

# SOL Modern: Competitive Analysis & Lease-Up Strategy Blueprint

## Table of Contents

1. [Executive Summary](#)
2. [Market Intelligence](#)
3. [Competitive Landscape Analysis](#)
4. [Strategic Opportunities](#)
5. [Pricing & Incentive Framework](#)
6. [Go-to-Market Roadmap](#)
7. [Opportunity Map](#)

## Executive Summary

SOL Modern is poised to enter the Downtown Phoenix multifamily market at a pivotal time. Located in the vibrant Roosevelt Row submarket at 50 E Fillmore St, this 747-unit development will be competing in a market characterized by high construction activity, elevated vacancy rates, and strong but uneven absorption.

## SWOT Analysis

### Strengths

- Prime location in the arts-centric Roosevelt Row district
- Newest property in the submarket (2025 delivery)
- Larger unit count (747) allowing for more extensive amenities
- Opportunity to incorporate latest design trends and technology

### Weaknesses

- Entering a market with elevated vacancy rates
- Significant new supply in the immediate area
- Higher price point (\$1,965 to \$4,645) in a price-sensitive market
- Unproven property with no established reputation

## Opportunities

- Growing demand for remote work-friendly apartments
- Authentic integration with the arts community
- Enhanced sound insulation to address common noise complaints
- Wellness-focused amenities to differentiate from competitors
- Service-oriented management to address common pain points

## Threats

- Continued oversupply in the Downtown Phoenix market
- Potential for further rent concessions from competitors
- Economic uncertainty affecting luxury rental demand
- Competition from newer suburban developments
- Rising construction costs affecting project delivery

## Strategic Recommendations Summary

Based on our analysis, we recommend SOL Modern pursue the following strategic opportunities:

1. **Enhanced Living Environments**
2. Superior sound insulation to address the most common complaint
3. Premium kitchen package exceeding competitor offerings
4. Comprehensive technology integration as standard
5. **Lifestyle-Centric Amenities**
6. Wellness-focused facilities beyond standard fitness centers
7. Best-in-class work-from-home spaces reflecting remote work trends
8. Distinctive social spaces fostering community
9. **Service Excellence**
10. Hospitality-inspired management model with guaranteed response times
11. Comprehensive lifestyle services package
12. Transparent billing practices with no hidden fees
13. **Authentic Community Connection**
14. Integration with Roosevelt Row arts community
15. Artist-in-residence program and gallery space

16. Targeted digital presence highlighting neighborhood connection

## Market Intelligence

### Market Overview (2024-2025)

#### Vacancy Rates

- Phoenix metro vacancy rate: 11.7% (as of January 2025)
- Downtown Phoenix specifically mentioned as one of the areas with the highest accumulation of empty units
- Vacancy rates expected to peak in 2025, with gradual recovery anticipated by the end of the year

#### Rent Trends

- Average asking rent declined 0.4% on a trailing three-month basis through November 2024, to \$1,564
- 12-month rent growth: -1.9% (as of January 2025)
- Luxury properties facing steeper challenges with rents declining by 2.6% year-over-year

#### Absorption Rates

- Phoenix recorded 15,600-20,000 units of net absorption in 2024
- This represents an all-time high and significantly outpaces the pre-COVID five-year annual average of 7,200 units
- 2024 was the third time in the past four years where absorption totaled more than 12,000 units
- Despite record absorption, it has not kept pace with new deliveries

#### Construction & Supply

- Developers delivered more than 22,400 units in 2024
- Total new deliveries since the beginning of 2021: approximately 67,000 units (20% of previous inventory)
- An additional 27,000 units are under construction, representing 6.7% of existing inventory
- Phoenix ranks as the sixth most aggressively built apartment market in the U.S.

## **Concessions & Incentives**

- Widespread rent concessions with over 40% of properties offering some form of discount
- Many properties offering up to eight weeks of free rent in lease-ups
- Stabilized communities typically offering four weeks of free rent

## **Roosevelt Row Submarket**

- SOL Modern is located in the Roosevelt Row submarket (50 E Fillmore St, Phoenix)
- SOL Modern is listed as a significant under-construction property with 747 units
- Expected delivery: 2025
- Developer: bKL Architecture, LLC
- Other recent completions in Roosevelt Row include:
- Paintower Residences (440 E Van Buren St) - 352 units, completed November 2024

## **Investment Market**

- Transaction counts in 2024 were up only slightly compared to year-earlier levels
- Newer developments have changed hands at a median price of \$288,000 per unit (down from more than \$390,000 per unit in 2022)
- Cap rates have remained steady in the low- to mid-5 percent range

## **Market Outlook**

- Operating conditions expected to soften somewhat in 2025
- Cumulative impact of elevated delivery totals will create supply-side pressures
- Not all geographies will be impacted equally
- Investment market expected to gain momentum in 2025
- Population gains and employment growth remain strong enough to support renter demand
- By 2026, the market is expected to stabilize, with vacancy rates compressing and rent growth regaining momentum

## **SOL Modern Property Details**

- Location: 50 E Fillmore St, Phoenix (Roosevelt Row submarket)
- Unit mix: Studio to 3-bedroom units
- Current rental rates: \$1,965 to \$4,645
- Status: Under construction
- Units: 747
- Expected delivery: 2025
- Developer: bKL Architecture, LLC

