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CAMPAIGN PROPOSAL

BY: KATIE ALLEN

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
SITUATIONAL ANALYSIS	4
AUDIENCE ANALYSIS	12
AUDIENCE PERSONAS	14
GOALS AND OBJECTIVES	17
STRATEGIES	18
TACTICS	19
MESSAGING	20
TIMELINE	24
BUDGET	25
EVALUATION	27
REFERENCES	29



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Now *this* feels like home.®

EXECUTIVE SUMMARY



Photo by CCMC

CCMC is a community association management company that was founded 50 years ago, in 1973. The company was founded to create meaningful experiences for people in the places where they live and the offices where they work. The company has managed multiple types of properties over the years but has come to specialize in managing large-scale master-planned communities “by taking core services like architectural review, community standards, maintaining assets, governance, financial services, vendor management, and technology to the next level” (CCMC, n.d.B).

The company currently faces two challenges that need innovative and creative solutions. First, the HOA management industry has a uniquely high turnover rate, reaching 33% in 2021, according to TownSq, meaning attracting and retaining high-quality talent is extremely important (TownSQ, 2023). Second, while CCMC manages over 120 large-scale communities across 11 states, it is smaller than its national competitors, making it challenging to grow into new markets.

In order to rise to these challenges and highlight CCMC as an industry-leading management company, we recommend implementing the following 6-month #CCMCFeelsLikeHome campaign.

SITUATIONAL ANALYSIS

SWOT ANALYSIS

In order to fully understand the current situation facing CCMC, a SWOT analysis was conducted to identify the strengths and weaknesses of the organization as it exists today and to identify opportunities for improvement as well as threats the organization faces.



STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Core values and mission statement• Employee support/onboarding• Team member expertise• Company longevity• Company culture• Passion for residents	<ul style="list-style-type: none">• Top-heavy structure• Lack of remote market engagement• Non-competitive compensation• Internal communications• Lack of marketing• Size of company
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• New corporate offices• Marketing campaigns• Larger presence at industry events• Proactively engaging potential clients• Company rebrand• College job-fairs	<ul style="list-style-type: none">• Employee turnover• Hostile residents• Lack of trust of homeowners associations• Boards not listening to advice• Lack of social media presence• Social media rumors

STRENGTHS

First, when analyzing CCMC, we began by identifying the organization's strengths that will help it stand out among its competitors. The company has been in the community association management industry since 1973 and is celebrating its 50th anniversary this year (CCMC, n.d.B). After 50 years of gaining knowledge as the industry has grown and expanded, the company has gained a strong core value system to which all employees are held.

The company's core values are integrity, respect, service, and community, and the company mission statement is: "We strive to revolutionize large-scale community management by inspiring meaningful experiences for residents and team members. Our team members enhance the resident experience by providing unparalleled service, opportunities to connect, and operational excellence" (CCMC, n.d.B). This strong core value system has allowed the company to build a positive and encouraging culture for their employees over the last 50 years, leading to a great support system and onboarding experience for new team members.

WEAKNESSES

While the company has a great support system for new team members, most team members are separated from the main corporate offices and are scattered across the country, which causes there to be a lack of engagement across the board. Along with the lack of engagement, the company has a very top-heavy organizational structure, which leads to many objectives being communicated to employees through an internal communications system, which is disorganized and poorly received. Finally,

CCMC does not currently spend any resources on marketing or advertising to gain new clients, which has led to the organization being much smaller than its key competitors.

OPPORTUNITIES

Next, some opportunities were identified for CCMC to better place itself as a leader in the community association management industry. First, they could create corporate offices in their large remote markets, such as in the Las Vegas area and on the East Coast, to pull in the remote employees and make them feel engaged. They could also help them gain new clients in new markets by spending resources to create marketing campaigns, increase their presence at large industry conferences and events, and proactively engage their potential clients. The company could also refresh its brand during its 50th anniversary and attend college job fairs to proactively recruit new team members to the company.

