

REBA | CUSTOMER CASE STUDY



From Siloed Spreadsheets to Shared Accountability with REBA Budget™

How a 70,000-unit owner-operator replaced fragmented Excel budgeting with a unified, driver-based process using REBA Budget™



70,000+

Units Under Management

1%

Budget-to-Actual Revenue Accuracy with REBA Budget

10 Teams

Now Collaborating During Budget Season



ABOUT THE CLIENT

This large owner-operator manages more than 70,000 apartment units across four distinct portfolios. For years, budget season meant four different methodologies, four disconnected data sets and no shared language across the organization. When the FP&A team brought on a new manager and began evaluating dedicated budgeting platforms, REBA Budget™ emerged as the solution that could finally unify the process.



THE CHALLENGE

As the portfolio grew, the FP&A team faced three compounding problems that made budget season more stressful, and less reliable, every year.

1. Four portfolios, four approaches

Each portfolio group operated on its own methodology, ranging from straight-line 3% growth assumptions to manual calculation. There was no mechanism to reconcile the differences or hold anyone to a consistent standard.



"Before the REBA integration, there was no real oversight into how budgets were built across the four portfolios. We had four different approaches to handling budgets. How can it be a unified language when the base structure was four different dialects?"

– REBA Budget™ Client, March 2026

2. Excel as the default and its limits

Community managers navigated inherited spreadsheet models they didn't fully understand, entering numbers in prescribed cells without engaging with the underlying logic. Ancillary and non-core revenue lines were largely absent from the process altogether.

3. No cross-portfolio accountability

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THE SOLUTION: REBA BUDGET™

Selecting REBA Budget™ wasn't just a platform decision, it was the **establishment of a shared language for financial planning across the entire enterprise**. The REBA team invested significant time upfront to understand the operator's unique portfolio structure before implementation began.

Driver-based budgeting that teams actually adopt

REBA Budget™'s nine distinct budget methodologies were the cornerstone of the platform's impact. Rather than forcing teams into a single approach, the platform let each group work with a method that matched how they already thought about operations, from seasonality-adjusted per-unit models to straight-line growth rates. The FP&A team could say to managers: "This is what you're already doing. The platform just makes it structured and transparent."



"It was very structured. That was really the purpose of it – to find a structured medium to ensure accountability, to ensure accuracy, to ensure that the method of thinking, the mindset, was uniform, and if not uniform, then transparent."

– REBA Budget™ Client, March 2026

Portfolio-wide collaboration simultaneously

For the first time, community managers, portfolio managers, regional directors and directors of portfolios could work within the same platform at the same time. The FP&A team called it “de-siloification,” which is something REBA refers to as Connected Analytics. With REBA’s Connected Analytics platform, the isolation of Excel-based budgeting was gone.

Annual comparisons grounded in real history

Backward-looking NOI trend reports, sourced from within REBA, gave leadership the ability to anchor budget targets in actual historical performance rather than intuition or negotiated goal numbers. Conversations about what NOI outcomes were achievable became far more grounded and harder to game.

Variance tracking that extends all year

REBA Budget™ turned the budget from a Q4 exercise into a year-round management tool. Teams stayed aligned on actuals versus plan throughout the operating year, and leadership could connect variances back to specific planning decisions — distinguishing execution issues from planning gaps that needed to be addressed in the next cycle.



RESULTS & IMPACT

After two full budget cycles with REBA Budget™, the FP&A team reported meaningful improvements across every dimension they tracked.

Revenue accuracy within ~1%

Midway through the year, actual revenue came in within approximately one percent of budget, a result so precise the team questioned it before verifying the numbers were correct.



"We got to a point midway through the year where our revenue numbers were spot on with the budget. We got a little scared — could it really be that we budgeted that well? Then we verified the numbers. The numbers were within a percent. That builds faith."

– REBA Budget™ Client, March 2026

Faster, easier budgeting

Internal surveys showed teams found the platform intuitive and flexible. Driver-based methodologies reduced guesswork by aligning with how teams already think about their operations. By the second budget cycle, training had shifted from platform mechanics to mindset and strategy; a clear signal the tool had been fully internalized.

Cross-team alignment that didn't exist before

Budget season now brings together 10 distinct internal teams that previously operated independently. Community managers, portfolio managers and regional directors can work in the same environment, align on assumptions and resolve disagreements before the budget is finalized rather than discovering them after the fact. Underpinning this shift is REBA's Connected Analytics Platform, which reconciles data from disparate sources into a single source of truth that teams can trust.

Greater confidence at every level

As teams compared budgets to actual results across multiple quarters, their confidence in the numbers grew. Senior leadership, including the CFO, gained the ability to rely on budgets with greater confidence, reducing the need for manual verification and one-off oversight.



LOOKING AHEAD

With two budget cycles behind them and platform adoption firmly established, the FP&A team is focused on deepening how variance tracking informs personnel development and long-range planning. The budget is no longer just a financial document; it's a year-round management tool for accountability, team alignment and strategic communication across the entire enterprise.

In one sentence

"REBA Budget™ is disaster prevention."

If REBA disappeared tomorrow

"We'd miss the trust and familiarity we've built, not just with the numbers but with the REBA team."

Advice to users still using Excel

"Move to the 21st Century."