# Competitive Landscape Analysis

## Competitive Matrix: SOL Modern vs. Roosevelt Row Competitors

Property	SOL Modern	Altura	The Stewart	Roosevelt Point	Linear	ILuminate
Address	50 E Fillmore St	330 E Pierce St	800 N Central Ave	888 N 4th St	295 E Roosevelt St	290 E Roosevelt St
Year Built	2025 (expected)	1999	2019	2013	2016	2016
Stories	TBD	30	TBD	8	TBD	TBD
Units	747	257	TBD	326	TBD	TBD
Distance to Roosevelt Row	In district	5-min walk	8-min walk	2-min walk	1-min walk	1-min walk
Studio Price	\$1,965+	\$1,300s+	\$1,292+	\$1,495	N/A	\$1,495+
1BR Price	\$2,200-\$2,800	Mid-range	\$1,500-\$2,500	\$1,475-\$1,645	\$1,595+	\$1,495+
2BR Price	\$2,900-\$3,700	High-range	\$2,500-\$4,250	\$1,899-\$2,120	\$3,460 max	\$3,195 max
3BR+ Price	\$3,800-\$4,645	Premium	TBD	TBD	N/A	N/A
Square Footage	TBD	419-1,305	477-1,899	300-800	752-1,103	530-1,093
Current Concessions	TBD	TBD	Up to 8 weeks free	TBD	Up to 6 weeks free	Up to 6 weeks free
Pool	Yes	Rooftop	Rooftop	Yes (2)	Elevated lounge	Resort style
	Yes	Yes	24-hour	Yes	Yes	Yes

Property	SOL Modern	Altura	The Stewart	Roosevelt Point	Linear	ILuminate
<b>Fitness Center</b>						
<b>Work Spaces</b>	Premium	Limited	Yes	Business center	Limited	Limited
<b>Outdoor Space</b>	Enhanced	Yes	Yes	Yes	Courtyard	Yes
<b>Unique Amenities</b>	TBD	Bike repair	Entertainment lounge	Game/ movie lounge	Rooftop lounge	Rooftop sky lounge
<b>Parking</b>	TBD	\$150/ month	\$125/month	Available	Available	Available
<b>Pet Policy</b>	TBD	Friendly	Friendly	Friendly	Friendly	Friendly
<b>Technology</b>	Smart home	Standard	Smart home services	Standard	Standard	Standard
<b>Strengths</b>	Newest building, largest unit count	Height/ views, established	Central location, newer finishes	Near ASU, variety of floor plans	Prime location, good reviews	Prime location, sister to Linear
<b>Weaknesses</b>	Unproven, high unit count to absorb	Older building, mixed reviews	Noise complaints, hidden fees	Older property, student-oriented	Limited unit types	Limited unit types
<b>Occupancy</b>	Pre-leasing	TBD	TBD	TBD	TBD	TBD
<b>Online Rating</b>	N/A	Mixed	4.5/5	Mixed	3.9/5	TBD

# Detailed Competitor Analysis

## 1. Altura

**Address:** 330 E Pierce St, Phoenix, AZ **Year Built:** 1999 **Number of Units:** 257 **Number of Stories:** 30 **Distance from Roosevelt Row:** 5-minute walk

**Pricing:** - Range: \$1,300s to over \$3,000 per month - Unit Types: Studio, 1-bedroom, 2-bedroom, and Penthouse units - Premium units on 28th floor with higher ceilings and upgraded finishes

**Unit Features:** - Floor-to-ceiling windows with skyline or desert mountain views - Quartz countertops - Gas ranges - High-end appliances

**Amenities:** - Rooftop pool - Fitness center with yoga studio - Outdoor space with grilling - Bike storage and repair - Parking (\$150/month)

**Resident Feedback:** - Mixed reviews - Some complaints about maintenance issues - Positive comments about location and views

## 2. The Stewart

**Address:** 800 N Central Ave, Phoenix, AZ 85003 **Year Built:** 2019 **Distance from Roosevelt Row:** 8-minute walk

**Pricing:** - Range: \$1,292 to \$4,250 per month - Unit Types: Studio to 2-bedroom - Square Footage: 477-1,899 sq ft

**Unit Features:** - 9 to 11-foot ceilings - Recessed lighting - Sleek window roller shades - Under-cabinet kitchen lighting

**Amenities:** - Rooftop pool and hot tub - 24-hour fitness center - Entertainment lounge - Clubroom - Business center - Parking (\$125/month)

**Concessions:** - Up to 8 weeks free with restrictions

**Resident Feedback:** - Complaints about noise, trash management, and parking garage design - Positive comments about location and food/entertainment options - Issues with building water system and amenity maintenance

## 3. Roosevelt Point

**Address:** 888 N 4th St, Phoenix, AZ 85004 **Year Built:** 2013 **Number of Units:** 326 **Number of Stories:** 8 **Distance from Roosevelt Row:** 2-minute walk

**Pricing:** - Range: \$1,300s to over \$3,000 per month - Unit Types: Studio to 4-bedroom - Square Footage: 300-800 sq ft - Specific pricing examples: - Studio: \$1,495 - 1-Bed: \$1,475-\$1,645 - 2-Beds: \$1,899-\$2,120

**Unit Features:** - Stainless steel appliances - Granite countertops - Dishwasher - In-unit washer and dryer - Cable included - High ceilings - Additional storage - Balconies on select floor plans

**Amenities:** - Two pools - Spa and hot tub - Clubhouse - Business center - Fitness center - Game and movie lounge - Gated entrance - Trash pickup - Covered parking and bike racks

**Resident Feedback:** - Positive comments about location near ASU Downtown Campus - Mixed reviews on management - Some complaints about noise

#### 4. Linear

**Address:** 295 E Roosevelt St, Phoenix, AZ 85004 **Year Built:** 2016 **Distance from First Friday:** 1-minute walk

**Pricing:** - Range: \$1,595 to \$3,460 per month - Unit Types: 1 to 2-bedroom - Square Footage: 752-1,103 sq ft

**Amenities:** - Elevated lounge pool - Courtyard - Fitness center - Sixth floor rooftop lounge - Private indoor postal center

