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Buildium: The Entrepreneurs

It all started in the 1990s when two young and motivated men, Dimitris Georgakopoulos and Michael Monteiro, had a vision to pursue their interest in business. Already having had experience working in the IT department at Sapient Corporation, a marketing and consulting company that supports clients with technology, marketing, and management, the entrepreneurs decided to put their time and money towards purchasing their first rental properties in Providence, Rhode Island.

Georgakopoulos and Monteiro's story did not start as one might imagine, considering where they are today. Georgakopoulos is a Providence College alum and Monteiro is a Boston College alum, but they both lived in Watertown, MA in the late 90s; they commuted to Sapient together while working on the same project, which is how they first met. Having very different personalities and perspectives, they certainly did not start off on the right foot, to say the least. While Monteiro is very statistical, analytical and detail-oriented, always getting sidetracked and lost in the details, Georgakopoulos is more straightforward; he would rather get it done with imperfections than not get it done at all. Although their views seemed to clash a lot in the beginning, it was not long until they started to appreciate each other's personas, realizing that both perspectives are essential when attempting to pursue efficiency.

Long story short, they eventually learned how to make a very solid team together.

After purchasing their first property in Rhode Island and deciding to run a business together, Georgakopoulos and Monteiro's first "office" was essentially a proverbial garage in Providence, where they organized their rental property and tenant information through spreadsheets. It did not take much time for them to realize the complexity that came with managing all of this information in an organized and effective way. As they started to confuse which leases were expired, which tenants weren't paying rent, and other details of the business, they realized they were in dire need of help—something that would make the tedious parts of their business less complicated and easier to manage. Unfortunately, they relied heavily on spreadsheets to keep track of all these elements so they sought alternative software to help them, but, to their dismay, they realized how expensive and difficult it was to use tools for offline computer desktops.

By 2003, Georgakopoulos and Monteiro had a vision: to develop Landlord software that would make property management easier to control and more affordable. The reason why is quite simple—they both understood the stresses and challenges of being property managers. This included, but was not limited to, all of the pesky and endless to-do items, such as collecting rent, maintaining property, and attending to tenant demands. They also understood the disadvantages of having to navigate through difficult and expensive software. How is one possibly supposed to focus on the growth and expansion of a business when the pesky things are constant obstacles? Their vision stemmed from this thought, and soon Buildium LLC (LLC meaning they became a legal form of a company that provides limited liability to its owners in various jurisdictions) was established. The Buildium Solution is software that helps in automating the more time-consuming tasks of landlords, allowing them to focus on more important things.

Buildium: The Startup

The startup of Buildium was not an easy process,

and some of the most challenging obstacles started very early on. For the first few years of getting the business on its feet, Georgakopoulos and Monteiro put a lot of their time and money into something that did not seem to be going anywhere. They had large monthly expenses, but they had neither customers nor income—all they had was some property in Providence, and a passion for helping the small business world.

One of Georgakopoulos and Monteiro's very first challenges while marketing their landlord software was understanding the product market fit. In 2004, when Georgakopoulos and Monteiro first launched their initial design, they immediately wanted to put it on the market. They imagined that gaining a customer base was the least of their worries considering that they already had been investing so much of their time into advertising. Little did they know that the original design they launched would not quite meet the demands of the property managing market, and, unfortunately, that this was due to the fact that their product quality simply wasn't strong enough for its competitors.

Georgakopoulos and Monteiro did not understand that the market they were dealing with called for something more comprehensive: an accounting system that was more robust than what they were originally marketing. They decided to take their product off the market, but before they could address the problem, they first had to figure out what exactly the problem was: what functionality was missing? The process of identifying this problem unexpectedly took two years, and it was not until 2006, once they both understood what needed to be improved, that Georgakopoulos and Monteiro started working fulltime for the sole purpose of completely rewriting the software. Once they were in a place where they could start listening to the demands of their customers, and address those demands through additional functionality, their hard work finally started to pay off, for customers started to take interest in their product. After marketing their new design in 2006, they not only started getting more leads, but these leads were also converting more

consistently, thus increasing their conversion rates, and, in turn, capturing more clients. After two lean years of research, not only did Georgakopoulos and Monteiro create a very comprehensive and competent software, but they also provided a full-blown accounting system that most property management software did not provide. These two aspects alone are what attracted their clients, and that is when they realized that they had finally mastered the product market fit.

