



# BRANDSTORMING 2.0

CREATING DISRUPTION FOR A LEADING BRAND

**BRANDSTORM:** Brainstorm

for transforming an

existing brand or

creating a new one.

Combines strategic

insights and exercises

for participants with

deep brand expertise.



# PERCEPTIONS

Perception drives a customer's opinion of you.



# PERCEPTIONS = BELIEFS = REALITY

Your customers' perception is based on opinion and beliefs. Actual results from experiences play a role here. But much of the judgement is based on emotions, as well.



# EXERCISES



Exercises revealed participants' perceptions of Propertyware, software for managing single-family rental properties. The brand was designed by RealPage, Inc., a leading provider of software and data analysis to the real-estate industry.





# EXERCISE #1: HOMEWORK



**EXERCISE:** Describe brand's positives and negatives today, and desired positives for the future.



# OUR GOOD AND BAD POINTS TODAY – OUR HOPES FOR TOMORROW

TODAY

+

—



TOMORROW

+

**RESULT:** Many perceived negatives, some positives. Desired future sounds do-able.

# EXERCISE #2: HUMANIZING THE BRAND



**EXERCISE:** If the brand  
was a person, how  
would you describe it?



# PROPERTYWARE BRAND PERSONA: OUR P.O.V.

DIMENSION		POSITIVE	NEGATIVE	NEUTRAL
Essence	Soul	Undying innovators again.	Complex. Half-baked. Old school business pros. Our own worst enemies.	A choice, an option.
Identity	How you look	Old outside, new inside. Old being new. Stable.	Clunky and older. Kinda slow. 1990's. Suits. Sterile, busy.	Established. Grown up.
Message	What you say	Very powerful. Industry leaders. We're the best. We're #1.	We're working on it (NEVER execute).	
Media	Where you're seen		Not seen that much. Not much media presence.	Industry events. Google. Trade shows. Online. LinkedIn & Facebook.
Alliance	Who you're seen with	Appfolio—the top competitor targets us.	Mom & Pop shops.	Associations. Competition. DocuSign. Single-Family or mixed portfolio.
Actions	What you do	Try to be in the right places w/right audience. Better visuals soon.	Lipstick on a pig. New product but not better. Try to solve everything.	Solve PM issues. Manage property & people.