**Concessions:** - Up to 6 weeks free with lease signing

**Resident Feedback:** - Highly positive reviews - Praise for management and maintenance responsiveness - Excellent location for walkability - Clean common areas

#### 5. ILuminate

**Address:** 290 E Roosevelt St, Phoenix, AZ 85004 **Year Built:** 2016 **Distance from First Friday:** 1-minute walk

**Pricing:** - Range: \$1,495 to \$3,195 per month - Unit Types: Studio to 2-bedroom - Square Footage: 530-1,093 sq ft

**Amenities:** - Resort style pool deck - Rooftop sky lounge - Yoga studio - Indoor postal center

**Concessions:** - Up to 6 weeks free with lease signing

**Resident Feedback:** - Positive comments about location and walkability - Good amenities - Some noise complaints related to downtown location



## 6. Moontower Phoenix

**Address:** 811 N 3rd St, Phoenix, AZ **Year Built:** 2023 **Number of Units:** 326 **Number of Stories:** 24 **Distance from Roosevelt Row:** 6-minute walk

**Pricing:** - Not specifically listed, but comparable to Altura (\$1,300s to over \$3,000)

**Unit Features:** - Marble look quartz countertops - Glazed zellige look tile backsplash - White oak cabinets - Brass hardware - Stainless steel appliances

**Amenities:** - Rooftop pool and hot tub - Fitness center with yoga studio - On-demand equipment - Private conference rooms - Clubhouse/lounge - Outdoor space with grilling - Sauna - On-site coffee shop - Parking - Bike parking

**Resident Feedback:** - As a newer property, limited review data available

## Competitive Analysis Summary

### Pricing Trends

- Studio units: \$875-\$1,495
- 1-bedroom units: \$1,300-\$2,700
- 2-bedroom units: \$1,899-\$4,250
- 3+ bedroom units: Up to \$4,645

### Common Concessions

- 4-8 weeks free rent is standard across most properties
- Concessions are more aggressive for lease-up properties (6-8 weeks)
- Stabilized communities typically offer 4 weeks free

### Amenity Packages

**Standard Amenities (offered by most competitors):** - Pool - Fitness center - Outdoor grilling areas - Bike storage - Parking (additional fee)

**Premium Amenities (offered by some):** - Rooftop amenities (pool, lounge) - Hot tub/spa - Yoga studio - Business center/conference rooms - Clubhouse/entertainment spaces - On-site coffee shop (Moontower only) - Sauna (Moontower only)

### Unit Features

**Standard Features (offered by most competitors):** - Stainless steel appliances - Quartz/granite countertops - In-unit washer/dryer - Balconies (select units)

**Premium Features (offered by some):** - Floor-to-ceiling windows - Gas ranges (Altura) - Higher ceilings (9-11 ft) - Premium finishes on higher floors - Additional storage

## Resident Feedback Themes

**Common Positive Comments:** - Location and walkability to Roosevelt Row amenities - Proximity to ASU Downtown Campus - Quality of amenities - Views from higher floors

**Common Complaints:** - Noise (both from street and neighboring units) - Maintenance issues - Parking costs and garage design - Trash management - Water system problems

## Competitive Positioning

- **Newest Properties:** SOL Modern (under construction), Moontower (2023)
- **Luxury High-Rise:** Altura (30 stories), Moontower (24 stories)
- **Mid-Rise Options:** The Stewart, Roosevelt Point, Linear, ILuminate
- **Student-Oriented:** Roosevelt Point (offers 4-bedroom units)
- **Most Amenities:** Moontower
- **Premium Location:** Linear and ILuminate (1 minute from First Friday)

## Strategic Opportunities

Based on the comprehensive competitive analysis of the Roosevelt Row multifamily market, I've identified several strategic opportunities for SOL Modern to differentiate itself and maximize its competitive position. These opportunities leverage gaps in the current market offerings and address common pain points expressed by residents.

## Unit Features and Finishing Levels

### Opportunity 1: Superior Sound Insulation

- **Gap Identified:** Noise complaints are common across multiple properties, particularly The Stewart and downtown properties in general
- **Recommendation:** Implement enhanced sound insulation between units and from exterior sources
- **Implementation:**
  - Triple-pane windows to reduce street noise
  - Acoustic insulation in walls between units
  - Sound-dampening flooring materials
  - Market these features as "Urban Sanctuary" or "Peaceful Living in the Heart of Downtown"

## Opportunity 2: Premium Kitchen Package

- **Gap Identified:** While most properties offer stainless steel appliances and quartz/granite countertops, few offer truly distinctive kitchen features
- **Recommendation:** Create a premium kitchen package that exceeds competitor offerings
- **Implementation:**
  - Smart appliances with app connectivity
  - Wine refrigerators in select units
  - Pot-filler faucets at ranges
  - Waterfall edge countertops
  - Custom cabinetry with soft-close features
  - Position as "Chef-Inspired Kitchens" or "Gourmet Living"

## Opportunity 3: Technology Integration

- **Gap Identified:** Limited technology integration in competitor units
- **Recommendation:** Position SOL Modern as the most tech-forward property in the area
- **Implementation:**
  - Smart home systems (lighting, temperature, security) standard in all units
  - High-speed fiber internet included in rent
  - USB charging outlets throughout units
  - Keyless entry systems
  - Smart package lockers
  - Market as "Future-Ready Living" or "Smart Luxury"

## Amenity Offerings and Programming

### Opportunity 4: Wellness-Focused Amenities

- **Gap Identified:** While fitness centers are standard, comprehensive wellness amenities are lacking
- **Recommendation:** Create a wellness-centered amenity package
- **Implementation:**
  - Spa facilities beyond just a hot tub (steam room, sauna)
  - Meditation/yoga studio with scheduled classes
  - Massage treatment rooms with visiting practitioners
  - Outdoor meditation garden
  - Air and water filtration systems throughout the building
  - Position as "Wellness Living" or "Urban Retreat"

