



## **BKM** Capital Partners

Managing with Intent:

# **PRIORITIZING TENANT ENGAGEMENT**



**BKM INTEL | THOUGHT LEADERSHIP SERIES**

# Not Just Another Industrial Operator.



## REDEFINING TENANT ENGAGEMENT

Tenant engagement is one of the most important factors distinguishing a good real estate operator from a great one. In the world of industrial real estate, few of these standout performers exist. After all, when most people think of tenant engagement, they envision multifamily, or maybe even office projects. But the truth is, industrial tenants, especially the small and mid-sized businesses that make up the backbone of our economy, need support just as much as anyone else. In some cases, they need it more. When you're operating a large, multi-tenant portfolio across the country, your reputation as a landlord can make or break your success.

Nobody does tenant engagement quite like BKM. This foundational principle is a core pillar of our operating model, flowing through every part of our business from the moment we purchase an asset, to the moment we sell. Right off the bat we emphasize creating an environment our tenants are proud to call home—repositioning aging, under-managed buildings into thriving business communities. That sets the tone for everything else.

Engagement also means operational partnership and transparency. We explain what we're doing and why, and we do it without surprising tenants with unnecessary costs. They notice that difference. Unlike operators who rely heavily on automation and passive, hands-off strategies, BKM delivers a service-oriented, human-centered experience created through our “boots on the ground” approach. We see our customers as more than just a number—we see them as partners.

With over a decade of experience refining this model, we now know that engagement drives distinct, measurable outcomes: tenant satisfaction, retention, operational efficiency, and brand loyalty. **At the end of the day, our mission is simple—create environments where tenants can get back to business, knowing we'll take care of the rest.**



## THE MODERN NEEDS OF AMERICA'S SMALL BUSINESSES

Industrial real estate has changed drastically over the past decade, especially for the small and mid-sized businesses that fill our parks. These tenants are running lean operations, wearing every hat imaginable, and juggling real-time challenges: staffing, deliveries, rising costs, economic instability, you name it. What they don't have time for is chasing down a landlord or doing detective work to get important updates on the park.

That's where engagement becomes a real differentiator. In this product type, tenants aren't expecting a luxury experience—they want responsiveness, clarity, and a landlord who understands how their business actually works. When we're consistent and visible on our properties, tenants feel that support immediately. They know who to call, they know we'll pick up the phone, and they see the follow-through. The more connected we are, the more we're able to anticipate what they'll need before they even ask.

Engagement also matters because, candidly, the alternative isn't pretty. There's no shortage of operators who see industrial tenants as just another number on a spreadsheet, lean entirely on automation, or flip assets quickly without investing in the tenant experience. That may work for a while, but tenants feel it—and they relocate. Retention is one of the clearest indicators of how well you're really serving your customers. People who are happy don't tend to move, and that's especially true in industrial. Moving a warehouse or shop is expensive, disruptive, and time consuming. Most tenants will stay put if they feel seen, supported, and taken care of, but **why not go further than what's required?**

Over the years, our approach has naturally fallen into six core pillars that show up in every market, at every property we own—regardless of the asset’s prior condition. These pillars guide how we think, how we communicate, and how we support the people who rely on our buildings to run their businesses.

# Our Philosophy

# Pride of Place.



## CHANGE WITH INTENTION

For us, everything starts with the physical environment. When we acquire an asset, it’s often under-managed, under-capitalized, or simply in need of an operational facelift. BKM is distinct for its comprehensive upfront capital investment, reimagining the property’s paint scheme, signage, landscaping, and all the details in between that influence how a tenant feels when they pull into the park every morning. We call this **pride of place**, and it sets the tone for their experience from day one. Tenants pick up on this immediately. They’re not just proud to come to work, they’re proud to bring their customers to a space that reflects the quality of their business.





Thoughtful capital enhancements are executed within the first 6-12 months of the hold period, providing excellent property visibility and positioning the parks as high-image, professional environments for tenants and their customers.



