



A **Global Payments**
Company

2024

Property Management Operations Report



At multifamily companies, improving efficiency is a predominant topic of discussion. That’s because rising costs and expectations from renters, rent declines, and a revolving door of employees have diminished the effectiveness of traditional operating processes. Automation has emerged as a critical strategy for multifamily companies aiming to improve efficiency and scale their portfolios. By reducing time spent on repetitive tasks, operators can direct resources toward strategic growth initiatives like improving resident relationships.

This report serves as a roadmap, offering insights and strategies to help multifamily leaders leverage automation to drive operational efficiencies, reduce costs, and support their expansion goals. Based on two years of proprietary survey data from over 600 multifamily operators, you’ll learn how companies are getting more efficient and where there’s significant room for improvement. The data reveals that companies are seeing positive outcomes after implementing automation.

Key survey findings

- 1

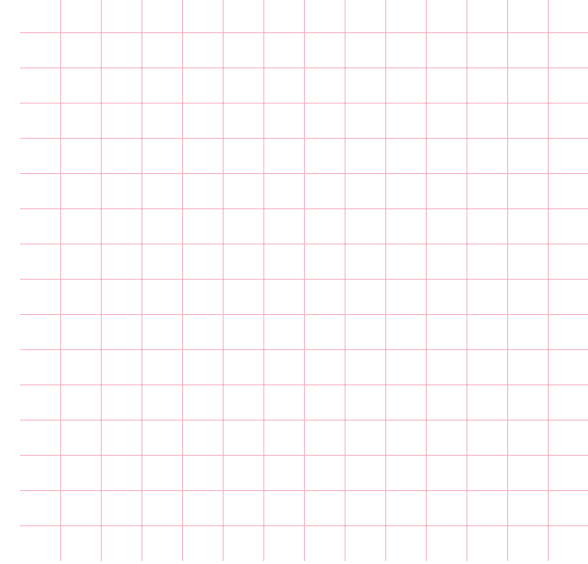
Compared to last year, fewer tasks are done using completely manual processes. And as a result, property management companies' time decreased the time and money spent on administrative tasks.
- 2

This report also identifies opportunities for improvement within resident-focused operations, back-office operations, and staff retention.

Opportunities to Improve Property Management Operations		
Resident-facing operations	Back-office operations	Staff retention
Digitize repetitive resident communication.	Fully automate rent collection.	Improving leadership and salaries can
Communicate flexible payment options to renters to improve cash flow.	Solidify the procedure for renters to move utilities into their name.	
Strengthen retention rates to lower delinquencies.	Outsource resident utility billing to recoup costs and eliminate the workload.	Large companies can improve retention by making employees feel more valued.
	Improve staff efficiency and minimize overcharges by outsourcing utility AP.	



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Survey background and demographics

In a market where renter expectations are high and staffing levels fluctuate, on-site operations must be as efficient as possible. That's why we created this survey. We wanted to know what tasks bog associates down the most and how companies use technology to improve productivity.

To accomplish this, we partnered with [SA Market Insights](#), a third-party research firm, to survey 630 multifamily professionals.

Respondents had to meet the following criteria to qualify:

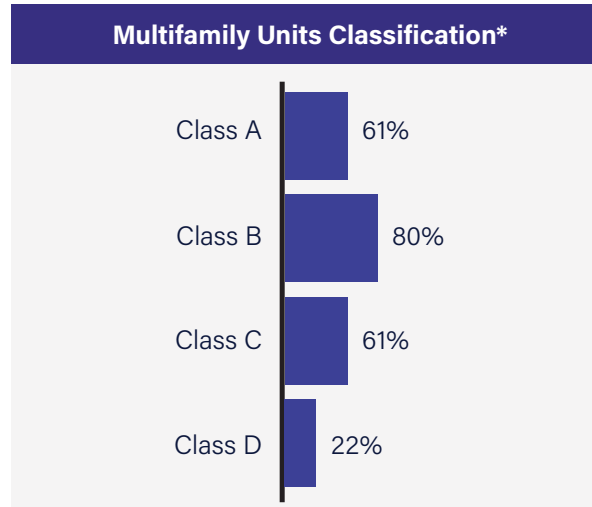
- Must be in multifamily residential property management
- Must manage properties with 250 units or more
- Must be familiar with budgets, rental rates, software, and other aspects of the business

Property Manager Survey Overview

- 630 completed surveys
- 15-minute online survey
- Research conducted Jan–Feb 2024 by SA Market Insights

Property Manager Sample Composition:

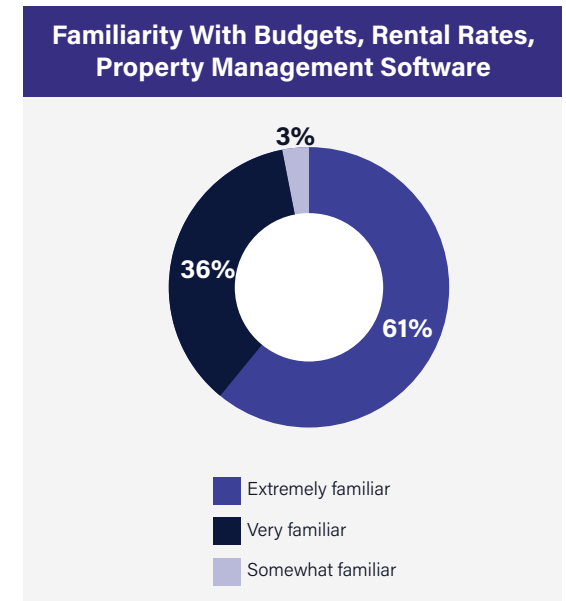
Multifamily Property Units Managed	
Units	2024
250 - 499	14%
500 - 999	20%
1,000 - 2,499	28%
2,500 - 4,999	27%
5,000 - 9,999	8%
10,000 - 19,999	2%
20,000 or more	1%



Region*	
Southeast	30%
Northeast	28%
Midwest	24%
Mountains & Southwest	14%
Far west	12%

Job Title	
Property Manager	55%
Regional Property Manager	12%
C-Suite (COO, CMO, CEO, etc.)	12%
Vice President / Senior Vice President	8%
Director / Senior Director	7%
Manager	4%
Analyst	1%

Job Function	
Property Management	75%
Owner / President / CEO	8%
Asset, Investment, Real Estate, or Portfolio Management or Analysis	6%
Resident Experience	4%
Leasing / Sales	3%
Operations, Business Systems	2%
Accounting / Finance	1%
Marketing	1%