THREATS

After identifying opportunities for CCMC, threats to the organization were identified. In the community association industry, there are some threats that impact all organizations, such as hostile residents and social media rumors, lack of trust in homeowner's associations in general, and Boards that might not listen to advice from the organization (Wyatt & Freedman, 2019). For CCMC, some specific threats are employee turnover and turnover to competitors, the company's lack of social media presence beyond LinkedIn, and large competitors who gain business from CCMC due to their size.

COMPETITIVE ANALYSIS

After conducting a SWOT analysis of CCMC, it was important to determine who CCMC's largest competitors are and how they differ from CCMC. The three most comparable competitors for CCMC in the property management industry are FirstService Residential, Associa, and RealManage.



FIRST SERVICE RESIDENTIAL

FirstService Residential is a property management company that manages condominium associations, high-rise buildings, active adult communities, master-planned communities, mixed-use property associations, single-family home associations, and other homeowners' associations (FirstService Residential, n.d.A). Their main headquarters is in Florida, but they serve communities in 23 different states and a few provinces in Canada. In addition to managing associations, they also offer a 24/7 customer care center for residents, subsidiaries like FirstService Financial and FirstService Energy to "reduce costs for communities," and exclusive technology and baking systems to provide them with an edge over other management companies (FirstService Residential, n.d.A).

When comparing statistics between CCMC and FirstService, FirstService has over 23,000 likes and 24,000 followers on their Facebook page and over

40,000 followers on their LinkedIn pages, making their social media presence significantly larger than CCMC (FirstService Residential, n.d.B & n.d.C). While FirstService is a much larger company with more extensive resources and talent pools, it focuses on managing many different types of associations and properties. In contrast, CCMC only focuses on managing large-scale master-planned communities, allowing them to be experts in their niche.



ASSOCIA

Associa is another very large management company that serves many states throughout the US. They serve over 6.5 million homeowners in 33 states across the country, as well as Canada and Mexico (Associa, n.d.A). Associa manages multiple homeowners' and condo associations while, like FirstService, offering financial and maintenance solutions for communities (Associa, n.d.B). They also have over 200 regional offices across the country, in addition to their onsite management teams (Associa, n.d.A).

Associa, as the largest management company in the United States, has a much larger following than CCMC on social media, with over 296,000 likes and 295,000 followers on Facebook, and over 41,000 followers on LinkedIn (Associa, n.d.C, n.d.D). Associa, unlike FirstService Residential, is a more niche company like CCMC, mainly servicing homeowners and condominium associations, making them CCMC's largest and most direct

competitor. Associa has also been in the industry for nearly 45 years, so like CCMC, it has an extensive tenure as an organization and has had time to amass a lot of industry knowledge and expertise (Associa, n.d.B).



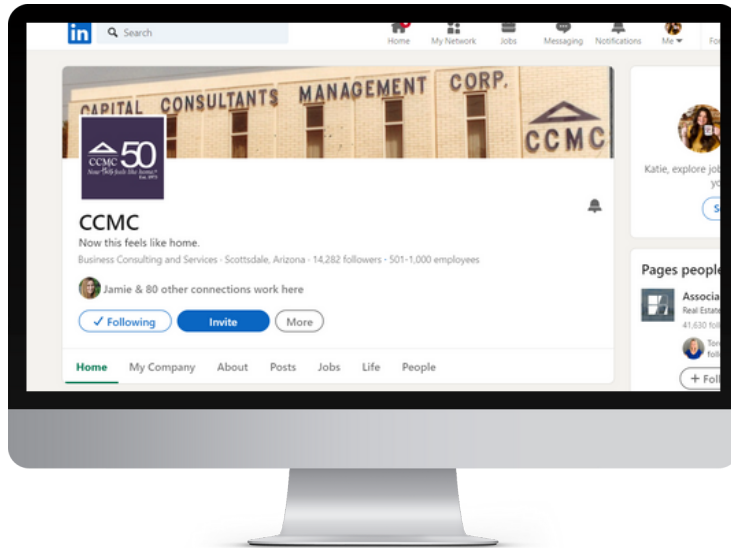
REALMANAGE

RealManage is an organization that, unlike Associa and FirstService, is smaller in size and more directly comparable to CCMC. RealManage also has a focus on single-family and master-planned community association management, but also manage mixed-use communities and some condominium associations (RealManage, n.d.A).