Once their customer count started to grow, they could afford to move out of their garage into a new office in Quincy, MA. By 2008, the company reached 500 customers, and by the end of the year they nearly doubled their customer count and moved to an even bigger office in Boston, MA, where they were able to hire their first workers, and extend a branch to India (Anil Mangalampalli, the manager in India, and his contributions to their expansion will be discussed later in this paper). In 2010, Buildium LLC officially became profitable, and, within the next two years, the company made Inc. 5000, a national list created every year that acknowledges the 500 fastest-growing companies in the United States (to make the list, companies must have 5,000 or more customers). Furthermore, by Buildium's tenth year, they had made Inc. 5000 for the third year, reaching 10,000 customers. By 2014, the company established multiple scholarships, including Build U and Women in Technology (one that I applied to in Fall '17). By 2015, according to the company's website, "Buildium acquire[d] All Property Management, becoming the only solution that actually help[ed] property managers grow revenue by connecting them with property owners in the area," and, not surprisingly, the company won Inc. 5000 for the fourth time in a row, along with Bostinno's "50 on Fire" award, for their groundbreaking business in the Boston area ("About Us").

Today, Buildium is known for receiving various national awards that are widely known and respected within the business and technology industries. The company won a Stevie Award for 4 consecutive years (2014-2017) for contact center of the year, which was created in 2002 to recognize the accomplishments and endowments of companies worldwide; they were finalists for

Bostinno's "Coolest Company" and "Tech Madness" in 2016 and 2017; they were honored as "BBJ Best places to work" for three consecutive years (2012-2014); and cofounder, Monteiro, was an award finalist himself in 2016 and 2017 for "Entrepreneur of the Year." Although these awards are the major ones, the list does not stop here. There are additional awards that Buildium has received in between the major ones for smaller or more specific successes, and the list is only growing as Buildium continues in this direction. This year marks the sixth consecutive year since 2010 that Buildium has made the Inc. 5000 list, while also receiving the "Honor Roll," another unbelievable accomplishment ("About Us").

In the article "Buildium is the Largest Boston Tech Company You've Never Heard Of" from February 2015, Rebecca Strong mentioned, "we really do think Buildium is the quietest success story in the Boston tech ecosystem. And we'd like to change that." Using "GoTo meeting," a communication tool used for video chatting and recording, to meet with Georgakopoulos, I asked him his thoughts regarding this quote, and he agreed: "it probably has to do with myself and Monteiro's personalities. We're both on the introvert scale. We're not out there making a lot of buzz about the company." Both men are quiet and reserved, and do not seek attention, and this serves as a reflection as to how their business started and was able to grow from the ground up: Monteiro mentioned it being a "long and slow road" to success. Overall, he underscored Strong's argument by suggesting he believes it was a combination of their personalities and their willingness to take an untraditional path that allowed their success to remain overshadowed by the other IT success stories frequently shared by the media.

Financing the Business

Most people are not aware of this, but when the vision of Buildium was first put into action, there was help from a third party, a man by the name of Chris Chung, who Monteiro and Georgakopoulos met while working together on a project for Sapient. Back in the late 90s when the Internet was just starting to popularize, anything web-related attracted attention and was almost guaranteed to be well funded. Unfortunately, this also meant that many companies were burning through large sums of money without achieving anything. The project that the three young entrepreneurs were working on could not successfully grow, so within the first 2-3 years the project came to an end.