*Note: Total exceeds 100% because respondents selected all that apply

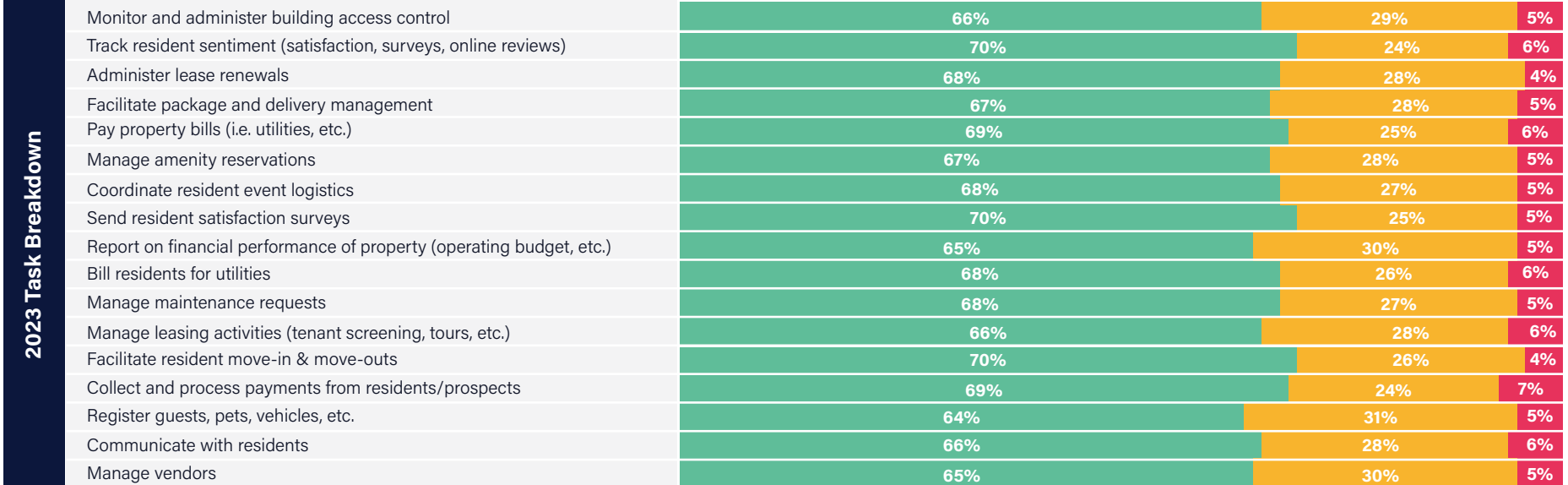
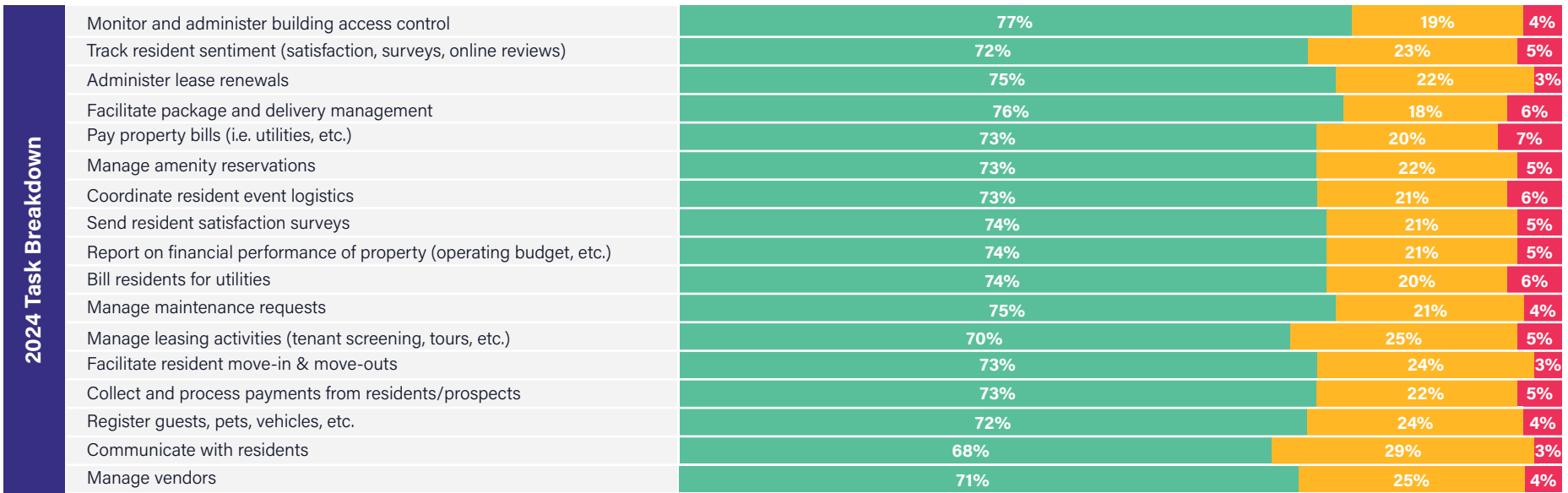


Survey reveals companies are seeing higher ROI by increasing automation

When employees waste time on repetitive tasks, they can't devote their attention to more strategic projects that impact growth or minimize major costs, like resident turnover. This is why automation is gradually being used to minimize the grunt work involved in running a multifamily community. Still, many companies are on the fence if it's worthwhile. We analyzed how companies utilize automation and the ROI they see as a result.

How does your on-site team manage each of the following tasks?

■ Completely or partially automated
 ■ Completely manual
 ■ Outsourced



Key Takeaway #1: Compared to last year, fewer tasks are done using completely manual processes

As property management companies look to operate their businesses more efficiently, automation is steadily becoming an important ally. For two years in a row, we asked property managers to indicate which processes they complete using automation or through manual processes. Their responses show that multifamily companies are utilizing automation more than they were a year ago in most areas.

Key Takeaway #2: Thanks to automation, time and money spent on administrative tasks has decreased

In our last *Property Operations Report*, we found that companies were spending an exorbitant amount of time on tasks that could easily be automated. Since this year's survey data shows that companies are shifting away from manual processes in favor of automation, we wanted to compare how this has impacted their workloads.

Survey respondents were asked to specify how many hours per month they spend on routine tasks, starting with renter move-in. Tasks were separated into two functions: back-office operations and resident relations. After averaging the responses, we used an [industry compensation report](#) to determine the compensation dollars spent performing these duties.

The impacts of increased automation are impressive. Because automation is being utilized more, property managers report far less time spent managing these items — roughly half of what was reported in 2023.

Increased automation also means that companies decrease labor costs associated with routine tasks. Even though [NAA's newest industry compensation report](#) shows salaries have risen since last year, companies still spend less money than a year ago for their teams to tackle manual processes.