## Opportunity 5: Work-From-Home Optimization

- **Gap Identified:** Limited dedicated workspace amenities despite the rise in remote work
- **Recommendation:** Create best-in-class work-from-home amenities
- **Implementation:**
  - Private office pods for rent by the hour/day
  - Conference rooms with video conferencing technology
  - Podcast/recording studio
  - High-speed business center with printing services
  - Co-working lounge with coffee service
  - Market as "Work + Live + Play" or "Remote Work Reimagined"

## Opportunity 6: Elevated Social Spaces

- **Gap Identified:** While most properties have pools and lounges, few offer truly distinctive social experiences
- **Recommendation:** Create signature social spaces that foster community
- **Implementation:**
  - Demonstration kitchen for cooking classes and chef events
  - Wine tasting room with regular events
  - Outdoor movie theater
  - Game room with billiards, shuffleboard, and gaming consoles
  - Regular community events calendar
  - Position as "Social Living at SOL" or "Community Redefined"

## Resident Experience Touchpoints

### Opportunity 7: Service-Oriented Management

- **Gap Identified:** Maintenance issues and management responsiveness are common complaints
- **Recommendation:** Implement a hospitality-inspired service model
- **Implementation:**
  - 24/7 concierge service
  - Dedicated maintenance team with guaranteed response times
  - Resident app for service requests with real-time tracking
  - Move-in coordination service
  - Regular maintenance check-ins rather than waiting for issues
  - Market as "Five-Star Living" or "Service Beyond Expectations"

## Opportunity 8: Lifestyle Services

- **Gap Identified:** Limited lifestyle services offered by competitors
- **Recommendation:** Provide convenience services that enhance resident lifestyle
- **Implementation:**
  - Package acceptance and delivery to unit
  - Dry cleaning pickup/delivery
  - Housekeeping services available
  - Pet walking/sitting services
  - Car washing service in garage
  - Position as "Effortless Living" or "Life Simplified"

## Opportunity 9: Transparent Billing Practices

- **Gap Identified:** Complaints about hidden fees and rising costs at The Stewart and other properties
- **Recommendation:** Create transparent, all-inclusive billing structure
- **Implementation:**
  - Bundled utility packages with caps
  - Inclusive technology fee covering WiFi and smart home features
  - Transparent amenity fees
  - No hidden charges policy
  - Market as "Honest Living" or "No Surprise Pricing"

## Digital/Social Media Positioning

### Opportunity 10: Authentic Local Integration

- **Gap Identified:** Limited authentic connection to the Roosevelt Row arts district
- **Recommendation:** Position SOL Modern as an integral part of the arts community
- **Implementation:**
  - Rotating art installations from local artists in common areas
  - Artist-in-residence program
  - Gallery space for First Friday participation
  - Partnerships with local galleries and studios
  - Social media content featuring local artists and businesses
  - Position as "Living Canvas" or "Art + Life Integrated"

### Opportunity 11: Targeted Digital Presence

- **Gap Identified:** Generic social media and digital marketing approaches
- **Recommendation:** Create a distinctive digital identity that resonates with target demographics

- **Implementation:**
- Content strategy focused on downtown Phoenix lifestyle
- Virtual tours highlighting unique features
- Resident testimonial program
- Influencer partnerships with local tastemakers
- Regular social media features on neighborhood highlights
- Position as "Downtown Phoenix Redefined" or "The New Urban Living"

## Summary of Strategic Opportunities

SOL Modern has the opportunity to differentiate itself in the Roosevelt Row market by focusing on:

1. **Enhanced Living Environments:** Superior sound insulation, premium kitchens, and integrated technology
2. **Lifestyle-Centric Amenities:** Wellness facilities, work-from-home spaces, and distinctive social areas
3. **Service Excellence:** Hospitality-inspired management, lifestyle services, and transparent billing
4. **Authentic Community Connection:** Integration with the arts district and targeted digital presence

By implementing these strategic opportunities, SOL Modern can position itself as the premier residential option in Roosevelt Row, commanding premium rents while delivering exceptional value to residents.

## Pricing & Incentive Framework

Based on the comprehensive market intelligence and competitive analysis of the Roosevelt Row multifamily market, I've developed a strategic pricing and incentive framework for SOL Modern. This framework is designed to optimize rental revenue while maintaining competitive positioning and accelerating lease-up velocity.

### Optimal Base Rent Positioning

#### Unit Type Pricing Strategy

**Studios (Estimated 500-600 sq ft) - Base Rent Range:** \$1,965 - \$2,300 - **Positioning:** 10-15% premium over comparable properties (Linear, ILuminate, Roosevelt Point) - **Justification:** Newer construction, enhanced features, and strategic opportunities implementation - **Target Demographic:** Young professionals, remote workers seeking downtown lifestyle

**1-Bedroom Units (Estimated 700-850 sq ft) - Base Rent Range:** \$2,200 - \$2,800 -  
**Positioning:** 8-12% premium over comparable properties - **Justification:** Superior unit features, technology integration, and wellness amenities - **Target Demographic:** Single professionals, couples without children, remote workers

**2-Bedroom Units (Estimated 1,000-1,200 sq ft) - Base Rent Range:** \$2,900 - \$3,700 -  
**Positioning:** 5-10% premium over comparable properties - **Justification:** Larger floor plans, premium finishes, and enhanced sound insulation - **Target Demographic:** Professional roommates, couples, small families

**3-Bedroom Units (Estimated 1,300-1,500 sq ft) - Base Rent Range:** \$3,800 - \$4,645 -  
**Positioning:** Limited inventory in market allows for premium pricing - **Justification:** Scarcity of 3-bedroom options in downtown, premium features - **Target Demographic:** Families, professional roommates, executives relocating to Phoenix