In 2001, Monteiro and Georgakopoulos invested in their property in Providence, Rhode Island with Chris, and together they quickly realized that most software was too difficult to understand and too expensive to purchase. This is when Georgakopoulos had an idea to build their own software, market it, and see how far it could be taken. Monteiro and Chris agreed to create the initial designs of Buildium in 2003-2004 ("About Us"). Of course, times were tough and money was tight in the first few years, so Chris decided to leave the business early on, to go back to school, and, eventually, to move to Hong Kong. From that point, only Monteiro and Georgakopoulos were involved in the evolution of Buildium, but the process would not have been possible without the initial help of Chris.

The company's funding was completely out-of-pocket for the four years that it took to get Buildium on its feet. Monteiro and Georgakopoulos were spending about $1,000 to $2,000 a month on advertising in the hope of acquiring leads. This was money that Georgakopoulos, Monteiro and Chris had put aside for the business initially, and by not taking salary they were able to keep the costs as low as possible. This was important considering both Georgakopoulos and Monteiro had growing expenses, and it was crucial for them to economize. As a result, they were able to sustain those first two lean years of the business when they didn't have any paying customers. When the business launched in 2004, they didn't have any customers at all; in 2005, they had five customers; and in 2006 they had about 50 customers, which helped them rent out their first "office space" (a garage), in Providence, RI, for an additional $400 a month. This office helped them maintain a safe environment to keep their customer information organized and secure. Every year following 2006, their customer base expanded.

By 2007, they had 250 customers, and, by 2008, they had close to 1,000 customers. As the customer count grew, the money that the business was generating also grew, so by the end of 2008 they were finally able to start generating enough income to pay themselves and to hire their first workers, or Buildians, as they like to refer to themselves. In 2010, when Buildium officially became profitable, they were able to generate revenue in 2 ways: a fee for the platform of the subscription and a fee for any additional add-on services ("About Us"). Today, Buildium, has a total of 6 different locations: Boston, St. Louis, Seattle and Winthrop (Washington), Portugal, and, of course, India.

Diversification into India

Another important person that Georgakopoulos and Monteiro met while working together at Sapient was Anil Mangalampalli. The information provided about Mangalampalli throughout the remainder of this paper was recorded during a one-on-one interview that I had the privilege to conduct during my time spent in Hyderabad, India during the Summer of 2017.

Mangalampalli is a U.S. citizen who received his education for engineering in India, and worked for Sapient for six years, focusing on pure consulting. Mangalampalli knew he eventually wanted to go back to his birthplace of India, but he did not necessarily plan on working for a company while living there, until the opportunity of working for Buildium came along. Georgakopoulos and Monteiro knew investing in a branch in India would cut down software development costs tremendously, but they did not have the experience or knowledge of how to start a branch in India, a country known for bureaucracy. They knew Mangalampalli from Sapient, so they asked that, if he was still considering moving to India, if he would help them in building a Buildium branch there. Although Mangalampalli had not foreseen running a business in India, he used this opportunity as motivation, and agreed to help Georgakopoulos and Monteiro in this investment, acting as the manager of Buildium in India.

By mid-May 2008, Mangalampalli moved to India and started to create a Buildium branch. Unfortunately, those first few steps are not easy when you have absolutely no consultants, but he knew if he started talking to the right people it would not be long before he started moving in the right direction. He already had a few acquaintances who had had similar experiences. His plan of action was to contact these people for advice and guidance, to find office space, and to start hiring workers to get the business on its feet. By August 2008, Mangalampalli started working in a "shared office space" that was essentially a two-bedroom apartment that he shared with a friend from Florida who was willing to help him during this process. Mangalampalli said, "nobody tells you what you're doing wrong until you've made the mistake," and that served as one of his biggest obstacles while attempting to start the business. Although he was consistently moving forward, only taking a little more than a month to go through the process, every mistake he made was a surprise to him, because he did not actually know what he could and could not do while attempting to start a business in India, or run a business at all, for that matter.