Category	Task	Total manual hours monthly		Annual labor cost	
		2024	2023	2024	2023
Back-Office Operations	Manage maintenance requests	42	67	\$20,128	\$29,714
	Pay property bills				
	Report on financial performance				
	Bill residents for utilities				
	Monitor and administer building access controls				
	Manage vendors				
	Collect & process payments from residents & prospects				
Resident Operations	Communicate with residents	53	89	\$23,015	\$35,496
	Facilitate package management				
	Track resident reviews				
	Send resident satisfaction surveys				
	Manage amenities				
	Register guests, pets, vehicles, etc.				
	Facilitate resident move-ins & move-outs				
	Coordinate resident events				
	Administer lease renewals				
		95 hours monthly	156 hours monthly	\$43,143 annually	\$65,210 annually

Employee salary rate calculated based on [NAA median](#) salary report



Resident Operations



Three opportunities to improve your resident-facing operations

Decreasing operating costs and mundane workloads via automation is a significant advantage for multifamily companies that want to scale their business. However, after analyzing the rest of the survey data, several opportunities to improve resident-facing operations and lower operating costs are apparent.

1

Digitize recurring resident communication

2

Communicate flexible payment options to renters to improve cash flow

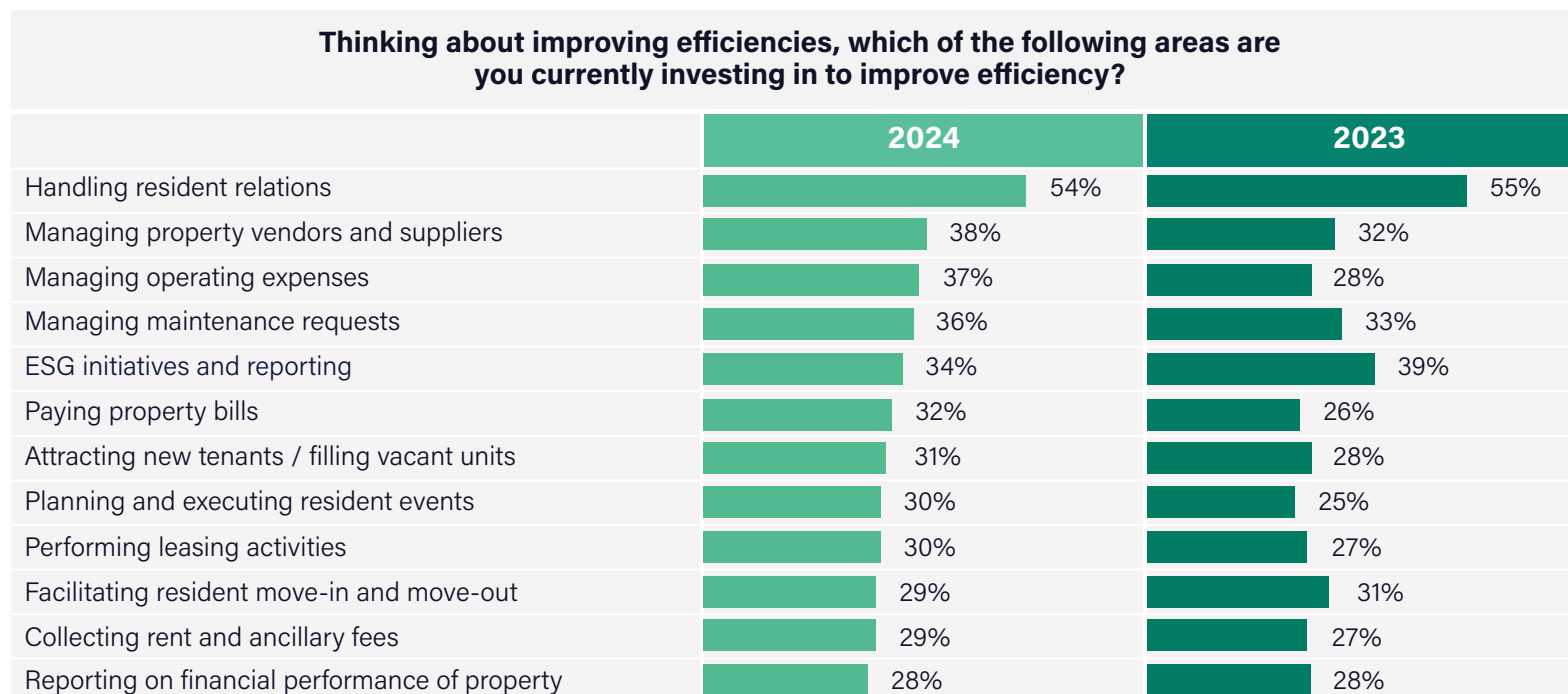
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Strengthen retention rates to lower delinquencies

Opportunity #1 Digitize recurring resident communication

One of the most time-consuming tasks for property managers is communicating with their residents. It's also one of the most important tasks with serious consequences when not properly conducted. *Zego's 2024 Resident Experience Management Report* found that "poor management communication and responsiveness" is one of the top reasons renters choose not to renew their lease.

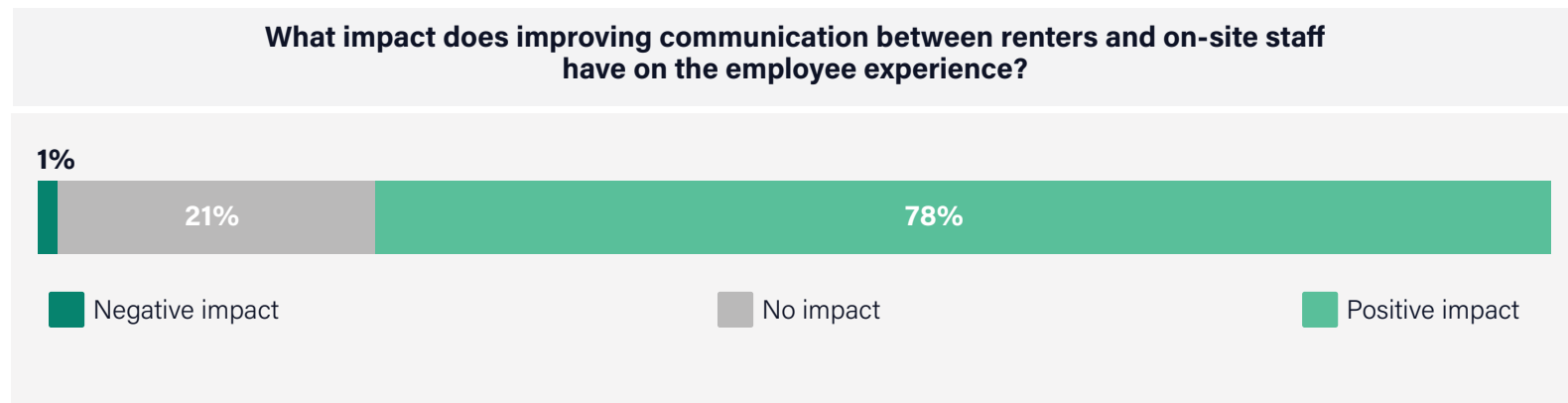
Renters expect smooth and clear communication from their property managers. But if on-site teams are too bogged down with other tasks, residents may not get acceptable communication. Luckily, several multifamily companies are making efforts to improve the communication process with their renters. Survey respondents were asked to identify the areas they are investing in to improve efficiency. And for two years in a row, "handling resident relations" tops the list.