# Our Philosophy

# Partnership & Transparency.

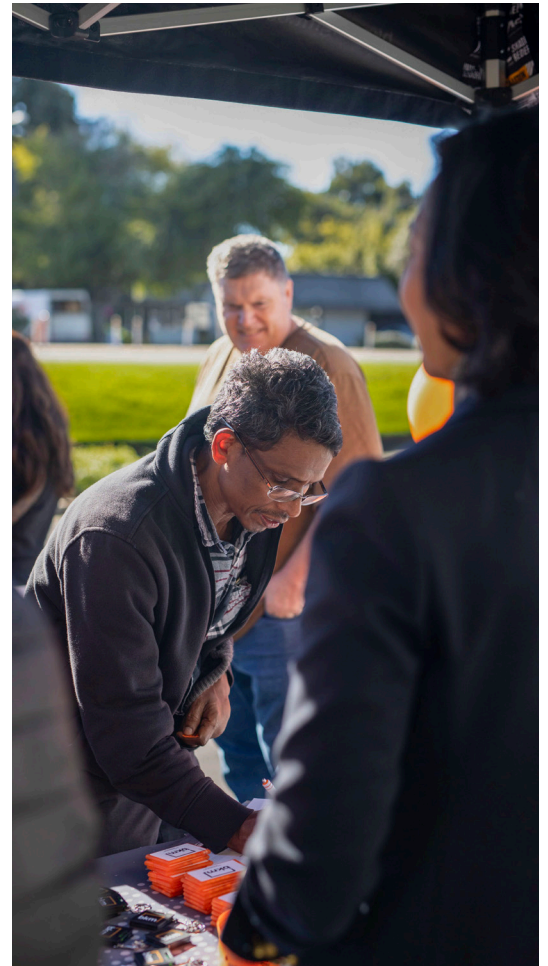


## COMMUNICATION WITHOUT SURPRISES

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The second pillar is all about clarity and simplicity. Our tenants are cost-conscious and time-constrained, and many are leasing commercial space for the first time. They don't want surprises, they want a dependable partner. Though the exterior embellishments are exciting, tenants will often raise an eyebrow when they expect to be hit with the bill. This is where we build trust right out of the gate.

From day one, we communicate openly about what we're improving, why we're doing it, and exactly how it will benefit them. We walk them through the lease, explain capital projects, and educate instead of hiding behind complicated language or confusing processes.



1

Clear communication during repositioning to ensure tenants are aware of key dates, improvements, and any changes to their daily operations.

2

Long-term hold strategies build trust with tenants and give on-site teams the chance to make a tangible long-term impact.

3

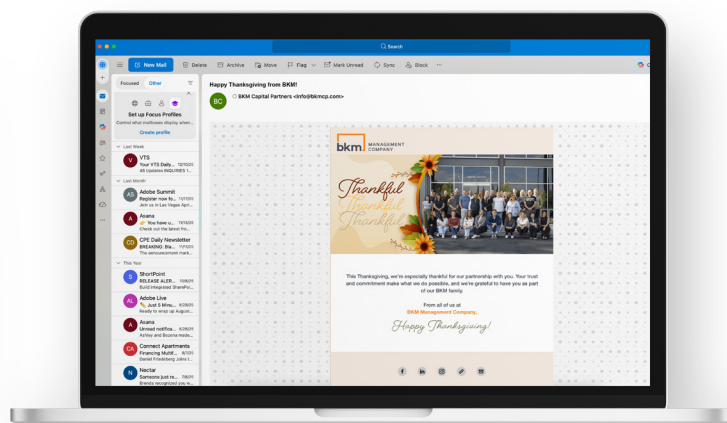
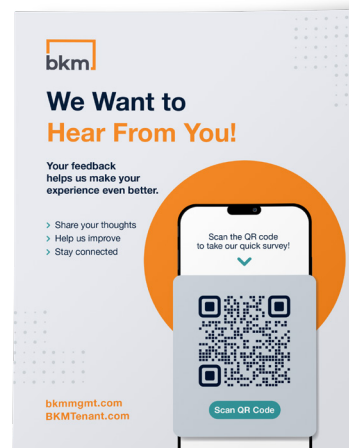
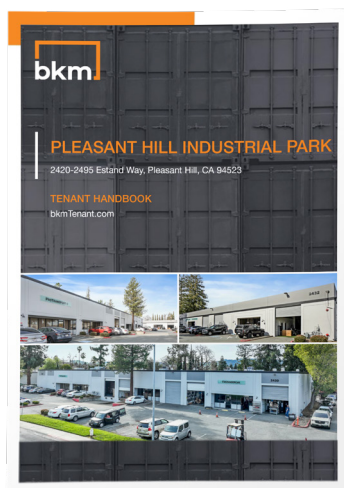
Expense transparency and lease education for first time tenants, ensuring our customers feel empowered to make informed decisions.