Once Mangalampalli was able to connect to the right people and find adequate office space, he was ready to start interviewing potential hires, but this quickly became a challenge, considering the atmosphere of his "office" at that time. Mangalampalli mentioned in our meeting, "I wanted to start interviewing people, but I didn't know how those interviews would go, because if anybody saw the office I wasn't sure they would actually join the company." Not only was that an obstacle, but also not having any proof of an address during the hiring process became a concern too. At the beginning of the process, Mangalampalli was an independent consultant, which meant he had to make sure the people he interviewed were aware that, although there was no legitimate proof of an actual company at the time, there soon would be an established business under the name of Buildium—if everything worked out accordingly.

The platform was Microsoft-based at the time, so the workers were expected to understand that software and have specialized skills in Dotnet, so Mangalampalli continued to look for

candidates with solid engineering and programming backgrounds. He started the hiring process in three-month increments, meaning if a new hire was doing well after the first 3 months, they would be offered a permanent full-time position with the company once it was established. Mangalampalli mentioned that the toughest part was trying to distinguish between who was a good engineer and who was a fake engineer (someone who obtained the degrees, but did not have the ability to independently problem solve), which is why he did not value certifications, but valued the ability to go about solving real-world problems. The team today is predominantly engineers, which was an advantage to this branch for it reduced the cost of operation.

In July 2008, many startup IT companies were acquiring offices in Hyderabad, making office space slightly less challenging to obtain, so Mangalampalli rented an office right in the city. During this time, he understood he needed different licenses and permits to establish his office space for the company of Buildium, but India's lingering bureaucracy issues made this process challenging. Luckily, Buildium is considered an IT company, so obtaining these permits were nowhere as difficult as it would be for any other startup company.

The *License Raj* or *Permit Raj* was an elaborate system of licenses and permits that were required to start a business in India from the late 40s until 1990. It was known as India's way of creating a planned economy, meaning all aspects of economy would be controlled by the state, and licenses were only given to a select few—those select few being within the IT industry (Majumdar, 111). During this time, people were restricted from starting companies because the process was so difficult, it was almost impossible to start a company, and, even if it did get approved, the government still had the advantage of regulating production. During this time, many companies such as Apple, Microsoft, and Google were looking to create branches in India for price reduction reasons, and considering these multimillion-dollar companies gave India more recognition, the government started to promote and attract foreign IT. When Mangalampalli went to India to start

Buildium, ten years had passed since the *License Raj* ended, but vestiges of the License Raj still remained. They exist today in the general process of starting a business in India, but the government is more lenient towards IT-focused companies. Fortunately for Buildium, Mangalampalli was able to bridge the gap, in most cases, while obtaining these permits, and he built strong connections with the people who helped him understand the process of obtaining certain permits to start his business. As Mangalampalli explained, not only do these permits have to be renewed every year, but each requires many taxes to be paid on strict deadlines. When the branch first started, Mangalampalli did not realize how long these payments could take to process, so, as he explained, it was always an obstacle to figure out which needed to be paid and which did not. Today, many things are becoming digitalized in India, so the process of paying online is an accessible option that is more efficient and quicker. Mangalampalli mentioned, "even today, you need somebody full-time just to take care of regulations of the company" because of how time-consuming and confusing it is to know all of the requirements that go hand-in-hand with running a business in India. The office in India has one person working in Human Resources and one in Administrations to ensure that the company is meeting regulation requirements, and that things are running smoothly outside of the business. Mangalampalli refers to those two workers as being "crucial" to the business, for he wouldn't know what to do without them.