The term “handling resident relations” is broad, but it encompasses everything from valuable interactions with renters (customer service, problem-solving, etc) to routine correspondence (sending updates about the community, informing renters of a package, etc). If associates are caught up in routine correspondence, companies should consider communication platforms that will automate some of those notifications. This would relieve on-site managers of those repetitive correspondences and give them more time for face-to-face interactions.

Better communication with renters also improves the employee experience

Improving communication not only strengthens the resident experience, it also results in better employee experiences. Survey respondents were asked how improving communication between on-site teams and renters affects the employee experience. 78% of multifamily respondents said it would improve their day-to-day.





Opportunity #2

Communicate flexible payment options to renters to improve cash flow

Collecting rent and resolving any kinks that occur in the process is another task that creates an enormous workload for property managers. Fortunately, the majority of property managers rely on [digital rent payments](#) to automate most of these workflows. But when renters are facing financial hardship, automation can't entirely prevent incomplete or delinquent payments – and the added work that arises from these missing payments.

[Flexible rent payment options](#) are increasingly being offered as a way to alleviate strain on renters as well as property management companies. Allowing renters to pick their due date and/or splitting rent into two monthly payments eases the burden of their biggest expense, helping ensure complete, on-time payments.

Since flexible payment terms are growing in popularity, we wanted to see how many companies offer them. The findings are surprising. Almost all of the property management companies who were surveyed say they offer flexibility in one way or another. In fact, only [7% of companies](#) say their renters don't have any flexibility around paying rent. Renters tell us another story. Sixty-five percent of renters say they are not offered any flexible payment options.

Flexible rent payment options offered: Property Managers vs Renters		
	Property Managers	Renters
Pay in installments throughout the month	71%	16%
Choose own due date for rent	55%	11%
There are other flexible payment options offered	0%	1%
No – no flexible rent payment options are offered	7%	65%
Don't know	0%	9%

Offering flexible rent payment terms and communicating them effectively to residents is a major opportunity to improve financial operations. It helps residents manage their cash flow to pay for their biggest expense, which benefits them and helps property managers [reduce delinquent payments](#).

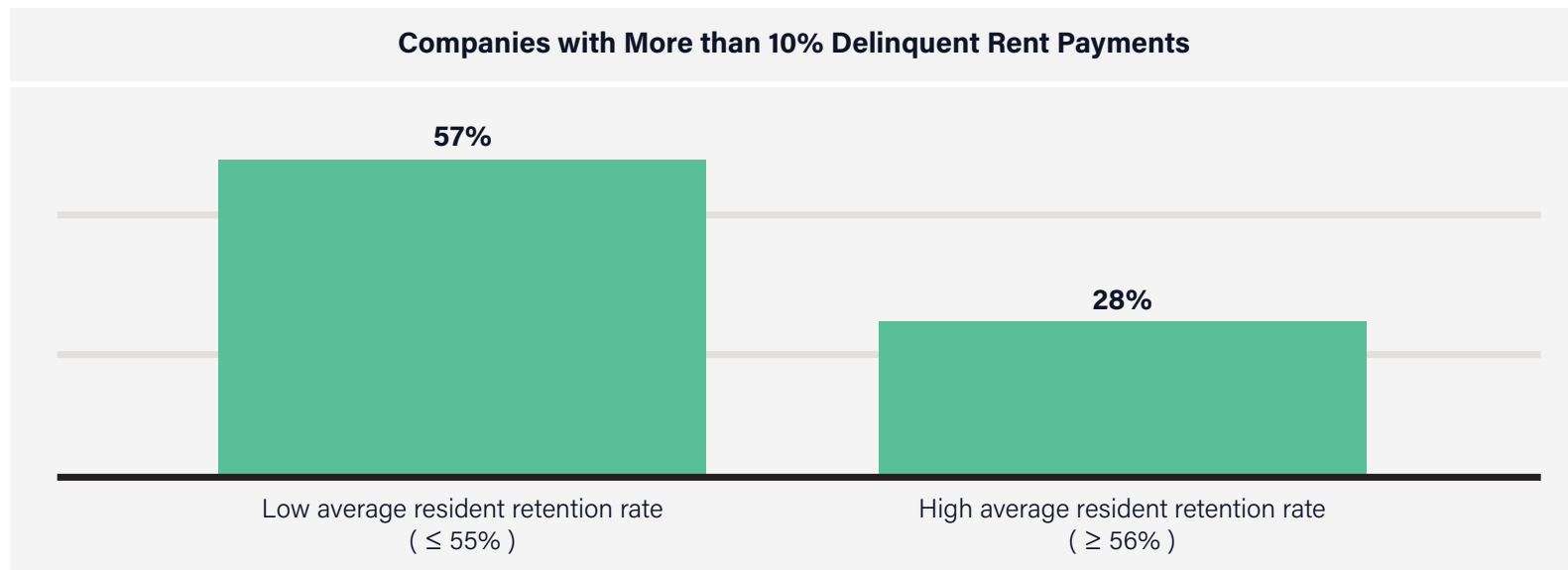


Opportunity #3

Strengthen retention rates to lower delinquencies

Multifamily communities are experiencing delinquency and fraud at alarming rates. In fact, a [recent NMHC Survey](#) found that 93.3% of apartment owners, developers, and managers saw application fraud in the last 12 months. The survey also found the average cost of these instances resulted in \$4.2M in bad debt. There's also a substantial amount of employee hours that go into managing and resolving these instances.

We wondered if communities that are better at retaining residents are also successful at [mitigating delinquencies](#). Results show that communities with higher retention rates also see fewer delinquent payments. In fact, companies with lower retention rates are twice as likely to have delinquency [rates over 10%](#).



High turnover and instances of delinquency seriously harm NOI and create massive workloads for on-site teams. Delinquencies can also lead to eviction, creating both legal and turnover costs. According to a report from [Snappt](#), the average eviction costs property managers \$7,685 after unpaid rent and legal fees.

It's likely that property managers who are committed to keeping retention rates up and turnover costs down also take extra precautions to minimize delinquency. This may include stringent financial and employment screening to assess if the candidate can afford the apartment both in the current environment and in the event of an economic downturn.



Back-Office Operations



Four opportunities to improve your back-office operations

Survey respondents answered questions about a variety of back-office tasks. After reviewing their responses, four areas emerged as major opportunities for improvement.