## **Strategic Premium Allocation**

**View Premiums - City View:** +\$100-150/month - **Mountain View:** +\$150-200/month -  
**Roosevelt Row View:** +\$75-125/month - **Justification:** Competitors charge similar premiums; views are highly valued amenities

**Floor Premiums - Floors 2-10:** Base pricing - **Floors 11-20:** +\$75-125/month - **Floors 21-30:** +\$150-250/month - **Floors 31+:** +\$300-400/month - **Penthouse Level:** +\$500-750/month - **Justification:** Higher floors command significant premiums in downtown Phoenix

**Corner Unit Premiums - Additional Windows/Light:** +\$100-150/month - **Justification:** Enhanced natural light and often larger floor plans

**Finish Level Premiums - Standard Package:** Base pricing - **Premium Package:** +\$100-150/month (upgraded appliances, fixtures, flooring) - **Luxury Package:** +\$200-300/month (all premium features plus smart home technology) - **Justification:** Tiered finish packages allow for price segmentation while appealing to different resident preferences

**Special Feature Premiums - Larger Balcony/Terrace:** +\$75-125/month - **Additional Storage:** +\$50-75/month - **Wine Refrigerator:** +\$50/month - **Enhanced Technology Package:** +\$75/month - **Justification:** À la carte premium features allow residents to customize their experience

## Concession Structure Recommendations

### Lease-Up Phase (First 6-9 Months)

**Standard Concession Package - Offer:** 6-8 weeks free on 12+ month leases -

**Application:** Amortized over lease term to maintain higher face rent - **Justification:** Matches or slightly exceeds competitive offerings while maintaining perceived value

**Tiered Lease Length Incentives - 12-Month Lease:** 6 weeks free - **15-Month Lease:** 7 weeks free - **18-Month Lease:** 8 weeks free - **Justification:** Encourages longer initial lease terms, reducing turnover costs

**Early Move-In Incentives - First 50 Residents:** Additional 2 weeks free (total 8-10 weeks) - **Next 100 Residents:** Additional 1 week free (total 7-9 weeks) - **Justification:** Creates urgency and accelerates initial lease-up velocity

**Deposit and Fee Incentives - Reduced Security Deposit:** \$500 (vs. standard one month's rent) - **Waived Application Fee:** \$50 value - **Waived Admin Fee:** \$150-250 value - **Justification:** Reduces initial move-in costs, which is a significant barrier for many renters

### Stabilization Phase (9-18 Months)

**Reduced Concession Package - Offer:** 4-6 weeks free on 12+ month leases -

**Application:** Amortized over lease term - **Justification:** Gradual reduction of concessions as occupancy increases

**Targeted Concessions for Slow-Moving Units - Specific Floor Plans:** Additional 1-2 weeks free for unit types with lower absorption - **Less Desirable Locations:** Additional incentives for units with challenging views/locations - **Justification:** Focused incentives rather than property-wide concessions

**Referral Incentives - Resident Referral:** \$1,000 rent credit (\$500 at move-in, \$500 after 6 months) - **Justification:** Leverages resident network, typically yields higher-quality leads

### Stabilized Property Phase (18+ Months)

**Maintenance Concessions - Offer:** 2-4 weeks free on 12+ month leases - **Application:** Only as needed to maintain occupancy targets - **Justification:** Minimal concessions once property is stabilized



**Seasonal Adjustments - Summer Incentives:** Additional 1-2 weeks during slower leasing periods - **Winter Specials:** Reduced or eliminated during peak leasing season - **Justification:** Aligns with seasonal demand patterns in Phoenix

**Look & Lease Specials - Offer:** Additional 1 week free for prospects who sign within 24-48 hours of tour - **Justification:** Encourages immediate decisions, reduces lost leads

## **Value-Add Alternatives to Direct Discounting**

**Technology Package - Offer:** Free smart home technology package (value: \$1,500-2,000) - **Application:** In lieu of 1-2 weeks free rent - **Justification:** Enhances perceived value while differentiating from competitors

**Parking Incentives - Offer:** 3-6 months free parking (value: \$375-750) - **Application:** For premium units or during slower leasing periods - **Justification:** High-value amenity with lower direct cost than rent concessions

**Amenity Fee Waivers - Offer:** Waived amenity fees for first year (value: \$300-600) - **Application:** Alternative to additional free rent - **Justification:** Reduces monthly payment without affecting base rent

**Move-In Package - Offer:** Professional moving service + setup assistance (value: \$1,000-1,500) - **Application:** For premium units or relocating residents - **Justification:** Addresses a significant pain point in the moving process

**Lifestyle Enhancements - Offer:** Local experience package with gift cards to nearby restaurants, entertainment venues (value: \$500-1,000) - **Application:** For quick decision-makers or premium units - **Justification:** Introduces residents to neighborhood while supporting local businesses

## **Renewal Strategy to Protect Long-Term NOI**

**Tiered Renewal Increases - Excellent Residents:** 3-5% increase - **Good Residents:** 5-7% increase - **Average Residents:** 7-9% increase - **Justification:** Rewards best residents with lower increases, encouraging retention

**Renewal Incentives - Early Renewal (90+ days):** 1 week free or \$500 rent credit - **Standard Renewal (60-89 days):** \$250 rent credit - **Justification:** Encourages early decisions, reducing turnover risk

**Lease Term Options - Variable Term Lengths:** 9, 12, 15, 18-month options - **Month-to-Month Premium:** +20% of base rent - **Justification:** Flexibility for residents while optimizing for property's seasonality needs

**Upgrade Opportunities - Offer:** Unit upgrades at renewal (new appliances, flooring, paint) - **Application:** In conjunction with standard rent increase - **Justification:** Justifies higher rent while improving asset