Although the Buildium branch in India is very small, each worker contributes much to Buildium as a whole, and it is difficult to imagine all of Buildium's successes without the contribution of the team in India. While I was interning for Buildium in Boston, I spoke to a Buildian on the Quality Assurance team in India every morning as a way to keep up with challenges, progress, and issues within the Business Operations team, as did the rest of the team. Buildium also holds a testing and training setup: workers from the teams in the U.S. will travel to India to help train new hires, and vice versa. This helps in the software development and engineering departments because although each branch holds extensive

knowledge in these areas, there is always more to learn, especially when workers' educations are completed in different countries. These connections really help the small office in India appear larger than it is, for they are consistently keeping in touch with the five other offices outside of India. The team in India has a total of 31 workers, and from what I was able to conclude from my meeting with Mangalampalli and from conversations with the employees, everyone seems happily positioned within the company. The retention rates of the workers are very high, and the few people who have left the company had to leave for family reasons. Overall, the small branch in India did not only become a family within their own office, but also they are now considered family to Buildium as a whole.

Developments in the Landlord Software for Property Managers

The most important aspect of any software is the functionality that it provides. A company cannot and will not grow unless the functionality is continually improving to meet customer demand. When Buildium first started, the software was not comprehensive enough; it did not have enough functionality to interest customers enough to subscribe to it. The reoccurring problem was that most property management software companies in the market are more focused on profit and build their software around the demands of larger clients who own multiple properties, making it difficult for an average person, or a smaller client with less property, to understand the functionality. It was this thought that gave Georgakopoulos and Monteiro a purpose: to create software that was more focused on the demands of smaller clients with limited knowledge in property management while also setting the highest standard for the operation of the business. They designed their software as an easy-to-use solution that could work for *all* types of property managers. Although some might argue that having larger clients is more profitable to a property management business, it seems that over the years these "small" clients have become some of Buildium's largest clients, and, quite

frankly, are what made Buildium what it is today: a successful and growing business. Considering the software is a lot easier to use than most, and that Buildium also has a 24-hour customer service center, clients are supported by them more than any other landlord-software company, which, in turn, gives their customers a lot of insight into how to successfully grow their *own* business as a landlord or property manager. The idea is ingenious—as Buildium helps the business of their customers grow, the business of Buildium itself is also growing.

As a way of communicating effectively and consistently, Buildium holds biweekly company meetings between each location that focus on updating employees about software revisions or progress towards specific goals. Product Share is a meeting in which the Product team demos product updates, previews upcoming work, and shares results from recently released items. The idea is to give all Buildians the opportunity to see what the Product team is doing, and why, on a regular basis. Similarly, the company holds another meeting called the Cross-Team Sprint Review, which is for the Engineering team. The way the meeting is held is very much like Product Share, but there is a projector displaying live video chats within each of the teams at all six Buildium locations to discuss updates, changes, and progress made within the development of the software that is accessible to the customers. If a Buildian is ever unable to attend either meeting, a project manager is always recording it using the GoTo meeting tool, so it is available to be reviewed at home or at a later time. Again, the goal is to keep each Buildian in the loop within every area of the business, thus making it easier to meet customer demands.

As a Data Analyst intern for the Business Operations team during summer '17, I had a daily morning meeting called "stand up" with the team, where each team member discussed what was being worked on, what was in progress, and what was going through the process of quality assurance (QA). Considering the QA team was with the branch in India, we video chatted with a member of the QA team for Business Operations, Rajesekhar Murthy, during stand up. As the team completes data requests, and improves functionality,

Murthy assesses the testing, making sure each task completed on the team's end is successful and can be executed. The QA team, indeed, is a very important aspect of the company's success.

Although Buildium has the functionality of any other accomplished property management company, Georgakopoulos and Monteiro purposely use simpler terms within the software to avoid customer confusion. This is a helpful and useful tactic when it comes to their smaller clients, but, at other times, can be rather confusing for more knowledgeable clients who claim these terms are not part of the property management vocabulary. Nevertheless, overall, the majority of customers are very pleased with the Buildium Solution, reporting improvement in operational efficiency and increased growth after using the software for two years or more ("About Us").