1

Fully automate rent collection

2

Solidify the procedure for renters to move utilities into their name

3

Outsource resident utility billing to recoup costs and eliminate the workload

4

Improve staff efficiency and minimize overcharges by outsourcing utility AP

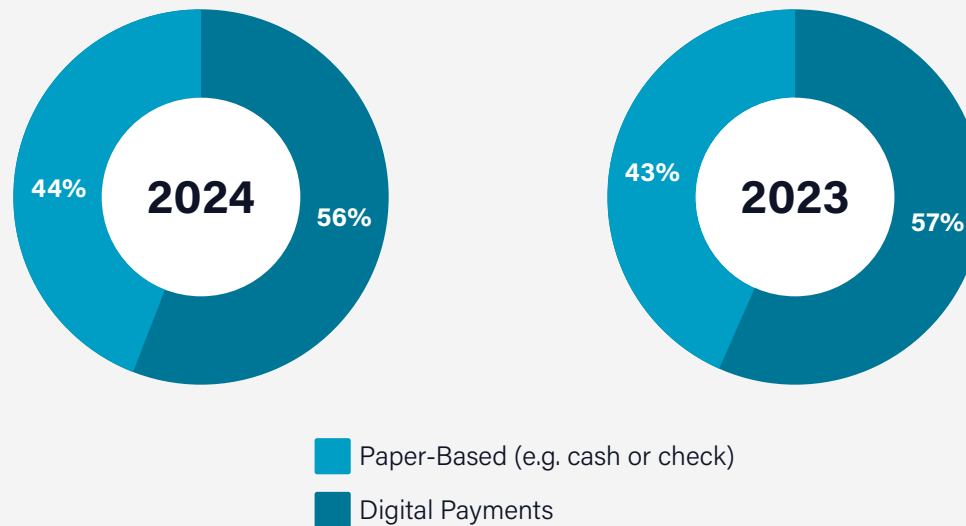
Opportunity #1

Fully automate rent collection

Since collecting rent is the most important operational process for multifamily companies, Zego continually examines the end-to-end process to identify opportunities for better efficiency. Survey responses show that paper-based rent payments, which create hours of unnecessary work for property managers, are a universal struggle for multifamily companies. In fact, about 40% of rent payments are routinely made using paper-based methods.

Not only has this ratio of paper payments to digital ones remained the same year-over-year, but it is consistent regardless of geographical locations and company size.

What percentage of rent payments at your communities are digital vs. paper-based?



Payment Types Based on Residential Units Managed			
	1000 or less	1000 - 4999	5000 or more
Paper-based (e.g. cash or check)	41%	46%	44%
Digital Payments	59%	54%	56%

Payment Types Based on Region		
	Paper-Based	Digital Payments
Northeast	44%	56%
Midwest	44%	56%
Southeast	43%	57%
Mountains & Southwest	44%	56%
Far West	45%	55%

Even if the majority of your residents pay rent digitally, those remaining paper payments remain a liability for your company. They are susceptible to fraud (which has nearly doubled since 2021), slow down your cash flow, and they result in hours of manual work that could otherwise be spent on mission-critical projects. Add to that the fact that paper-based payments are expensive to process. Between processing and labor costs, it costs anywhere from \$3-\$10 to process one paper-based payment!

Opportunity #2

Solidify the procedure for renters to put utilities in their name

An age-old headache for multifamily properties is the transfer of utility accounts to and from the renter. Renters often fail to transfer utilities out of their property management company's name and into their own. This leaves property owners financially responsible for the renter's utility consumption and can amount to thousands of dollars in unnecessary expenses, especially for large portfolios. To make things worse, the process for identifying and recouping these expenses is extremely cumbersome without the right technology platforms.

We wanted to know how many property managers have procedures that renters must follow to transfer utilities into their name. Only 6 in 10 property management companies have a procedure that renters must follow when they move in. Twenty-six percent leave it entirely to the renter to do on their own, while 15% of companies keep utilities in the property name.

When a new resident moves in, which of the following best describes how utilities are switched into their name?				
	1000 or less	1000 - 4999	5000 or more	Average
Have a process for renters to follow within an allotted time	61%	59%	57%	56%
It's up to the renter to make the change on their own	22%	28%	26%	26%
They are not put in the renter's name, they remain in the property's	17%	13%	17%	15%

A defined utility management process reduces confusion and administrative burden for both residents and property managers. Plus, when there's a clear process in place, property managers can utilize vacant cost recovery services. These services automatically identify when residents haven't taken ownership of utility accounts within the designated time frame. This automation helps properties quickly address any discrepancies, saving time and unnecessary expenses.



Opportunity #3

Outsource resident utility billing to recoup costs and eliminate the workload

Utility-related challenges don’t end once renters have moved accounts into their name. Properties that do not have the renters pay the utility companies directly must recoup their utility expenses somehow.

Companies risk losing money by taking the less labor-intensive routes: charging renters a flat fee each month, or including utilities in the rent. There’s also the option to bill residents based on consumption which is far better for NOI, but if not managed properly, can be a time-consuming process for staff. Survey respondents were asked to identify how they recoup utility expenses, which we compared to results from last year.

How does your company recoup the utility costs that are paid on behalf of renters?			
	2024		2023
Charge renters a flat monthly rate for utilities in addition to rent	<div></div>	50%	<div></div> 52%
Rent price includes the cost of utilities	<div></div>	42%	<div></div> 54%
Bill residents based on actual or estimated usage	<div></div>	40%	<div></div> 35%

While 2024 data shows that many companies are moving away from including utilities in the rent and towards [consumption-based billing](#) (40% in 2024 versus 35% in 2023), it's still the least common way for companies to recoup utility expenses. Most companies charge renters a flat fee or include it in the price of rent.

For utilities that are the same price each month (like internet, TV, trash, and recycling), including it in the rent or charging a flat fee makes sense. After all, the expense is predictable, and companies aren't at risk of losing money.

However, utilities that are variable, like water, gas, and electric, must be billed based on usage in order for companies to recoup those costs. Surprisingly, only 40% of companies who pay utilities on behalf of their renters bill back based on estimated usage. This is startling, especially given how much utility costs have risen in recent times. Not recouping based on actual usage usually short-changes companies on one of their largest expenses.