When looking at their social media accounts, RealManage has around 1,500 likes and followers on Facebook and 6,500 followers on LinkedIn, making their accounts more comparable to CCMC, which has 800 likes and 1,000 followers on Facebook and 13,000 followers on LinkedIn (RealManage, n.d.B, n.d.C).



Photo by CCMC



CCMC CAMPAIGN EVALUATION

CCMC currently only has a social media presence on Facebook and LinkedIn, primarily focusing on LinkedIn. Across the company's social media accounts, they post content highlighting team members, celebrating anniversaries and awards won, and sharing photos from resident events put on by the lifestyle team members across the company. Since 2023 began, the organization has focused all its social media and public communications solely on LinkedIn, with its last post on Facebook being made in June of 2022 (CCMC Community Management, n.d.).

Before they stopped posting on Facebook, the organization ran a campaign where they created a post asking their community to participate in a photo contest and share a photo of "their favorite spot in their community" for a chance to win a home care basket (CCMC Community Management, n.d.). This campaign was a creative way for the organization to gather user-generated content, and by making it a competition, they had an incentive for their audience to participate. This

type of content is a great way for the organization to connect with its residents and increase engagement, leading to more brand recognition. It could have been a successful campaign if they had continued to make this a series of posts asking for user-generated content. However, as previously mentioned, CCMC stopped utilizing their social media accounts to connect with their audiences, so this campaign did not continue.

A current campaign the organization is running on its LinkedIn account is its weekly "Friday Favorite" posts, in which it highlights various team members across the company for something they did that week (CCMC, n.d.C). In one of these posts, they highlighted a video made by their lifestyle team in a community they manage in Houston, Texas, showcasing all the events from the previous month. In another of these posts, they highlighted the company's resident experience team, who had traveled to their Dallas market for in-person connection and to have an employee engagement event with their onsite teams. This campaign is successful in helping them showcase the workplace culture of the organization by showing how they highlight their team members and the work being done by their employees. If it continues, this campaign will be a successful way for them to help solve one of the challenges facing the company right now, which is the need to attract and retain talent, by showcasing the positive culture and fun workplace environments the company promotes.

AUDIENCE ANALYSIS

CCMC has a few different target audiences that should be addressed through this campaign. As a community association management company that primarily works with new, large-scale master planned communities, the primary audience for external campaigns is members of the development team at potential client communities. This audience is typically comprised of affluent, middle-aged white males aged 35-55 (Zippia, n.d.B). These audience members are motivated by making profits, selling homes, and building a positive reputation for the communities they develop. They will be responsive to messages that showcase the communities CCMC currently manages that are well-known and well-maintained. They want to know what CCMC can bring to their community to add to its appeal through lifestyle events and community and amenity upkeep.

The next target audience for CCMC is potential employees. This target audience segment could also be split into two distinct groups: those entering management roles and those in lifestyle roles.

The management roles for CCMC are typically filled by middle-aged males or females aged 35-55 with a management or financial background, with an emphasis on employees from the hospitality industry (Zippia, n.d.A). These audience members are motivated by the potential to grow within a company and want to know that the company provides competitive benefits and support to employees throughout their tenure. They will be

motivated by posts that showcase stories of employee journeys with the company, posts that highlight employees earning certifications paid for by CCMC, and other posts that showcase employees staying with the company long-term.

The audience segment of potential lifestyle team members is typically young females aged 23-30 who are recent college graduates and looking for an entry-level position within a company. These audience members are passionate about people, event planning, and communications and seek a fun work environment. They will be motivated by posts that highlight the culture at CCMC, showcase diverse team members having fun at work, and posts that showcase different company and community events.