4

On-site management presence provides the opportunity for long-term relationship building, in addition to quick and efficient problem management.

5

Extensive tenant communication program that includes brochures, handbooks, emails, and more, providing essential resources at our customers' fingertips.



# Our Philosophy

# Technology & Innovation.



## HUMAN-CENTERED EVOLUTION

Engaging in continuous improvement and exploring technological tools for success is a key differentiator of BKM's operational model. Adopting new technology can often result in cut corners, increased confusion, and the elimination of human connection if not integrated properly. Rather than utilizing technology to replace our teams, we use it to enhance our workforce, making processes faster, clearer, and more reliable. Tools like Commercial Café, BKM Intel, and Facility Manager create transparency around work orders, portfolio management, payments, and property updates, without forcing tenants into frustrating automated loops. In the age of AI and automation, is it important to prioritize a human-centric approach—after all, nobody likes talking to a robot.



1

**COMMERCIAL CAFE PORTAL** where tenants can make online payments, submit maintenance requests, and access lease documents at any time.

2

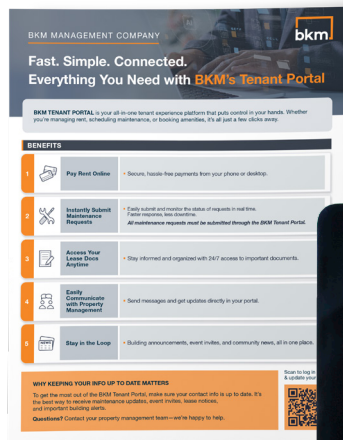
**FACILITY MANAGER PLATFORM** routes tenant service requests, coordinates vendors, and tracks maintenance from submission through completion.

3

**DIGITIZED MOVE-IN / MOVE-OUT FORMS** to streamline the tenant experience and provide instantaneous suite information for property managers.

4

**BKM INTEL**, our proprietary BI software, allows teams to track accounts receivable, adjust budgets, and analyze rollover schedules for streamlined property operations.



# Our Philosophy

# Community & Connection.

# 4



## FOSTERING GENUINE RELATIONSHIPS

The fourth pillar—and the one that often gets overlooked in industrial—is connection. Our parks are full of small business owners who wear many hats. Most of them don't have full operations teams, marketing departments, or IT resources. They're figuring things out daily. Being present on-site means we get to know our customers, understand their needs, and make their lives a little easier.

This shows up in big and small ways: property managers who are visible and know tenants by name, community events that introduce businesses to each other, social media spotlights that elevate tenant brands, and even simple weekly check-ins. If our property managers walk into a tenant's space and they don't know their name, there's work to be done.

That human connection is the reason tenants call us before making big decisions. It's the reason they share when they're growing—or when they're struggling. And it's the reason retention stays strong across the portfolio. People stay where they feel supported.



## Tenant Spotlights



Tenant Spotlights highlight the diverse businesses operating across BKM's portfolio by pairing tenant interviews with on-site space tours and social media features. The program helps elevate tenant visibility, foster community within each park, and reinforce BKM's role as a long-term operational partner.

## Tenant Appreciation Events



Tenant Appreciation Events are on-site activations designed to recognize and thank tenants while creating opportunities for connection. These events help build community, increase visibility of on-site teams, and enhance the overall tenant experience. These events serve as great opportunities to gather tenant feedback, informing teams on areas of improvement.

## Resource Sharing



On-site teams proactively connect tenants with complementary business functions and industries, encouraging networking that creates new business opportunities and fosters a stronger sense of community. These relationship-building efforts between tenants and management build trust, strengthen ecosystems, and ultimately support higher retention.

# Our Philosophy

## Supporting Tenant Growth.



### ANTICIPATING TENANT NEEDS

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Our fifth pillar is about staying close enough to our tenants to recognize when their needs shift. Growth rarely comes through formal requests—it shows up in small signals on-site. Because our property managers spend so much time in the parks, they're able to spot these cues early and help tenants think ahead.

Whether it's identifying expansion opportunities, helping right-size a space, or removing obstacles that slow their operations, our goal is to support each business through every stage of its journey. When tenants know we're paying attention, they're more likely to grow with us, not away from us.

#### **80/20 Rule**

On-site teams spend 80% of their time on the property and 20% of their time at their desks to maximize facetime with customers

#### **Expansion, Contraction, & Relocation**

Our teams maintain consistent contact with tenants to identify when their space needs may change

#### **Vendor Coordination**

Proactive coordination efforts allow our teams to solve problems quickly to avoid disrupting tenant operations

#### **Customized Solutions**

Individual tenant needs are met through thoughtful, tailored action plans.