**RESULT:** We need a lot of character building.

# EXERCISE #3: US VERSUS THEM



**EXERCISE:** Everything we know about all the competitive brands' marketing.



	 Propertyware A RealPage Company	 appfolio Property Manager	 Buildium Property Managed.	 Rent Manager	 Easyrent
REVENUE	\$15MM (2013)	\$60MM (2014)	\$2MM (2013)	\$5 MM (Estimate of Gabler Holdings)	\$30MM
POSITION	PUBLICLY HELD	PUBLICLY HELD	PRIVATELY HELD	PRIVATELY HELD	PRIVATELY HELD
PEOPLE	Excellencers	Fab Forwards	Boston Bulldians	Go-To Great Guys	Simplifiers
TAG	The Leading Property Management Solution For Single Family	Modernize. Grow. Automate.	Property Managed.	A Company You'll Want To Work With. (LCS)	Finally An Easy Way To Do Rent
CULTURE	Confident, Top Innovators, Revolutionaries, Collaborative, Driven, Problem Solvers Who Make Clients Rave	Honest, Direct, BS & Attitude-Free, Innovative, Friendly-Future-Forward, Growth Driving Experts	Inspired, Fun, Help The Little Guy, Kick Ass, Take Names, Wear Jeans, Boston Strong, We're All Owners	You'll Love To Work With Us <i>And</i> Be One Of Us, People & Product Powered, Casual, Know Your Needs, Great Service	A Whole New Experience, Help Everyone—including The Less Tech Savvy, Take The Fear Out of Property Management
TOPE	Absolute Best, Conservative, Industry and Product Focused, Tacked-On Friendly (Blog), Banker-Like, Blue-Gray	You-Focused, Easy, Simple, Friendly, "Unmarketing," Contemporary, All You Need, Inspiring Colors	Global Company With A Hometown Heart, Comfortably Contemporary, Human, Fun, Work-Life Balance, Simple	Human, Friendly, Approachable, Simple, Affordable, Bright: Orange & Green & Blue & Purple &...	Practical, Simple, Clean, Pleasant, End-To-End Solution, Soft & Comfy Colors
MISSION	Provide our single-family clients world-class, online products, marketing and services to grow their business, work the way they want to, and keep their tenants and owners happy.	Revolutionize the way small and medium-sized businesses grow and compete by enabling their digital transformation.	Help small businesses succeed, while setting the highest standard for the way business should be done.	Find the best employees and provide them a great culture and atmosphere so they can deliver world-class products and service to our customers.	Empower the property rental market through simple, affordable, business-building technology.
WHAT YOU GET	Propertyware  <b>The most advanced, web-based, completely integrated property management software solution for single-family home and low density rental unit property managers. Designed to yield fewer vacancies, more renewed leases, more time, lower costs and higher profits.</b> Revolutionary solution redefines how property managers access and share information both internally and with customers. RealPage Open Architecture.	Appfolio Property Manager  Online property management solution that optimizes the ease of use inherent in web-based interfaces without sacrificing powerful features. Time spent on rent week cut by 50%. Costs cut by 30%. Productivity increased by 2X. 96% of users rated customer support experience "excellent". Built-in feedback mechanisms in the software poll users for new feature requests. The most requested features & refinements added every two weeks.	Buildium  Software individually tailored to landlords, property management companies and HQAs that is easy to use and affordable. Rated 4.7 out of 5 by customers (Trustpilot). The best customer support in the industry.	RentManager  "Comprehensive, Adaptive, Transformative Software". Completely integrated property management, accounting, contact manager, and facility maintenance software suite. The sophistication the back office personnel need and the simplicity your managers need to get up and running quickly. The best technology combined with best practices to create a unique, customer-focused service.	Easyrent  The first intuitive, all-in-one rental property management platform for both renters and property owners. Transforms the rental experience by connecting renters, property managers, and realtors online; to simplify the process for everyone involved.
HOW WE'RE DIFFERENT	Built by property managers for property managers. Publicly held company, guaranteeing greater transparency.	We don't tell you how great we are. We don't nickel and dime. We don't invest a lot of effort in fancy advertising. Publicly held company, guaranteeing greater transparency.	We are a small business serving small businesses. No matter how many clients we serve and properties our software manages, we remain humble and hungry. We strive to create simple, enjoyable experiences for our customers and our people. We have a beer fridge—it improves productivity—we promise!	We love our people, and we love what we do. We learned lessons about renters from the TV show <i>Friends</i> .	We offer a new renting experience for all parties. Our vision is a world where the rental property management business is easy and automated, there's a higher standard of service, and background checks are a thing of the past. We're building an online community of renters and owners that allows everyone to communicate and meet their individual goals: from finding the ideal place to live, paying or accepting rent, or managing a property more efficiently to increase revenue and renter satisfaction.
COLORS & LOOK					