Photo by CCMC

AUDIENCE PERSONA 1



DEVELOPER DANNY

Developer Danny is a 45-year-old white male who lives in Frisco, Texas. He works for a large real-estate development company in the Dallas/Fort Worth market and is currently working on a new master-planned community in the area. He has a young, growing family and is motivated to create a community for young families like his own that will help them create life-long memories.

He went to finance and business management school and is motivated to hire a management company for his new development that will protect the community's image and create lifestyle events for residents that will serve as marketing material. He wants to know how CCMC can benefit the community and how it will protect the financial aspects of the association. Danny spends a lot of time-consuming content on LinkedIn and real-estate blogs.

AUDIENCE PERSONA 2



COMMUNITY MANAGER CARRIE

Community Manager Carrie is a 40-year-old woman who lives in Phoenix, Arizona. She began her career in the hotel management industry and has worked for a community association management company in the Phoenix market as a portfolio manager. She is unhappy in her current role and is looking for a new role in the industry with a company that offers better growth opportunities for team members.

She has two kids, so benefits like health insurance for her family are very important to her. She wants to know what support CCMC can offer her and her financial future, and she is interested in earning certifications in the industry to continue getting promoted in her next role. She consumes most of her media on LinkedIn and Facebook and spends a lot of time scrolling through job boards.

AUDIENCE PERSONA 3



LIFESTYLE LUCY

Lifestyle Lucy is a 23-year-old communications major who recently graduated from college. She had an internship in college in an event planning role and is looking for a full-time position where she can help create events and memories. As a young, single, unmarried woman, her social life is very important to her. She wants to work for a company with a flexible schedule and an excellent work-life balance.

To her, the sign of a positive work environment is people who work at the company enjoying their job. She is motivated to apply for jobs with companies with images and videos showcasing the culture and relationships built by team members. She consumes media on social media, particularly Instagram and LinkedIn, as well as her alma mater communications channels to look for potential jobs.

GOALS & OBJECTIVES



CAMPAIGN GOALS

- 1.To attract high-quality talent to work for CCMC and fill 90% of all open positions by the end of Q2 2024.
- 2.To grow into new markets by attracting clients in two new states by the end of Q2 2024.
- 3.To increase brand awareness by growing CCMC's presence on social media by 10% by the end of Q2, 2023.
- 4.To increase brand loyalty by increasing the client's Net Promoter Score to an average of 7 out of 10 for the Q2 client survey.

CAMPAIGN OBJECTIVES

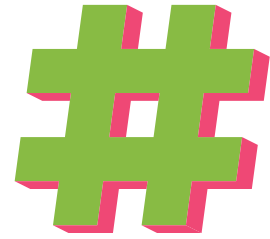
- 1.To increase engagement on the CCMC LinkedIn account by 10% by the end of Q2 2024.
- 2.Use targeted advertisements in potential markets to increase traffic to CCMC's website by 15% by the end of Q2 2024.
- 3.Create an Instagram account or CCMC and gain 500 followers by the end of Q2 2024.
- 4.Create an informative campaign for clients to increase response to the Q2 client survey to 75%.

STRATEGIES

To reach the four overarching goals of the **#CCMCFeelsLikeHome** campaign, including attracting new high-quality talent, growing into new markets, increasing brand awareness, and increasing brand loyalty, many different strategies and tactics will be implemented. According to AIContentfy, increasing the number of media outlets and content channels you use for your campaign distribution, the more likely you are to expand your audience and “increase the chances of your content being seen by your target audience” (AIContentfy, 2023). To reach our target audience, we will utilize the following strategies.