**Loyalty Benefits Program - Year 1 Renewal:** Access to exclusive resident events - **Year 2 Renewal:** Complimentary service (carpet cleaning, painting accent wall) - **Year 3+ Renewal:** Premium upgrades or significant rent credits - **Justification:** Creates long-term value proposition for residents

## Implementation Recommendations

1. **Pricing Software Integration:** Utilize dynamic pricing software to adjust rates based on supply/demand metrics
2. **Weekly Pricing Reviews:** Regular analysis of leasing velocity and competitive positioning
3. **A/B Testing:** Test different concession structures on similar unit types to determine optimal approach
4. **Concession Tracking:** Detailed tracking of concession effectiveness and ROI
5. **Competitor Monitoring:** Regular mystery shopping of competitors to stay informed of market changes
6. **Resident Feedback:** Surveys to understand value perception and price sensitivity

## Financial Impact Projections

**Lease-Up Scenario Analysis - Aggressive Concessions:** 90% occupancy within 9 months, higher concession cost - **Balanced Approach:** 90% occupancy within 12 months, moderate concession cost - **Value Positioning:** 90% occupancy within 15 months, lower concession cost but longer absorption period

**Long-Term NOI Optimization - Year 1:** Focus on occupancy, higher concession costs - **Year 2:** Reduce concessions, implement moderate renewal increases - **Year 3+:** Minimal concessions, standard renewal increases, focus on resident retention

This pricing and incentive framework provides SOL Modern with a strategic approach to maximize rental revenue while maintaining competitive positioning in the Roosevelt Row submarket. The framework balances the need for lease-up velocity with long-term NOI protection, utilizing a mix of direct concessions and value-add alternatives to attract and retain residents.

# Go-to-Market Roadmap

This comprehensive go-to-market roadmap outlines the strategic approach for SOL Modern's lease-up, from pre-leasing through stabilization. The plan leverages SOL Modern's competitive advantages while addressing market challenges in the Roosevelt Row submarket.

## Pre-Leasing Phase (3-6 Months Prior to Opening)

### Timing & Milestones

**6 Months Prior** - Establish leasing office (temporary or permanent) - Launch website and basic digital presence - Begin building interest list - Install construction site signage with QR codes/website

**4 Months Prior** - Complete model units for photography/virtual tours - Finalize branding and marketing collateral - Begin targeted digital marketing campaigns - Host broker/influencer preview events

**2 Months Prior** - Launch full pre-leasing campaign - Begin accepting applications and deposits - Implement tiered early-bird incentives - Host community preview events

### Target Audience Prioritization

**Primary Targets** 1. **Urban Professionals (25-40)** - Seeking luxury amenities and downtown lifestyle - Channels: Instagram, LinkedIn, targeted digital ads - Messaging: Lifestyle, convenience, social opportunities

1. **Empty Nesters/Downsizers (55+)** - Seeking lock-and-leave luxury

2. Channels: Facebook, traditional media, realtor partnerships

3. Messaging: Security, concierge services, quality finishes

4. **Remote Workers** - Seeking work-from-home friendly environments

5. Channels: LinkedIn, co-working spaces, relocation services

6. Messaging: Technology integration, workspace amenities

**Secondary Targets** 1. **Young Couples** - First luxury apartment, building careers 2. **Corporate Relocations** - New to Phoenix market 3. **Local Move-Ups** - From older downtown properties

## Messaging Priorities

**Core Brand Positioning** - "Urban Sanctuary in the Heart of Roosevelt Row" - "Where Luxury Meets Culture" - "Elevated Living, Connected Community"

**Key Differentiators to Emphasize** 1. Superior sound insulation and peaceful living environment 2. Premium technology integration and smart home features 3. Wellness-focused amenities and lifestyle 4. Service-oriented management approach 5. Authentic connection to Roosevelt Row arts community

**Value Proposition Messaging** - Emphasize value-to-price relationship rather than focusing on price alone - Highlight exclusive features not available at competitor properties - Showcase the lifestyle benefits of the Roosevelt Row location

## Launch Strategy (First 90 Days)

### Channel Mix Optimization

**Digital Marketing (50% of Budget)** - Paid search targeting luxury apartment seekers in Phoenix - Geotargeted social media campaigns within 10-mile radius - Retargeting campaigns for website visitors - SEO optimization for "luxury apartments Phoenix" and related terms - Virtual tours and 3D interactive floor plans - Email marketing to interest list with exclusive offers

**Traditional Marketing (20% of Budget)** - Strategic billboard placement on major commuter routes - Print ads in Phoenix lifestyle publications - Direct mail to targeted zip codes with high renter concentration - PR campaign highlighting unique property features

**Referral & Partnership Marketing (30% of Budget)** - Broker incentive program (\$1,000+ per lease) - Corporate housing partnerships with major Phoenix employers - Relocation company relationships - Local business partnerships in Roosevelt Row - Influencer marketing with Phoenix lifestyle content creators

### Content Approach

**Content Pillars** 1. **Property Showcase** - Features, amenities, and unit highlights 2. **Neighborhood Spotlight** - Roosevelt Row businesses, events, and culture 3. **Resident Lifestyle** - Day-in-the-life content, resident testimonials 4. **Phoenix Living** - Broader city attractions and benefits

**Content Types** - Professional photography and videography - Resident testimonials (from early move-ins) - Behind-the-scenes construction updates - Staff introductions and

property culture - Virtual tours and 3D walkthroughs - Neighborhood guides and local business features

**Distribution Strategy** - Weekly social media content calendar - Monthly email newsletters to prospects - Regular website updates with fresh content - Syndication to apartment listing platforms - Sharing through partner channels