# OUR PARTICIPANTS TOOK THE FIGHT STRAIGHT TO PROPERTYWARE VS. APPFOLIO

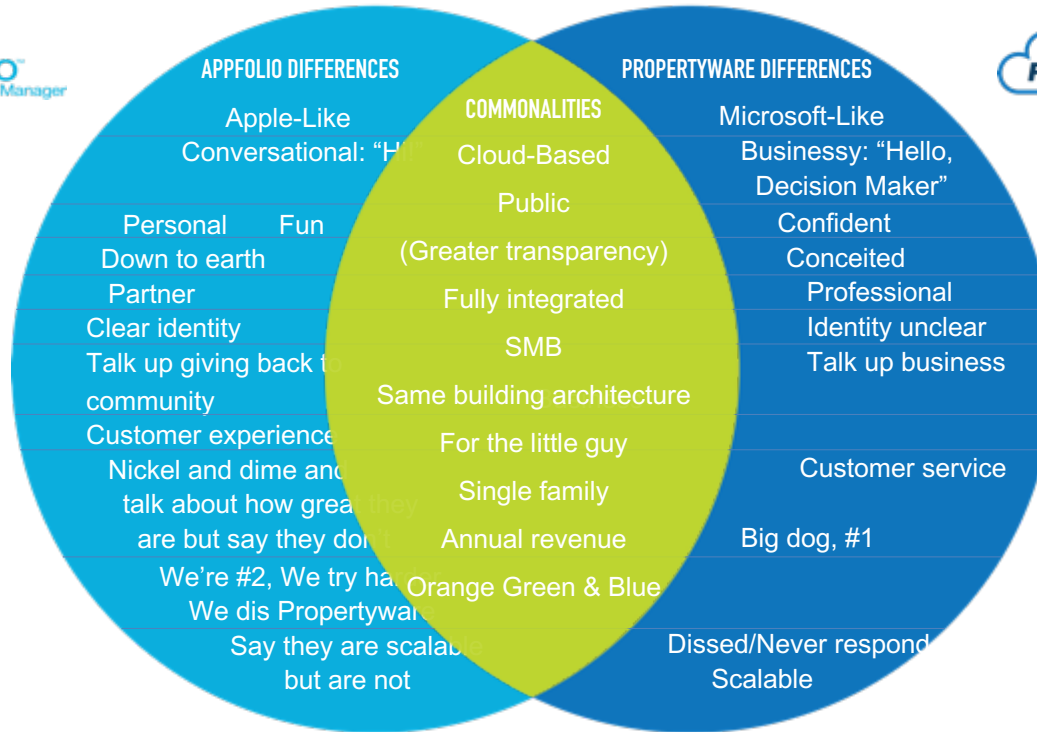
WHICH IS FINE, BECAUSE THAT'S WHERE THE BATTLE LIES



After assessing all brands, we realized we are only interested in AppFolio. They are the top competitor threatening our brand.



# APPFOLIO VS. PROPERTYWARE: OUR P.O.V.



**RESULT:** We see AppFolio as more relatable, although they sometimes don't tell the truth.



# APPFOLIO VS. PROPERTYWARE: OUR P.O.V.



We are envious of AppFolio. We believe they have the best product.





# APPFOLIO VS. PROPERTYWARE: OUR P.O.V.



In reality, Propertyware has all the benefits a property manager needs as their business grows. AppFolio does not. Our perception is off.