# Our Philosophy Consistency.

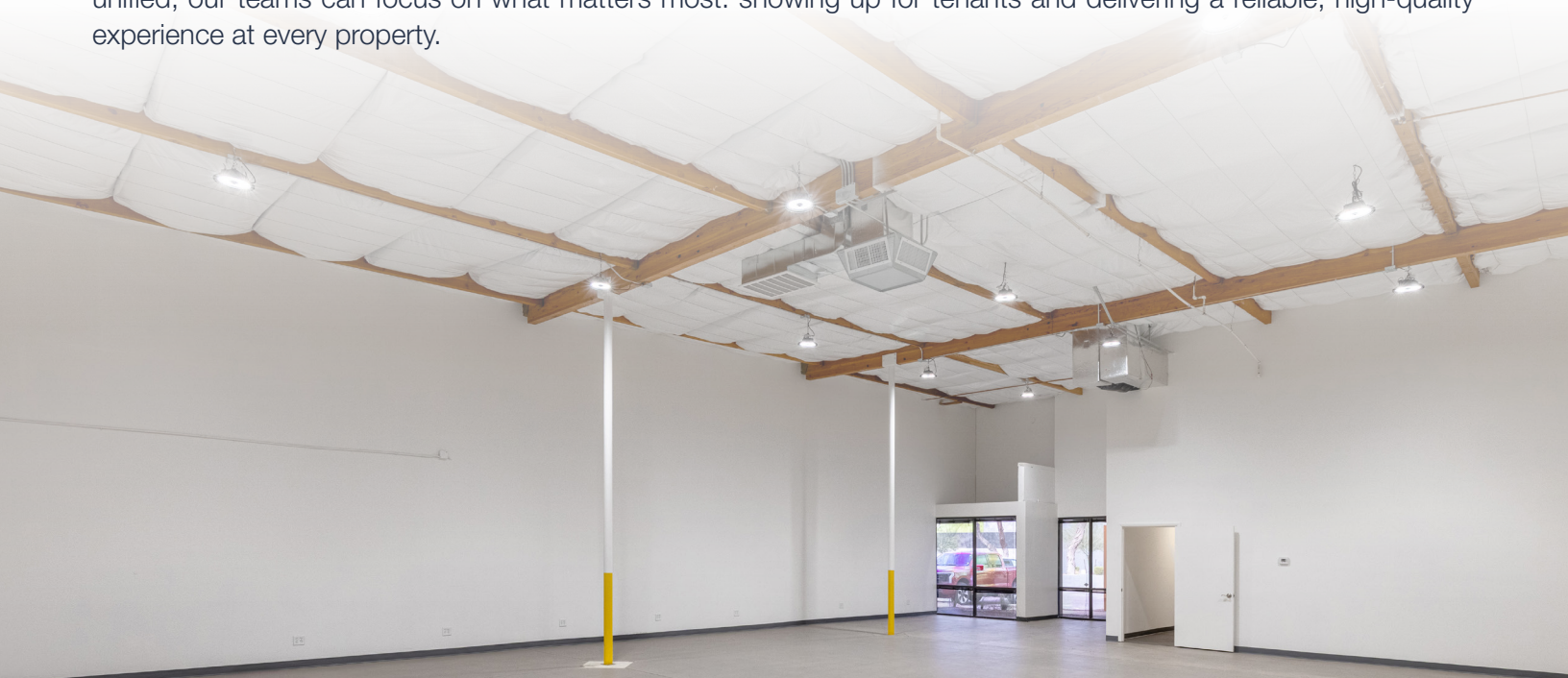


## SCALING FOR SUCCESS

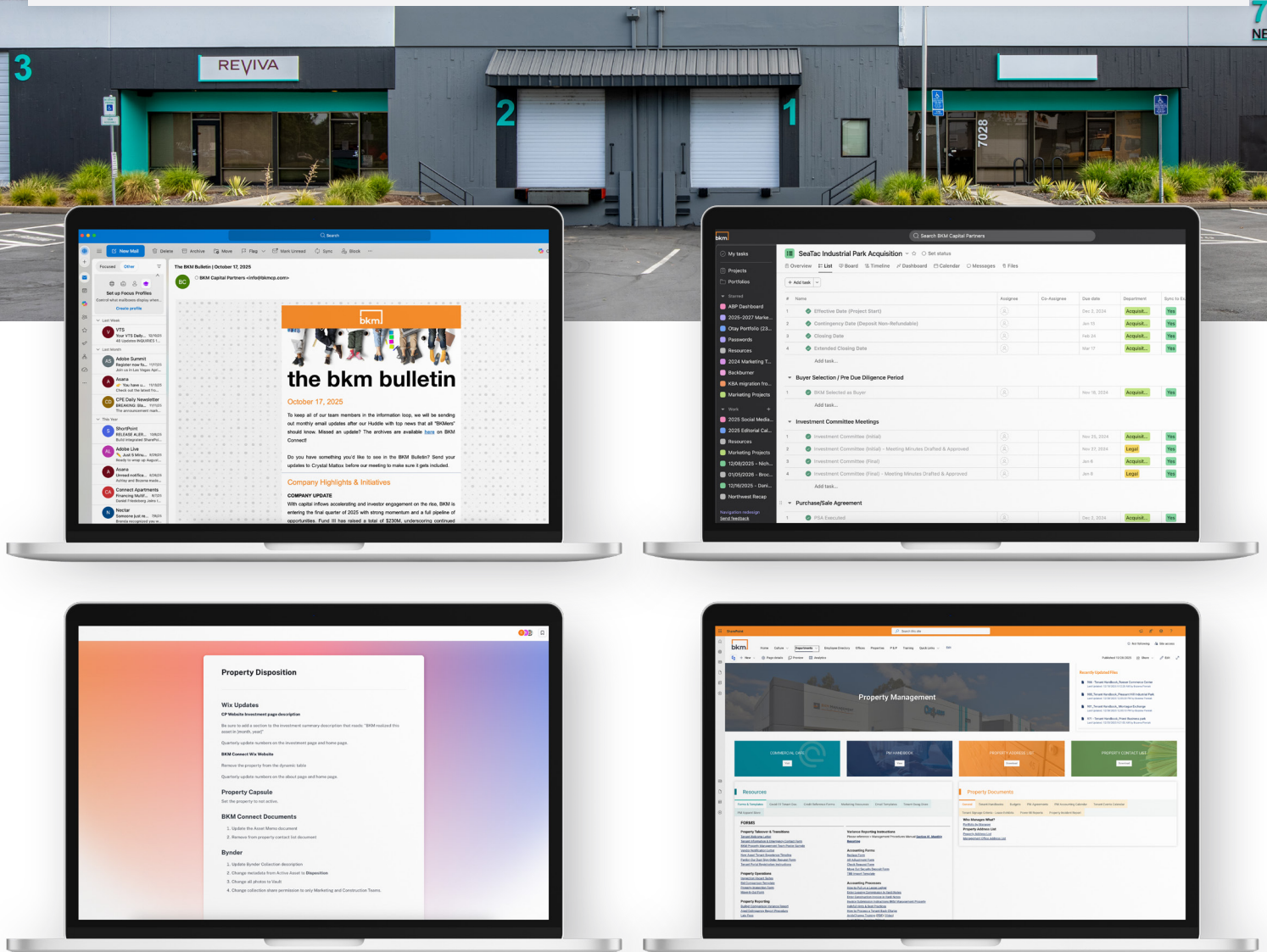
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Consistency is what makes all our efforts scalable. As we enter new markets, we rely on proven systems for our internal teams—a comprehensive company intranet, property manager handbooks, structured onboarding and SOPs, and cross-team alignment—to ensure every tenant receives the same level of service.

These tools don't replace human connection; they strengthen it. When expectations are clear and processes are unified, our teams can focus on what matters most: showing up for tenants and delivering a reliable, high-quality experience at every property.



- + **BKM Connect**, the company's intranet platform, hosts resources for all teams across the organization, consolidating pertinent information into one centralized platform to keep all employees informed.
- + **Comprehensive SOP Library** that outlines all major internal procedures, allowing teams to scale operations efficiently.
- + **Task Organization** through Asana and Teams, allowing teams to track progress on property transition checklists and get real-time updates on ongoing projects.
- + **Frequent Regional Travel** for managers, offering valuable opportunities to train new hires in-person and promote BKM's collaborative company culture.
- + **Company-Wide Monthly Huddle Meetings** provide an opportunity for operational updates and to recognize peers for their hard work, fostering a culture of camaraderie and transparency across BKM's growing platform.