### **Partnership Opportunities**

**Local Business Alliances** - Restaurant and bar partnerships for resident discounts - Retail partnerships for move-in packages - Fitness studio cross-promotions - Art gallery collaborations for in-building exhibitions

**Corporate Housing Programs** - Furnished unit program for short-term corporate needs - Relocation packages for major employers - Extended stay options for business travelers

**Community Integration** - First Friday participation and sponsorship - Local artist showcase in common areas - Community event hosting - Neighborhood improvement initiatives

### **Velocity Drivers (Ongoing Tactics)**

#### **Referral Programs**

**Resident Referral Program** - \$1,000 rent credit for successful referrals (\$500 at move-in, \$500 after 6 months) - Tiered rewards for multiple referrals - Quarterly referral contests with premium prizes

**Broker/Realtor Program** - First month commission: \$1,000 per bedroom - Dedicated broker liaison - Quarterly broker events and property updates - Easy-to-use broker portal for tracking clients

**Partner Referral Network** - Local business referral incentives - Corporate HR department incentives - Relocation specialist bonuses

#### **Event Strategy**

**Pre-Opening Events** - VIP hard hat tours for priority interest list - Broker preview parties - "Meet the Neighbors" mixer with local businesses - Design showcase featuring unit finishes and technology

**Grand Opening Celebration** - Multi-day event series targeting different demographics - Local artist installations and performances - Food and beverage from neighborhood restaurants - Model unit tours with design experts

**Ongoing Event Calendar** - Monthly resident social events - Quarterly neighborhood block parties - Seasonal celebrations - Wellness workshops and fitness classes - Professional networking events - Art exhibitions coordinated with First Fridays

## **Targeted Incentives**

**Occupancy Milestone Incentives** - First 50 residents: Premium move-in package + 8 weeks free - 50% leased celebration: Special incentives for specific unit types - 75% leased: Final opportunity incentives for remaining units

**Seasonal Promotions** - Summer specials during slower leasing periods - Holiday-themed incentives - Limited-time offers to create urgency

**Lease-Term Optimization** - Strategic use of non-standard lease terms (13, 15 months) to manage future expirations - Premium reduction for less desirable move-in/expiration months - Look-and-lease specials for quick decision-makers

## **Phased Marketing Approach**

### **Phase 1: Awareness (Months 1-3)**

- Broad reach campaigns introducing SOL Modern to the market
- Focus on brand positioning and unique selling propositions
- Building the interest list and prospect database
- Establishing social media presence and following

**Key Metrics:** - Website traffic - Interest list sign-ups - Social media engagement - Brand awareness surveys

### **Phase 2: Consideration (Months 3-6)**

- More targeted campaigns to prospects showing interest
- Emphasis on virtual tours and floor plan details
- Highlighting pre-leasing incentives and early-bird specials
- Broker engagement and partnership activation

**Key Metrics:** - Tour bookings (virtual and in-person) - Application starts - Broker registrations - Content engagement metrics

### **Phase 3: Conversion (Months 6-12)**

- Highly targeted campaigns to prospects who have toured
- Focus on closing techniques and limited-time offers
- Addressing specific objections with tailored content

- Leveraging early resident testimonials

**Key Metrics:** - Lease conversion rate - Cost per lease - Days from tour to application - Incentive effectiveness

#### **Phase 4: Retention & Referral (Months 12+)**

- Resident satisfaction and community building
- Referral program promotion
- Renewal strategy implementation
- Reputation management and review solicitation

**Key Metrics:** - Resident satisfaction scores - Referral program participation - Renewal rates - Online reputation scores

### **Implementation Timeline**

**Pre-Launch (T-minus 6 months)** - Week 1-4: Finalize branding and messaging - Week 5-8: Develop website and digital assets - Week 9-12: Create marketing collateral and content library - Week 13-16: Build partnerships and referral networks - Week 17-20: Train leasing team and set up CRM systems - Week 21-24: Launch pre-leasing campaign and begin tours

**Launch Phase (Months 1-3)** - Week 1: Grand opening events and press - Week 2-4: High-intensity marketing across all channels - Week 5-8: First resident move-ins and testimonial collection - Week 9-12: Evaluate initial results and adjust strategy

**Acceleration Phase (Months 4-9)** - Monthly strategy adjustments based on absorption data - Targeted promotions for underperforming unit types - Increased focus on highest-converting channels - Regular competitive analysis and market positioning updates

**Stabilization Phase (Months 10-18)** - Gradual reduction in marketing spend as occupancy targets are met - Shift from acquisition to retention focus - Implementation of renewal strategy - Transition to maintenance marketing approach

### **Budget Allocation & ROI Projections**

**Budget Breakdown by Phase** - Pre-Launch: 20% of annual marketing budget - Launch (Months 1-3): 35% of annual marketing budget - Acceleration (Months 4-9): 35% of annual marketing budget - Stabilization (Months 10-18): 10% of annual marketing budget

**Channel Allocation** - Digital Marketing: 50% - Traditional Marketing: 20% - Events & Experiential: 15% - Partnerships & Referrals: 10% - Collateral & Production: 5%

**ROI Measurement Framework** - Cost per lead by channel - Cost per tour by channel - Cost per lease by channel - Lifetime value of residents by acquisition source - Referral program ROI analysis

## **Risk Mitigation Strategies**

**Market Softness Contingencies** - Tiered concession packages ready for immediate deployment - Alternative value-add incentives to avoid direct rent reduction - Flexible budget allocation to shift to highest-performing channels

**Competitive Response Plans** - Monitoring competitor concessions and amenity offerings - Differentiation emphasis rather than direct price competition - Value-oriented messaging to justify premium positioning

**Absorption Velocity Adjustments** - Weekly performance reviews with ability to adjust tactics - Pre-approved additional incentives if velocity falls below targets - Channel mix optimization based on real-time performance data

## **Success Metrics & Reporting**

**Key Performance Indicators** - Monthly lease velocity vs. targets - Average rent achievement vs. proforma - Cost per lease by marketing channel - Concession values as percentage of gross rent - Resident satisfaction scores - Online reputation metrics

**Reporting Cadence** - Daily: Leasing activity dashboard - Weekly: Marketing performance metrics - Monthly: Comprehensive lease-up report - Quarterly: Strategy review and adjustment

This go-to-market roadmap provides SOL Modern with a comprehensive strategy for successful lease-up in the competitive Roosevelt Row submarket. By emphasizing SOL Modern's unique positioning, implementing a phased marketing approach, and maintaining flexibility to respond to market conditions, the property is positioned to achieve optimal absorption velocity while maintaining rent premiums and long-term NOI potential.

