

Case Study:

Developing a Reporting Strategy to Manage Performance



By Erin Cheng

The Challenge

A young asset management firm had quickly grown its portfolio of senior housing investments to include nearly 200 properties around the United States and Canada. In order to maximize returns on these investments, the company needed to quickly assess markets to identify new opportunities, manage and improve existing asset performance.

As properties are developed, the firm engages a variety of housing operators to manage day-to-day operations. In order to understand critical property status, our client needed a regular consolidated view of performance across operators.

“Our organization has an outsourced IT model, so Point B was instrumental in helping us think through all the options available to us to solve our data consolidation challenges and business intelligence solutions.”

FINANCIAL PLANNING & ANALYSIS
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A common view of operator performance

The senior housing operators engaged by the firm varied greatly in size and system capability. In the absence of standard reporting expectations, our client received diverse reporting content and cadence from its operators and had to manually synthesize reports—even sending employees cross-country for site visits to assess and request qualitative information. Given growth targets over the next 18 months, these reporting inefficiencies would only magnify.

Our client engaged us to develop a reporting strategy to better understand business results across its operators and portfolios.

Building a strategy for making data-driven decisions

Point B began by engaging the portfolio managers who compile and analyze data to gain an understanding of key pain points and inefficiencies. We also interviewed stakeholders at key

operators to identify commonalities among systems, processes and data structure.

We used this knowledge to prioritize key performance indicators for their portfolios and develop a business dimensional model to define data requirements and associated calculations. At the end of our assessment, we provided recommendations for reporting solutions, architecture and vendors to best automate data integration, along with a collaboration environment to correlate actions to quantitative results.

Finally, we delivered a technology roadmap with a comprehensive, phased plan to minimize spend and support implementation in digestible waves.

Executive sponsors were pleased to gain an actionable reporting strategy that ties operator performance to business results.

Find out how Point B can help you achieve your vision. Visit pointb.com or contact us at insights@pointb.com.