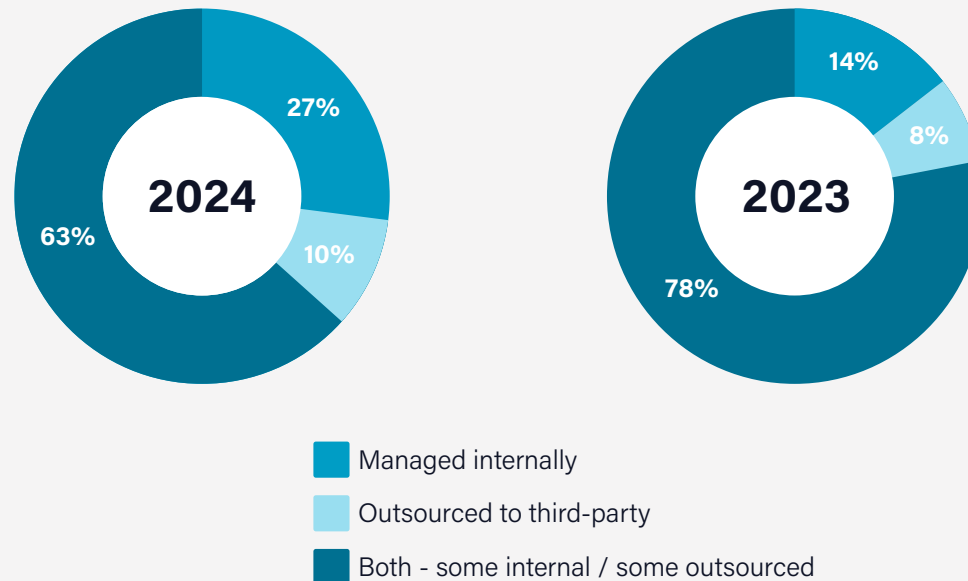
When utilities are included in the price of rent and the rate or usage in your building spikes, you have no ability to recoup those additional expenses. Or, if you're charging residents a flat fee for utilities, that leaves your cash flow vulnerable as rates fluctuate. You'll be stuck in a cycle of losing money. However, overcharging for utilities is also a liability, as many states have made it illegal.



Who's doing the utility billing?

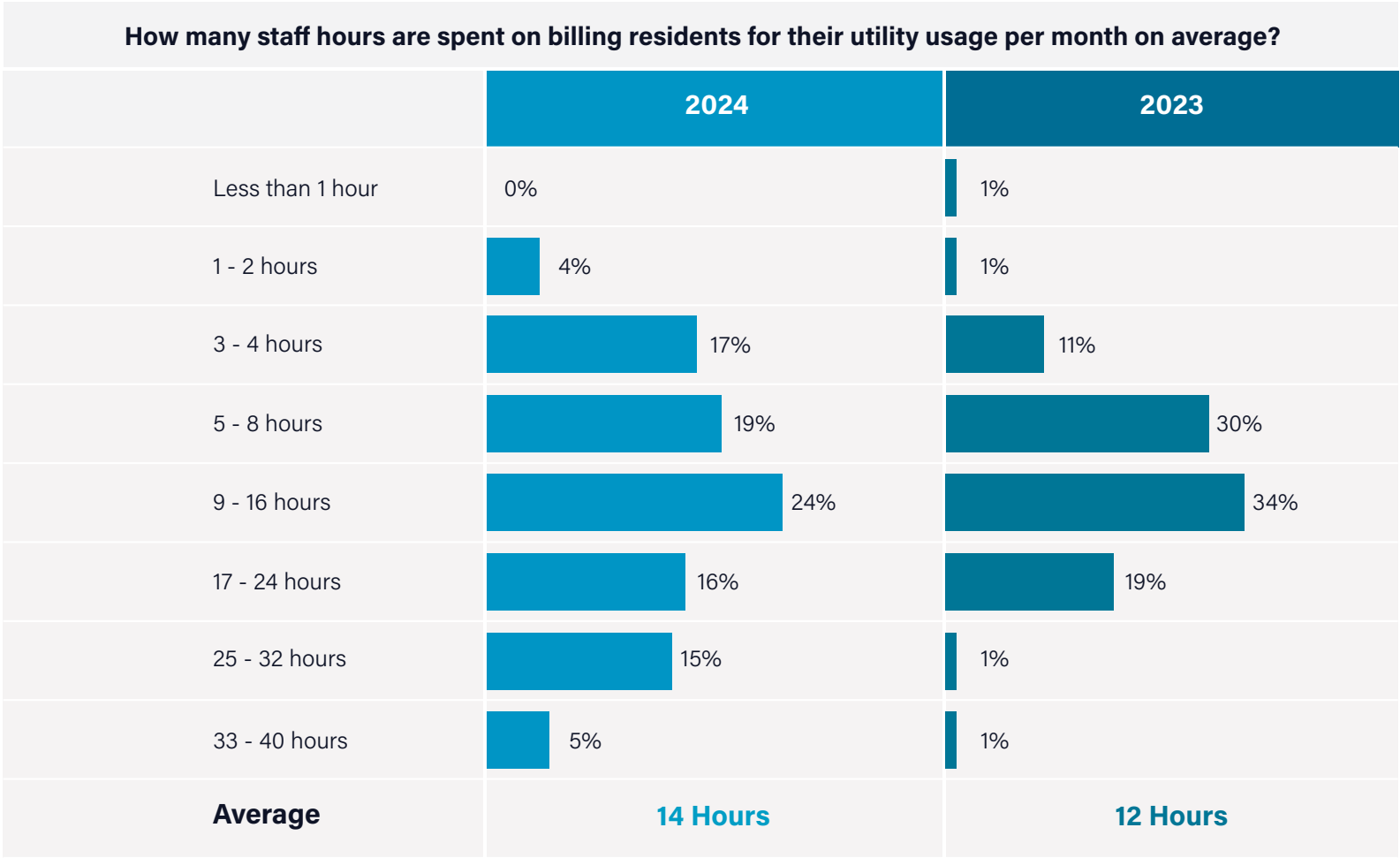
Companies that bill renters based on their utility consumption face the decision to outsource this tedious process or do it themselves. Sometimes, companies outsource parts of this job and have their teams handle the rest in-house. We asked the respondents who bill renters for utility expenses to identify if resident billing is done in-house, if it is outsourced to a professional, or a mix of both. While the majority of companies do a mix of both, 1 in 4 handle the process entirely in-house.

How does your company manage billing renters for utility expenses?



Because this is such a tedious process to manage in-house, we wanted to find out how many hours companies are devoting to it. On average, companies spend 14 hours per month. However, many companies report far more than this. Thirty percent say it takes more than 17 hours!

What’s more, the amount of time employees spend on this process has increased since 2023, going from 12 hours to 14. While two hours might not seem like much, a considerable number of companies report that it takes them in the 20-30 hour range, whereas few companies reported this last year.