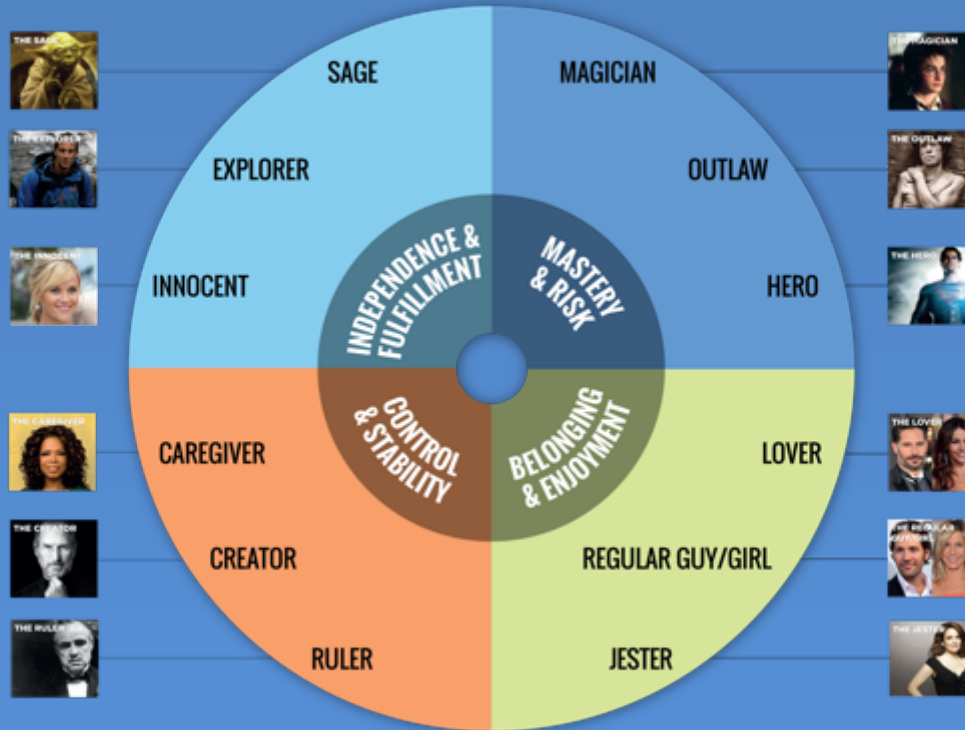


# EXERCISE #4: ARCHETYPES

**EXERCISE:** We assessed which persona (universal archetype) fits our brand best. Please click the button “Archetypes” on Gad Meiron’s website for an explanation of archetypes and brands that fit them.



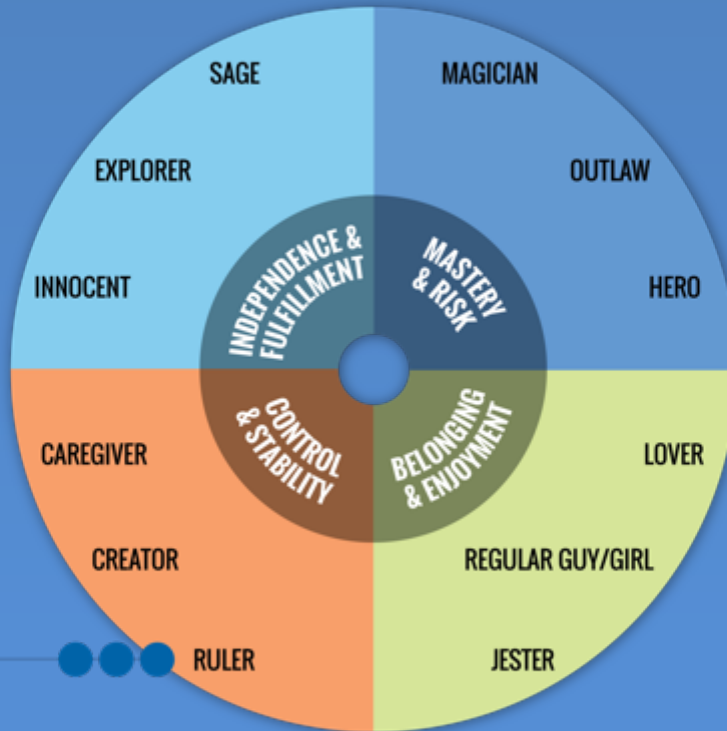
# 12 ARCHETYPES: MIX & MATCH



12 universal archetypes represent the most important human and brand personas. Brand archetypes are explained next slides. To see all the archetypes explained, click the button “Archetypes.” on Gad Meiron’s website.