- 1. Create advertisements about working for CCMC to be shared in digital University newsletters and banner ads on job board sites to target potential employees.**
- 2. Create a video campaign to be shared on LinkedIn highlighting the employee experience at CCMC.**
- 3. Create an Instagram account for CCMC and post a mix of organic and paid content to highlight the lifestyle events put on by CCMC team members.**
- 4. Develop a monthly newsletter for current clients, including content showcasing the company’s industry expertise and improving relations with current Board members.**
- 5. Create print advertisements about CCMC to be placed in real-estate and Community Association Institute magazines to target new clients.**

TACTICS



Utilizing the hashtag #CCMCFeelsLikeHome to gather User Generated Content.

Creating a hashtag for this campaign will allow the company to gather UGC shared by residents and team members, which is important because UGC can help audiences feel “more connected to a brand that values their opinions and feedback” (Raitaluoto, 2023).

Use targeted social media and digital banner ads to reach the target audience.

By utilizing targeted digital advertisements, CCMC can target potential employees searching for jobs related to CCMC and potential clients looking for management companies that fit its values, which can increase engagement and conversion to the website (Coffey, 2023).

Create a new landing page to be utilized for the campaign to track website leads created from advertisements.

Measuring website conversions from advertisements and social media posts used throughout the campaign will help measure how impactful the campaign has been. By creating a separate URL for the campaign, it will be possible to measure only those leads generated by the content from the campaign.

MESSAGING

#CCMCFEELSLIKEHOME



Photo by Katie Allen

At CCMC, home means more than just the house you live in. Building community, bringing neighbors together, and creating lifelong memories for families is what our lifestyle team members do every day. Visit ccmcnet.com to learn more about how we can partner with you to inspire meaningful connections in your community so you can say #CCMCFeelsLikeHome.

This message will help CCMC attract new communities in target markets by showcasing photos submitted by residents in communities it currently manages at lifestyle events planned by its teams.

MESSAGING

#CCMCFEELSLIKEHOME



Photo by CCMC

The average adult spends one-third of their time at work, so connecting with your coworkers is so important. When you ask our team members what they love most about their job, you will definitely hear about the people (CCMC, n.d.). Want to join the fun? Visit ccmcnet.com/careers to learn about our open positions and hear more about our company culture.

This message will highlight the people-first culture at CCMC and help it attract new talent because, according to Business News Daily, "77% of workers consider a company's culture before seeking a job there" (Kaado, 2023).

MESSAGING

#CCMCFEELSLIKEHOME




Photo by Canva


With over 50 years of experience, CCMC is paving the way in the community association management industry by specializing in large-scale community management and amenity activation (CCMC, n.d.). We work with our development partners in all stages of community building, so when residents finally move in, their first words will be #CCMCFeelsLikeHome.

This message will help CCMC target new clients to partner with. Developer clients are essential to CCMC because building relationships with developers can help us gain more contracts in the future as they continue to build new master-planned communities.

MESSAGING

 **CCMC**
39 followers
Promoted

The average adult spends one-third of their time at work, so connecting with your coworkers is so important. When you ask our team members what they love most about their job, you will definitely hear about the people. Want to join the fun? Visit ccmcnet.com/careers to learn about our open positions and hear more about our company culture.



Come Join the Team!
ccmcnet.com

47 21 Comments


Like Comment Share Send

 **CCMC Community Management**
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CCMCNET.COM
Partner with Us [Contact us](#)

 **CCMC**
39 followers
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With over 50 years of experience, CCMC is paving the way in the community association management industry by specializing in large-scale community management and amenity activation. We work with our development partners in all stages of community building, so when residents finally move in, their first words will be #CCMCFeelsLikeHome.



Work with us!
ccmcnet.com

47 21 Comments

Like Comment Share Send

TIMELINE



The **#CCMCFeelsLikeHome** campaign will be a 6-month campaign, beginning in January and running through June. The campaign will begin in January because, according to Indeed, January and February are the times of the month when employees are most likely to be looking for a new job, so this will be an excellent time to run advertisements to gain new employees at CCMC (Keiling, 2023). It will run through June because this is an adequate time to gather many new entry-level employees after graduation.