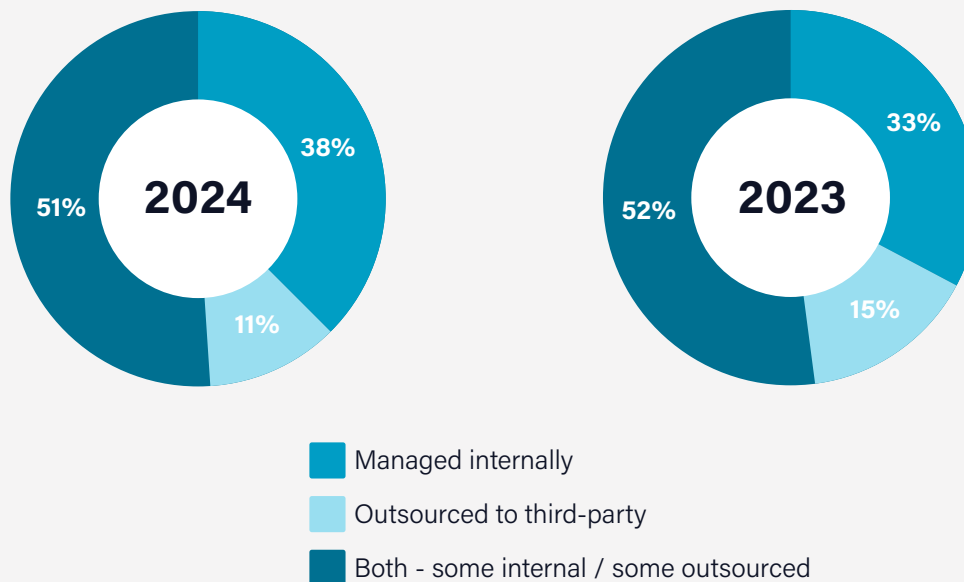
Opportunity #4

Improve staff efficiency and minimize overcharges by outsourcing utility AP

One of the most intensive processes for property management companies to complete is [paying property utility bills](#). Multifamily companies receive anywhere from hundreds to thousands of utility invoices every month, depending on how many properties are in their portfolio. And if the process is done right, each bill that arrives needs to be audited for errors or irregularities in usage before it is paid.

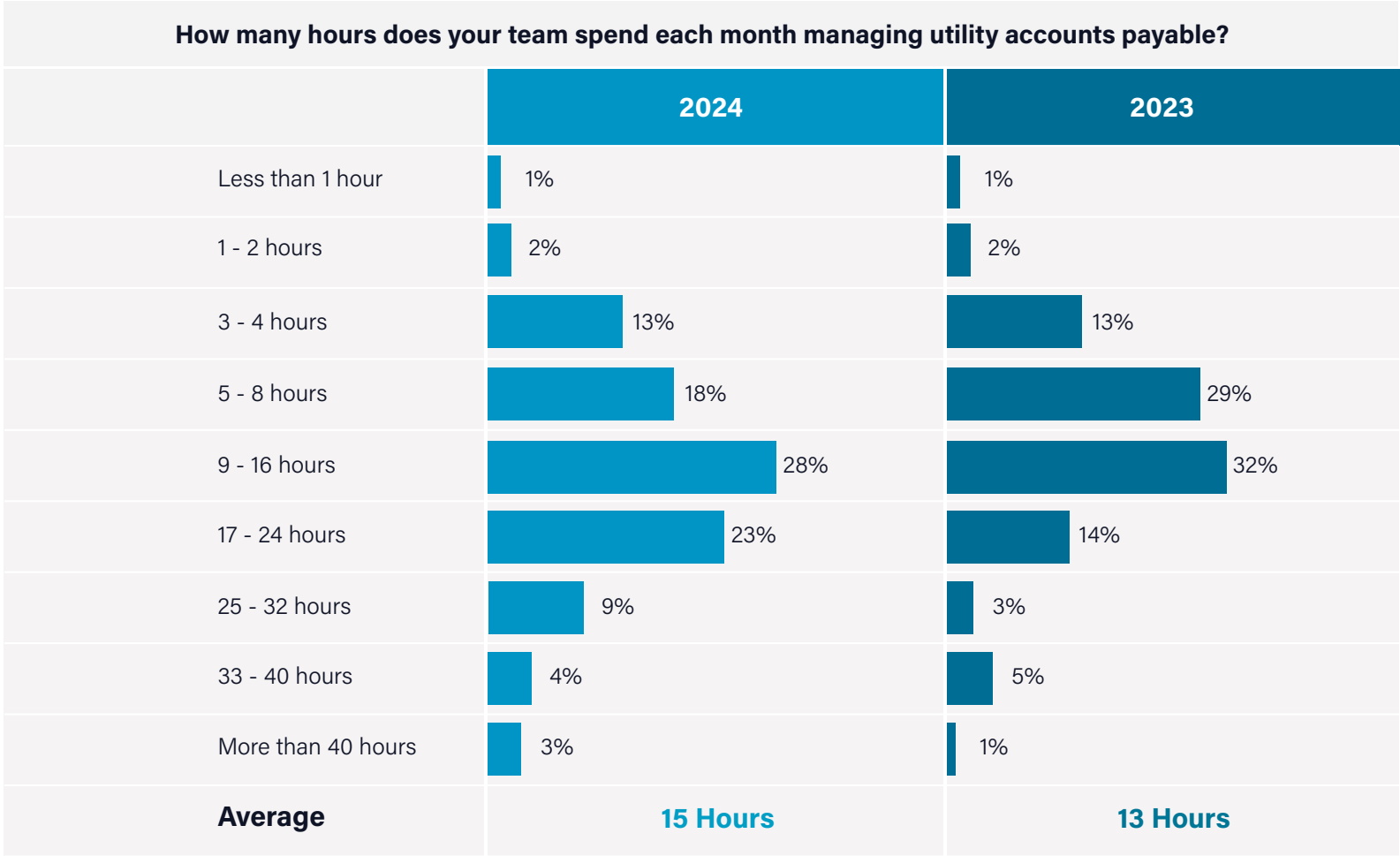
Knowing how painstaking the utility AP process can be, we asked companies if they manage it entirely in-house or if it's outsourced to a third party. Similar to last year, about a third of companies manage utilities accounts payable internally.

How does your company manage receiving and paying utility invoices for the property?



Offloading utility AP is a huge opportunity for multifamily companies as a way to save time and improve efficiency. And when we look at how many hours are spent managing this process in house, there's definitely a strong case for outsourcing.

Like resident utility billing, it's increasingly taking more time to manage this process. Companies report an average of 15 hours per month versus 13 in 2023. There's also a considerable number of companies who report it takes longer than this, up substantially from a year ago.



Staff Retention



Two opportunities to improve your staff retention

As automation gradually becomes more present in multifamily operations, it makes the roles of your on-site teams even more valuable. When automation removes the repetitive and mundane tasks from their workload, on-site employees are spending more time interacting with residents. Since the interactions renters have with their property manager often influences their decision to renew their lease, it's important to not only have the right talent in these roles but to keep them satisfied. That's why we asked companies a few questions about staff retention, and two findings stood out the most:

1

Improving leadership and salaries can help retain employees

2

Large companies can improve retention by making employees feel more valued

Opportunity #1

Improving leadership and salaries can help retain employees

What are the primary reasons multifamily professionals are leaving their positions? Respondents ranked the reasons that employees have left their company in the past year.