# Measuring Impact: Transformative Results.



“

We are big fans of our property manager's communication and how BKM is investing in the park and common spaces. Emails and information are always clear and proactive – **Thank you!**

“

We've had great experiences with BKM. They have kept the property in excellent condition and have been super responsive any time we have needed anything. It's nice knowing that the property will always look professional and well kept. **We are happy bringing customers and clients here!**

“

Been leasing space with this management company for several years. The staff here has worked with me to move to larger spaces as my business grew. **Always nice to work with and understand that things change as we work to grow.**

“

BKM has been very quick to respond to any concerns that need to be addressed. **The staff are very approachable and eager to help the tenants.**

## OPERATIONAL METRICS

- » **2,679 work orders were completed in 2025**, with 90–95% of the work orders submitted through BKM's technology platform.
- » **57% of work orders were resolved within 24 hours.**
- » **64% of all work orders were completed on-time** within the expected timeframe based on priority in 2025.
- » **Retention rates in the high 70% to low 80% range** during recent stabilized operating periods have consistently outperformed underwriting assumptions.
- » **In 2025, 70% of surveyed tenants were identified as BKM promoters**, reflecting strong loyalty and enthusiasm.
- » **BKM's Property Management and Leasing Teams average a rating of 4.5 stars out of 5** in recent 2025 surveys.
- » **90% of tenants surveyed in 2025 said their rent invoices are easy to understand.**

# THE FUTURE OF TENANT ENGAGEMENT

BKM's next phase of tenant engagement focuses on deepening the company's service-first operating model while adopting targeted innovations that make communication faster, clearer, and more personal. Key priorities include:

1

## EXPANDING TECHNOLOGY THAT STRENGTHENS HUMAN CONNECTION

- » Introduce SMS communication for move-in reminders, real-time property or service updates, satisfaction surveys, and renewal and move-out support.
- » Use technology to streamline communication, not to replace personal interactions.

2

## ENHANCING COMMUNICATION WITHIN EXISTING PLATFORMS

- » Leverage Commercial Café more extensively to share park announcements, event invitations, cross-business opportunities, and survey reminders.
- » Ensure tenants receive timely, relevant updates within the tools they already use.

3

## STRENGTHENING COMMUNITY WITHIN PARKS

- » Expand tenant spotlights and LinkedIn features to highlight tenant success stories.
- » Increase networking and on-site events to build deeper connections among tenants.
- » Reinforce each park as an ecosystem to encourage community building.

4

## MAINTAINING A SERVICE-DRIVEN CULTURE AS THE COMPANY SCALES

- » Continue emphasizing on-site visibility and proactive engagement from on-site teams.
- » Ensure new hires and new regions adopt BKM's customer service philosophy through structured onboarding, ongoing trainings, and consistent leadership presence.

## CONCLUSION

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Tenant engagement at BKM is not a standalone initiative—it is the operating philosophy that shapes every interaction, every improvement project, and every decision the company makes. By investing heavily in both our parks and the tenants within them, BKM has created an environment where our customers feel supported, understood, and valued.

This approach delivers tangible results. Tenants who trust their landlord are far more likely to stay, expand, and grow within the portfolio. Engagement drives retention, strengthens brand loyalty, and creates operational stability across the company's footprint. It also sets BKM apart from competitors who rely heavily on automation or short-term strategies that overlook the human side of property management.

As the industrial sector continues to evolve, BKM's commitment remains the same: to create high-quality environments where small and mid-sized businesses can focus on what matters most—running and growing their operations—while knowing they have a partner invested in their success. The future of tenant engagement at BKM builds on this foundation, combining consistent service with thoughtful innovation to deliver an experience that is both modern and unmistakably human.



## ABOUT THE AUTHOR

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BKM Capital Partners is a proven real estate fund manager and operator focused exclusively on investing in small and mid-bay light industrial properties in the United States. Headquartered in Newport Beach, CA, with more than 130 employees in 16 offices, BKM implements a value-add strategy targeting under-managed and under-capitalized assets. Since 2013, BKM has invested over \$5 billion in over 150 small and mid-bay light industrial properties comprising 25 million square feet. Its approach includes the acquisition, refurbishment, repositioning and active management of these industrial properties to drive NOI growth and generate a strong IRR and multiple on invested equity. BKM's foundation is built upon Focus, Operational Excellence, Technology, and Client Service.



## CONTACT US

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