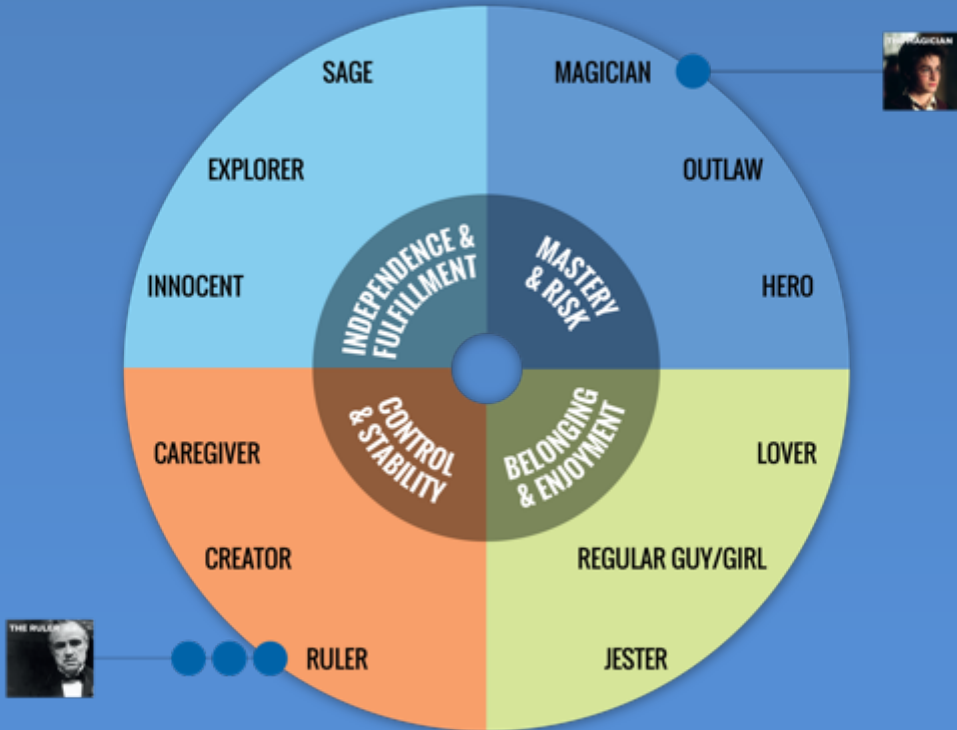


# TODAY: THE RULER



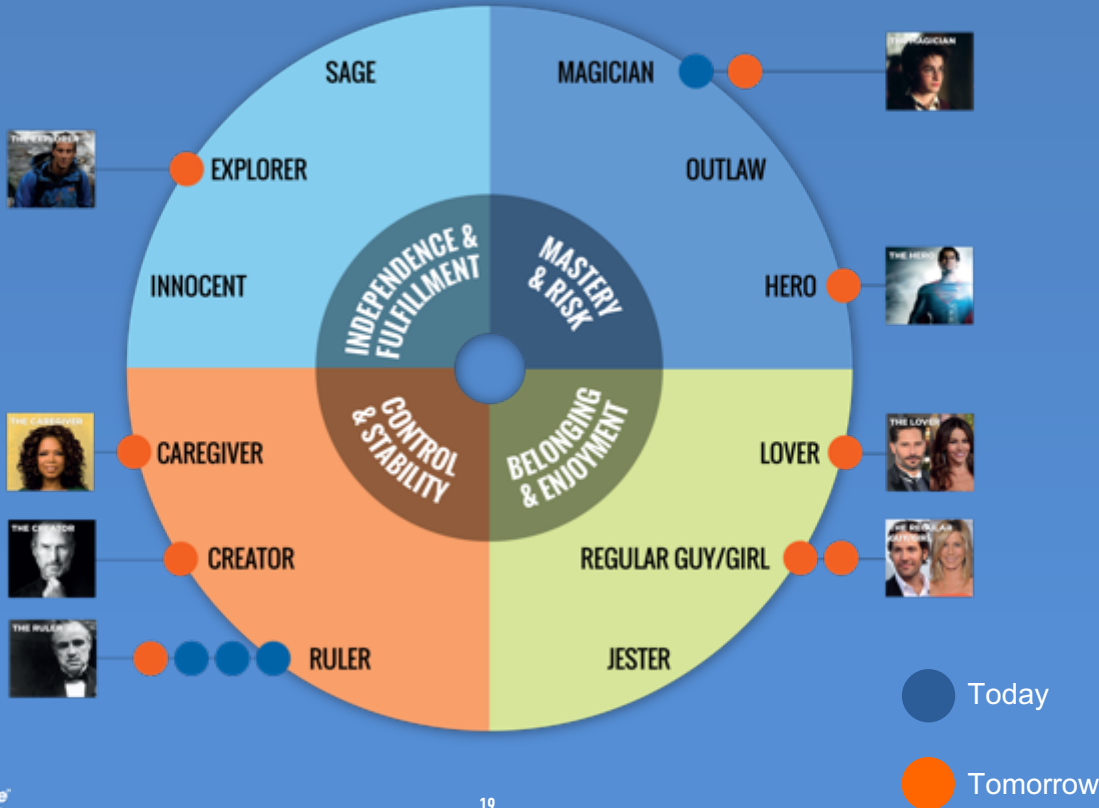
Today, we see ourselves as the Ruler. “Power isn’t everything. It’s the only thing.”

# TODAY: THE RULER + THE MAGICIAN



We also see ourselves as the Magician. “I transform dreams into reality.”

