

RMR Group Improves the Tenant Experience and Its Ability to Deliver Best-in-class Service Operations

How can you ensure top-notch services operations and the ultimate in tenant satisfaction when relying on basic, outdated computerized maintenance management software? That was the situation for RMR REAL ESTATE SERVICES, a division of The RMR Group, founded in 1986. When this company, with over \$23.4 billion of real estate assets and more than 1,300 properties under management found it needed a more sophisticated platform to support its commitment to best-in-class operations, it turned to Building Engines.

The RMR Group

RMR's business consists of providing management services to four publicly-owned real estate investment trusts, or REITs, and three real estate operating companies. As manager of the REITs, RMR is responsible for implementing investment strategies and managing day-to-day operations. To that end, it provides the personnel and services necessary for each managed REIT to conduct its business.

Story at a Glance

Client: RMR Group

Headquarters: Newton, Massachusetts

Website: www.rmrgroup.com

Challenge: Prove the delivery of outstanding service

Solution: Building Engines unified platform and 400 users trained in 4 months

Deployed Portfolio Size: 621 properties (68,484,878 million square feet)

Results: Significant tenant uptake and faster documented work order completion rates

CHALLENGE: Validating Effective Operations

To continue growing its revenues and increase operational efficiencies, The RMR Group committed to delivering a stellar tenant experience by being responsive and optimizing preventative maintenance. While it had relied upon third-party computerized maintenance management software to manage

In a sample of **150** full-service RMR properties, only **10-15%** of tenant requests were submitted through the legacy system.

its facilities maintenance for over a decade, the software vendor had shifted its market focus and stopped investing in improvements that benefited RMR. "The vendor ultimately ignored our needs, leading to a stale product that was hard to use and not sophisticated enough for us. As a result, very few of our tenants used it to submit their work requests," explains Jason Mayo, Manager of National Engineering Systems for RMR REAL ESTATE SERVICES.

While the system allowed RMR to set targets for service request and preventative maintenance work order completion, this was of limited value since so few tenants were entering work orders.

SOLUTION: Opting for a True Partner

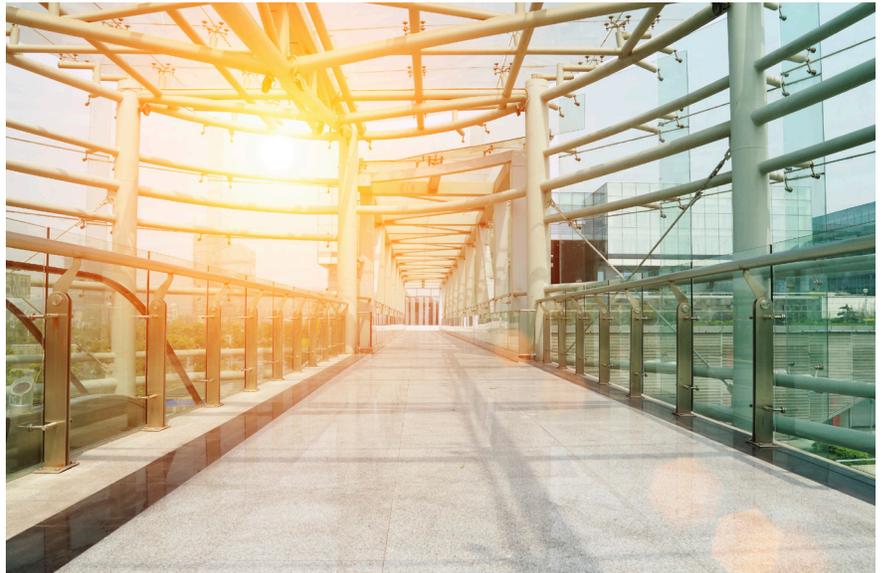
To address its needs, RMR knew it needed a new system and vendor that satisfied five key requirements:

- ▶ **Ease of use for RMR users and tenants.** To ensure adoption and the capture of valuable data, RMR wanted a system that was simple to use.
- ▶ **End-to-end capabilities.** The company needed more than maintenance modules and the ability to support work orders, maintain an equipment library, and manage its properties. It also wanted to better handle its business as a whole, such as by tracking tenant Certificates of Insurance (COIs) and managing resource scheduling, broadcast communications, and their impairments process.
- ▶ **Real-time reporting.** RMR needed dynamic, real-time reporting at users' fingertips, along with the ability to drill down into granular data.
- ▶ **Collaborative approach.** The company wanted to partner with a vendor that demonstrated the willingness to take customer and market feedback into account while continually enhancing its product.
- ▶ **On-time implementation.** Because RMR did not want to carry the cost of running two systems simultaneously, it wanted to work with a vendor that could prepare its data, processes and users in time for the planned go-live date.

How RMR Enabled Change

Numerous measures helped ensure the success of the project:

- ▶ **A steering committee of RMR executives spearheaded the initiative**, set the project direction, communicated its importance throughout the organization, and identified and recruited key stakeholders in each region to lay the groundwork for buy-in.
- ▶ **RMR assigned a dedicated project management team**, which included a representative group of users that helped formulate needs, review and develop questions for prospective vendors, and evaluate systems. The project management team also developed a very thorough project plan in conjunction with Building Engines, helping pave the way for smooth development and implementation.
- ▶ **Formal project governance.** During the implementation phase, the steering committee met each month with the RMR project team, which included BEI personnel, to weigh-in on major decisions. A sub-committee comprised of senior managers and regional leaders met weekly, while the project management team was responsible for day-to-day tasks, including the schedule, logistics, quality, and ultimate delivery.
- ▶ **User training.** In a collaborative fashion, Building Engines and RMR trained about 400 internal and third party staff on using the new system to input work orders, schedule resources, handle preventative maintenance, and more.



After evaluating numerous vendors and solutions, RMR chose Building Engines for its willingness to collaborate and develop a product that best fit the company's needs. From the start, RMR was impressed by the fact that Building Engines included many of its senior-level leaders and subject matter experts in working sessions. "Building Engines acted as an extension of our in-house team, and never once made us feel we could not achieve our vision. By working so closely with us, they understood our priorities and could readily address our concerns," explains Mayo.

In addition to configuring the application and workflows to meet RMR's needs, Building Engines integrated the solution with the company's accounting system, which fed property and tenant data into the Building Engines platform.

“...from the start of the project to go-live and beyond, Building Engines worked with us as if we were a single team. It speaks volumes about their partnership approach to engaging with clients

– Michael Parks, Director of PMO and Application Development, The RMR Group

RESULTS: Driving Higher Levels of Service and Satisfaction

Based on its extensive client experience, Building Engines recommended a phased implementation. This included going live in one region and in the remaining six regions a few months later, as well as phasing in modules. By starting with a single region, RMR was able to optimize the approach for all regions in a manageable fashion. According to Mayo, “We set a lofty goal with our deadlines. With a lot of hard work and commitment from both sides, we hit those dates and **deployed 621 properties totaling over 68 million square feet, and trained 400 users in 4 months.**”

“...Building Engines didn't just focus on getting us on its platform; it focused on helping us be successful. As the project progressed, Building Engines helped us unlock the best ways to get the most value from the system in the framework of our processes

– Jason Mayo, Manager of National Engineering Systems for RMR REAL ESTATE SERVICES

With the platform and modules in place, RMR can better communicate with its engineering and property management staff, and manage its workforce and properties operations based on data. **The system has proven so easy and intuitive to use that a large number of tenants found no need for training. Most importantly, many tenants are using the system to input work orders.** As a result, RMR's engineers receive and act on them more quickly.

Comparing regional baseline averages from its old system against measurements in Building Engines, RMR can see improvements across the board in terms of system usage and work order completion percentage. “By setting targets early,

we can determine how our service level agreements correlate to tenant satisfaction and the life of equipment. We expect to driver higher levels of satisfaction and feel the Building Engines system will play a critical role,” concludes Mayo.



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