As Georgakopoulos and Monteiro began to understand the demands of their customers more clearly, they realized that it was not fair to have only one option for a platform, as they did in 2010, due to the differences between a smaller and larger client. As a way of meeting the customers' demands, they upgraded their software so it has a total of three subscriptions: Loyalty Core, Core, and Pro. Loyalty Core includes all the Legacy customers (customers who have been with the company since the beginning) grouped into one subscription; Core customers subscribe to the more basic form of the software, and they are charged additional fees for add-on services; Pro customers receive everything the software has to offer. Today, there is only the option of signing up as either a Core or a Pro member, making matters simple, yet more tailored.

Besides the subscription, Buildium has added and improved many functionalities of the software as it has evolved throughout the years through add-on services. When the company first started, the add-on services included ePay, which allowed for online payments between a landlord and their tenant, whether for rent or maintenance; basic tenant screenings, where tenants could pull their own reports; EZmail, which allowed for the generation of letters that could be printed and scanned for mailing; and remote check printing, which recorded check payments, printed

them remotely, and mailed them to recipients. Today, Buildium has double the functionality, adding within the last two to three years premium tenant screenings, improved renter's insurance, eLeasing, and property inspections. Each of these individually contributes to the bigger picture, making the landlord's tasks as easy as possible, so they can focus on the more important things, such as growing their business.

Buildium will continue to cater to all its clients, large and small, but, as the company evolves and becomes more profitable, it seems that Georgakopoulos and Monteiro will not fail to remember who brought them their initial success: the customers who started off in the same boat as them, simply trying to grow their business.

Customer Care Team

Dimitris Georgakopoulos said,

> Customer service is something we invested in early on. We could have done what a lot of other companies are doing by offshoring or putting a call center in the Philippines. We didn't do that. We built our call center right in Boston. It made the difference. It's not the most conscious way of doing it, but I think it does help tremendously when customers call and they can understand what we're trying to communicate to them because we speak the same language. (Personal Interview)

Buildium, known in the landlord software market for their award-winning customer care service, not only provides phone support Monday through Friday from 9 a.m. to 8 p.m. (Eastern Standard Time), but also provides online support 365 days a year through their dedicated Customer Care Team. With a 98% customer satisfaction rate and a 93% first call resolution rate, the majority of Buildium's customer feedback stems from the fact that Buildium never fails to make their customers feel supported ("About Us"). Whether they're struggling with something within the software or confused about how a specific functionality works, a Buildian is always there, ready to assess the situation with exceptional patience and a listening ear. The majority of reviews from customers who rate Buildium with five stars on GlassDoor, a well-known website

in which employees and former employees can anonymously review companies in a safe environment, and on other review websites are mainly due to the service that the Customer Care Team unconditionally provides for its customers on a daily basis. A client never leaves a conversation with a Customer Care Team member unsatisfied.

During the company's biweekly team meetings and using communication tools such as HipChat and Yammer, various comments from customers are put on display for all Buildians, as a way to foster improvement and acknowledge noteworthy work. During the three months I was with the company, I never saw a negative comment about the Customer Care Team, or C2D. Customers would often say things like, "*so and so* was absolutely great, and was able to nicely answer every one of my questions even after 2+ hours of talking …" and "if it wasn't for Buildium's Customer Care Team my business would be nowhere as successful as it is today." These are reviews that a Customer Care Team receives when they 100% know how to do their job, and know how to do it well. Customer care service is meant to supply customers with support in a patient and respectful manner, given that the customer does not have as much knowledge about the product as the team. If there is one aspect of Buildium that it has over its competitors, it is, without a doubt, their C2D team, considering there is no other team in the landlord software market that is as dedicated as their own. Again, as Mangalampalli puts it, "it makes the difference."

Buildium's Philanthropy

Buildium holds very high standards when it comes to their company core values—values that constitute how the employees and company should portray themselves—and how to implement those core values in every choice that is made. Although the company is not perfect, each Buildian holds each other accountable to ideals that they believe are core to their company culture. There is a total of six core values that serve as a moral compass and establish a solid basis for each decision the company makes individually or as a whole: "focus on customers first," "communicate openly and honestly," "take initiative and work hard," "be helpful and supportive," "be nimble and flexible," and finally, "be passionate and have fun."