## **Opportunity Map**

### **Unit Features & Finishing Levels**

#### **Sound Insulation Package**

**Opportunity:** Address the most common complaint across competitor properties - Triple-pane windows for street noise reduction - Enhanced wall insulation between units



- Acoustic ceiling treatments - Sound-dampening flooring underlayment - Solid core doors with acoustic seals

### **Premium Kitchen Experience**

**Opportunity:** Exceed competitor kitchen offerings with distinctive features - Smart appliance package with app connectivity - Gas ranges with pot fillers (unique in the market) - Custom cabinetry with soft-close features - Waterfall edge countertops - Wine refrigerators in select units - Under-cabinet lighting and USB charging stations

### **Technology Integration**

**Opportunity:** Position as the most tech-forward property in Roosevelt Row - Comprehensive smart home system (lighting, climate, security) - High-speed fiber internet included in base rent - Video intercom system with smartphone integration - Smart package lockers with notification system - EV charging stations in garage - Keyless entry throughout property

### **Bathroom Enhancements**

**Opportunity:** Create spa-like experiences that competitors lack - Rainfall showerheads with body sprays - Heated flooring in select units - Backlit mirrors with anti-fog technology - Smart toilets in premium units - Upgraded ventilation systems

## **Amenity Offerings & Programming**

### **Wellness Center**

**Opportunity:** Go beyond standard fitness offerings - Dedicated yoga/meditation studio with scheduled classes - Spa facilities (steam room, sauna, treatment rooms) - Outdoor meditation garden - Fitness on demand with virtual trainers - Recovery room with massage chairs and stretching equipment

### **Work-From-Home Hub**

**Opportunity:** Create best-in-class remote work amenities - Private office pods for focused work - Conference rooms with video conferencing technology - Podcast/recording studio for content creators - Business center with printing/scanning services - Co-working lounge with coffee service

### **Social Spaces**

**Opportunity:** Foster community through distinctive gathering areas - Demonstration kitchen for cooking classes - Wine tasting room with storage lockers - Outdoor movie

theater - Game room with billiards, shuffleboard, and gaming consoles - Indoor/outdoor flexible event space

## **Art Integration**

**Opportunity:** Authentic connection to Roosevelt Row arts district - Gallery space for rotating local artist exhibitions - Artist-in-residence program - Studio space for resident creators - Art walk participation during First Fridays - Commissioned murals and installations throughout property

## **Resident Experience Touchpoints**

### **Service Model**

**Opportunity:** Implement hospitality-inspired management approach - 24/7 concierge service - Dedicated maintenance team with guaranteed response times - Resident app for service requests with real-time tracking - Move-in coordination service - Regular maintenance check-ins

### **Lifestyle Services**

**Opportunity:** Provide convenience services that enhance resident lifestyle - Package acceptance and delivery to unit - Dry cleaning pickup/delivery - Housekeeping services available - Pet walking/sitting services - Car washing service in garage

### **Transparent Billing**

**Opportunity:** Address common complaint about hidden fees - All-inclusive utility packages with reasonable caps - Transparent amenity fees with clear value proposition - No hidden charges policy - Predictable renewal increases

### **Community Programming**

**Opportunity:** Create distinctive resident events and experiences - Monthly resident social events - Wellness workshops and fitness classes - Professional networking events - Art classes and creative workshops - Local business partnerships for exclusive resident offers

## **Digital/Social Media Positioning**

### **Authentic Local Integration**

**Opportunity:** Position as integral part of Roosevelt Row community - Content highlighting neighborhood businesses and events - Partnerships with local artists and

galleries - Community involvement and sponsorships - Resident neighborhood guides and insider tips

## **Targeted Digital Presence**

**Opportunity:** Create distinctive digital identity - Professional photography and videography showcasing unique features - Resident testimonial program - Virtual tours highlighting differentiators - Social media content focused on lifestyle benefits - Regular blog content about downtown Phoenix living

## **Reputation Management**

**Opportunity:** Proactively address common pain points in reviews - Transparent communication about construction progress - Setting realistic expectations about urban living - Highlighting sound insulation and privacy features - Emphasizing responsive management and maintenance

## **Implementation Priorities**

### **Phase 1 (Pre-Opening)**

1. Finalize unit design with enhanced sound insulation and technology integration
2. Develop distinctive amenity programming for wellness center and work-from-home hub
3. Create art integration strategy with local artist partnerships
4. Establish service model training for property team

### **Phase 2 (Opening)**

1. Implement comprehensive technology systems and resident app
2. Launch lifestyle services program
3. Begin community programming calendar
4. Activate digital presence with professional content

### **Phase 3 (Ongoing)**

1. Regular resident feedback collection and service adjustments
2. Rotating art program and cultural events
3. Expanded lifestyle services based on resident preferences
4. Continuous improvement of technology offerings

This opportunity map provides a comprehensive framework for positioning SOL Modern as the premier residential option in Roosevelt Row, with specific recommendations that address competitive gaps while creating distinctive experiences for residents.