JANUARY: Content preparations, first banner ads run, social media, University of Phoenix newsletter and magazine ads run, January client newsletter

FEBRUARY: Social media and Texas A&M University newsletter and magazine ads run, February client newsletter

MARCH: Social media and University of Houston newsletter and magazine ads run, March client newsletter

APRIL: Social media and Brigham Young University newsletter and magazine ads run, April client newsletter

MAY: Second banner ads run, social media and University of Colorado Boulder newsletter and magazine ads run, May client newsletter

JUNE: Social media and University of South Carolina newsletter and magazine ads run, June client newsletter

BUDGET



The budget for the #CCMCFeelsLikeHome campaign will consist of the costs of social media advertising, banner advertisements, digital newsletter, and print magazine advertising, software including Hubspot, Canva, Adobe Creative Suite, and Constant Contact, and six months of salary for a marketing team member.

Social media advertising costs were calculated using a cost-per-thousand-impressions (CPM) model, factoring in using Instagram and LinkedIn for advertisements. The Instagram CPM is \$0-\$4, so if we pay for advertising up to 100,000 impressions per month, utilizing the highest possible cost, it will be \$2,400 for Instagram ads for a 6-month campaign (WebFX, 2023A). The LinkedIn CPM is \$5.01-\$8, so if we pay for advertising up to 100,000 impressions per month, utilizing the highest possible cost, it will be \$4,800 for LinkedIn ads for a 6-month campaign (WebFX, 2023A).

According to WebFX, banner advertisements on a search engine like Google tend to cost \$1-\$2 per click, and most small to medium-sized businesses spend between \$9,000-\$10,000 monthly (WebFX, 2023B). Assuming CCMC will pay the high end of that for advertisements if we place web banner ads in January and May, it will cost \$20,000.

The cost of advertising in college newsletters and magazines, based on the pricing listed on Indiana University's website, is \$2,200 per issue in a

newsletter and 1,650 per issue in a magazine (Indiana University, 2023). Placing one ad per month in a monthly newsletter and print magazine during the 6-month campaign will cost \$23,100.

The final costs include six months of a marketing Coordinator salary of \$60,000, which is \$4,640, and the costs of the software required, which together cost \$6,410. These costs bring the total to \$74,150, and we will set the budget at \$75,000 to cover extra costs.

TACTIC	BUDGET
EMAIL MARKETING	\$950
SOCIAL MEDIA ADS	\$7,200
NEWSLETTER ADS	\$13,200
MAGAZINE ADS	\$9,900
DIGITAL ADS	\$20,000
SOFTWARE	\$5,460
EMPLOYEE SALARY	\$4,640
TOTAL BUDGET	\$74,150

EVALUATION

In order to measure the true success of the campaign, the first method we will use to quantify the ROI will be to measure the number of clients gained during the time of the campaign. According to VCM Texas, community association management companies make approximately \$10-\$20 per unit for a community they manage (VCM, 2021). As CCMC manages very large-scale master planned communities with thousands of homes, if we gain even one client during the 6-month campaign with 4,000 homes at a rate of \$20 per unit, that would be a gain of \$80,000 for the company.

The second method we will use to quantify the ROI for the campaign will be to report on the number of open positions filled during the 6-month campaign. On January 1, we will run a report to measure how many open positions there are as we enter 2024. Then, at the end of each month and at the end of the entire campaign, we will create a report to showcase how many positions have been filled. According to Business News Daily, the cost of recruiting employees is around \$4,000 per employee (Vasconcellos, 2023). By multiplying that number by the number of employees hired, we can calculate how much money has been saved in recruiting costs.

Finally, a metric that can be used to measure the effectiveness of the campaign overall will be measuring conversion to the campaign-specific landing page created to measure leads. This will help determine whether or not the advertisements resulted in employees visiting the careers

website or potential clients visiting the website to learn more about the management services CCMC offers, which will help determine whether or not the campaign was impactful.



Photos by Katie Allen

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