I just want to take a brief moment to reflect on the fourth core value: "be helpful and supportive," because some of Buildium's greatest successes have been outside of the office, as a way to execute this core value to its highest potential. This core value doesn't only apply to co-workers, but also to customers and the community. Buildium is a company known for always giving back through various non-profit organizations. Each worker is required to attend at least two community service events every quarter in substitution for a day of work. The most known organization Buildium helps is the National Multiple Sclerosis Society, through a long-distance bike ride called the MS Ride. Every year, the company forms a team for Bike MS—"an epic fundraising ride that is changing the lives of people affected by MS and helping fuel progress toward a world free of MS" ("Bike MS: Cape Cod Getaway 2017")—and this year the team went the distance by biking to Cape Cod, raising $89,000 for MS. As an intern, I attended one of these community service opportunities in June with another non-profit organization called The National Audubon Society: I spent the day gardening and fixing a children's playground at a park in Marshfield, MA, helping to make the community look cleaner for families to comfortably relax. Other organizations that Buildium helps every year are Crates to Crayons, The Blood Mobile and Soccer without Borders. Of course, this is only the team in Boston ("About Us").

Although the India team has been with Buildium for quite a few years, the entity agreement that officially made them a separate branch was signed in October 2012. Although they had been in business for nine years, their fifth-year anniversary was celebrated on July 1, 2017. The team was successfully able to execute Buildium's core values to the fullest, with their motto being, "we try to leave the world a little better than we found it by volunteering and giving back to the community" ("Buildium India

Helps the Hyderabad Community"). The celebration included a blood drive right in the Hyderabad office, which was opened to all neighboring companies and attracted thirty-one people to donate blood, and a visit to a nearby orphanage through the Cheers Foundation, where books, food, and new school uniforms were donated to the children. But it does not stop here: the team in India is already planning for their next service opportunity, eager to continue living their core values.

Conclusion

There is not a more fitting way to end this case study than with Buildium's sixth core value: "be passionate and have fun." One of the very first things I noticed about Buildium while interning there was that every Buildian I met seemed genuinely enthusiastic about the product and to thoroughly enjoy their work. I think we can all agree that property management isn't the most interesting subject, and, while Buildium is known for hiring and recruiting young graduates, I found it alarming that every Buildian seemed to be heavily invested in their contribution to the company. I like to believe it is because of the way the company is managed: work hard, play hard. The office itself has a ping pong and foosball table in the kitchen area that is available to anyone who needs a quick and active break from their desk; team lunch is served every Thursday at noon, with the company providing a weekly lunch from a different 'hot spot' in Boston; and there are multiple mini refrigerators stocked with beer and wine available for anyone who needs a refreshing break. It is no secret that Buildium likes to have fun, and, as long as everyone is completing their portion of the work, the company will ensure, to the best of its ability, that every Buildian is happy in their work environment.

Being a Buildian for three months really solidified a statement for me: "choose a job that you love, and you will never have to work a day in your life." As a newer startup company, Buildium brings creative, new approaches to business, and that sets them apart from all other property management software companies, including having a Customer Care Team unlike any other, prioritizing small business owners, continuously giving back, and keeping the employees just as content as the customers. I believe these are the reasons why Buildium will only become more successful as the years pass—this business is a *family* that will go above and beyond for those who are a part of the team.

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About the Author

Melanie Tummino graduated in May 2018 with a major in Mathematics with a concentration in Statistics. Her research project was completed in the summer of 2017 in India under the mentorship of Dr. Madhu Rao (Geography) and Dr. Martin Grossman (Business): it focused on information technology (IT) in India. This undergraduate research was made possible with the funding provided by an Undergraduate Research Abroad Grant. Melanie presented this research at the Fall 2017 Mid-Year Symposium. She plans to start a career in Data Analysis after graduation, but plans to pursue a Ph.D. after working for two years.