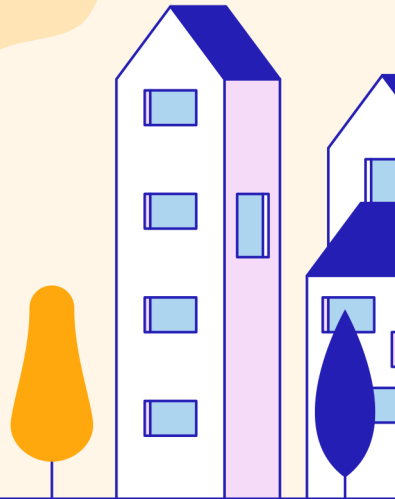- IT and security

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Is offshore the solution?

The "traditional BPO" provider

Upsides

- Backup power and internet
- Business support – IT dept
- Custom solutions
- Culture and engagement
- Scales out well
- Account manager
- Place to visit

Challenges

- Increase in cost
- Process design, training
- Context
- Management and KPIs
- Time to get up and running

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Is offshore the solution?

The "industry specialist" provider

Upsides

- Pre-trained and have context

- Fast

- Greater redundancy cover

- Consultancy with change process

- Account manager

- Place to visit

Challenges

- Increase in cost (again)

- Less opportunity for "custom" solutions

- Mainstream software only

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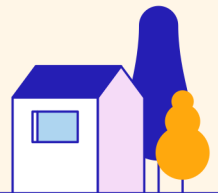
So what is right for you?

- Start with the problem before the solution
- Sometimes you don't need anything
- Understand where you add value and keep it
- Start with tech
- Evaluate offshore options carefully
- Customer experience and connection is key

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Connect with me

brock.fisher@kolmeo.com

https://www.linkedin.com/in/brocktfisher

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