For better insight about how [employee turnover can be prevented](#), we separated the reasons into two categories:

1. Reasons that are within a company's control (for example, salaries, company culture, etc)
2. Reasons that are uncontrollable (for example, life changes, career path change, etc).

"Seeking higher salaries" and "seeking better leadership" were the top controllable reasons why employees left. "Life changes" and "retirement" were the most common uncontrollable reasons for turnover.

What is the most common reason a team member leaves your company?			
Non-Controllable reasons		Controllable reasons	
#1	Life change (ie: moved to be closer to family)	#7	Lack of flexibility
#2	Seeking higher salary	#8	Childcare issues
#3	Retirement	#9	Feeling burnt out
#4	Industry/career path change	#10	No opportunity to advance
#5	Seeking better leadership/management	#11	Poor benefits
#6	Company culture	#12	Not feeling valued

NAA's Industry Compensation Survey shows that the average salary for several multifamily job functions have increased since last year. If your company is not staying competitive or offering salary increases, it's likely that employees who are considering leaving can find a higher salary elsewhere. To help minimize employee turnover, you can conduct regular market research to ensure salaries are competitive within the industry and region.

A more complicated problem to solve is the issue of employees who leave because they are seeking better leadership or management. But one thing is for sure: When employees feel unsupported or ill-equipped to handle their responsibilities, they can quickly become disengaged and seek employment elsewhere. Regular check-ins and providing the right tools they need to perform their jobs may help them feel more supported by leadership.



Opportunity #2

Large companies can improve retention by making their employees feel more valued

Since companies struggle with different challenges as they scale, we wanted to know what drives employee turnover at small, medium, and large companies.

As in the previous section, we wanted to focus on the reasons for turnover that are within a company's control — not uncontrollable reasons like retirement or life changes. After looking at the controllable reasons that led to employee turnover, there was something that was striking. "Not feeling valued" is a top reason for employee turnover at companies that manage 5,000 units or more, whereas it ranks low on the list for smaller companies. In fact, it's twice as likely to be a reason that employees at large companies leave than at smaller ones.

What is the most common reason a team member leaves your company?				
	1000 or less	1000 - 4999	5000 or more	Average
Life change (ie: moved to be closer to family)	35%	22%	29%	27%
Seeking higher salary	25%	20%	26%	22%
Retirement	15%	23%	14%	19%
Industry/career path change	21%	17%	13%	18%
Seeking better leadership/management	20%	18%	7%	17%
Company culture	16%	17%	20%	17%
Lack of flexibility	11%	17%	16%	15%
Childcare issues	15%	14%	16%	15%
Feeling burnt out	9%	16%	17%	14%
No opportunity to advance	15%	12%	13%	13%
Poor benefits	9%	13%	6%	11%
Not feeling valued	8%	10%	22%	11%



Automation helps your teams shine

Our survey findings show that automation is helping multifamily companies eliminate some of the challenges that detract from the most important aspects of your business — resident satisfaction & retention. However, automation is still largely underutilized in several key areas. That means there's massive potential to improve productivity and to lower expenses. Not only that, but companies who invest in automation will improve the employee experience, leading to lower turnover rates.

People remain at the core of your business's success, and automation is not intended to replace anyone's job. Rather, it's a tool to enhance your teams' abilities so you can get better ROI from their time. Their efforts deliver your organization the most value from interacting with residents — not completing dozens of administrative tasks. The more administrative tasks that you can remove from their workload, the more time they can devote to meaningful interactions that help your business thrive.

Where automation matters most

With today's advances in technology, property managers can automate almost everything. So how do you choose where to devote your resources?

Your best bet is to automate the most cumbersome post-move-in tasks. While you may already rely on automation in some shape or form, many solutions leave gaps throughout the end-to-end process that employees have to resolve. We suggest that you examine the following three areas in their entirety to determine if there are any opportunities to improve the workflow.

Resident Payments

Since 40% of payments are paper-based, converting those stragglers into digital transactions is a must. With three essentials, you can fully automate rent collection:

- **Lockbox**
Move checks off-site and convert them to digital payments
- **CashPay**
Convert cash and money orders to digital payments
- **Comprehensive online payments**
Accept all forms of integrated online payments: ACH, Debit card, Credit card, & virtual wallets like PayPal
- **Resident Payouts**
Automate the security deposit payout process, creating more seamless move-outs for residents and staff

It's not just paper payments that get teams tangled up. You also want a solution that takes charge of issues that arise after a payment is made. [Revenue protection services](#) resolve situations that can be costly and quite time-consuming for property managers like:



Chargebacks



NSF returns



Delinquent funds

Utility Management

Utility management is arguably the most painful process for property management companies since much of the process is performed manually. This makes it low-hanging fruit for teams that want to improve their efficiency. There are facets of utility management where automation is used:

- **Utility Expense Management**

The entire utility accounts payable process from invoice receipt to payment can be automated. This lets companies eliminate errors and late fees, and gain visibility into critical, portfolio-wide utility metrics.

- **Resident Utility Billing**

Recover resident's share of utility expenses without performing complicated calculations. Renters receive an individualized statement that reflects their utility charges, rent, and all other monthly ancillary charges. Statements contain a link to pay all of their charges at once so you receive a single, convenient digital transaction.

Resident-Related Tasks

Modern mobile apps simplify tasks that pertain to day-to-day living. Residents can self-serve instead of waiting on a community associate to help them. Associates use a single app to centralize and automate resident activity. Automation in [community mobile apps](#) improves the following tasks:

- Resident communications: real-time & scheduled messaging with push notifications
- Maintenance requests: submit and track work orders
- Package notifications: notify residents of package delivery
- Amenity reservations: view and reserve amenities
- Guest entrants: register guests, deliveries, and entrants
- Online payments: pay rent and property charges



Want to get more done with less?

Zego's property management software lets companies automate the dreaded operational tasks that consume community managers. Our automations enable clients to:

- Go 100% digital with resident payments
- Completely offload utility management
- Run on-site operations like package management, work orders, and lease renewals through a modern mobile app

Zego's property automation platform seamlessly integrates with leading property management systems, which means you get more done with less effort and can confidently make decisions with portfolio-wide visibility. Schedule a demo and find out how to improve operations at your communities.





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Zego is a property management automation company that simplifies cumbersome yet critical workflows for managers and associations. Our modern platform accelerates NOI growth and mitigates risk, helping clients to scale resources, build trust, and make data-backed decisions. From payments and utility management to resident engagement, Zego's automated workflows seamlessly integrate with leading property management systems giving users real-time and accurate information at their fingertips.

Since its inception in 2003, Zego (a Global Payments company) has evolved from a leading payments provider to a comprehensive property management automation platform. With more than 350 employees, Zego serves 7,000 residential real estate companies and over 15 million units nationwide. Learn more about what makes Zego one of the best workflow automation platforms for property management at gozego.com.

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