# TOMORROW: THE UNATTAINABLE



Participants selected multiple archetypes for the future. But we can only select two at most. The most unique people and brands display one or at most two archetypes. Brand personality becomes diluted with more archetypes added.”



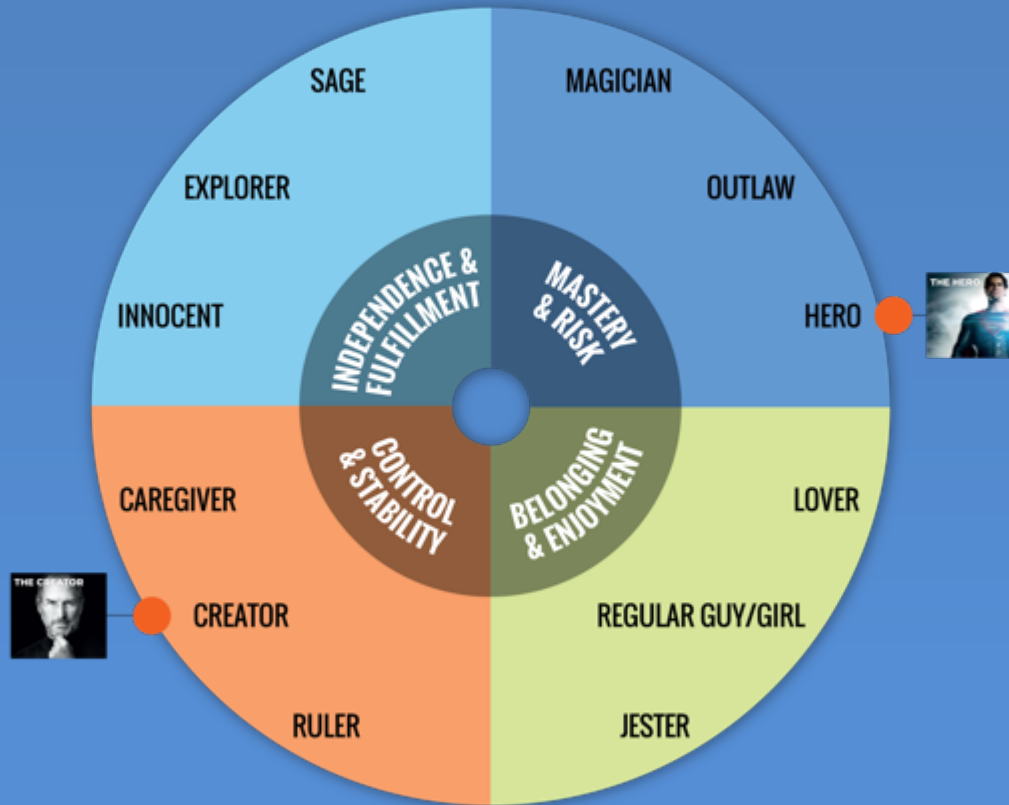
# TOMORROW: WHO ARE WE?

Let's look at the comments we made in the exercises about what we want our future to look like

- The undying innovators again
- Vision of what's right to do
- Speedy response to challenges
- Cool, not trying to look cool
- Able to say no to the customer



# TOMORROW: THE CREATOR AND THE HERO



We redid the exercise and narrowed our future persona to a hybrid of two archetypes: The Hero and the Creator.

# TOMORROW: THE CREATOR + THE HERO



The creator says, “if it can be imagined, it can be created.” The creator is compelled to innovate, be authentic, and express non-conformity by giving a voice to oneself.

Goal: give form to vision.



The hero says, “where there’s a will, there’s a way.” The hero lives for challenge, fights injustice, and responds quickly.

Goal: make the world a better place.



# TOMORROW: THE CREATOR + THE HERO



With this hybrid archetype...

The everyday is replaced by innovation that makes life better.

Challenges are met and conquered with swift, bold action.

Vision comes to life in continuous moments of greatness.

**THIS HYBRID ARCHETYPE CAN CHANGE THE WORLD.**

# EXERCISE #5: WHAT CUSTOMERS SAY

WHO THEY ARE AND WHAT THEY SAY IN PUBLIC AND PRIVATE

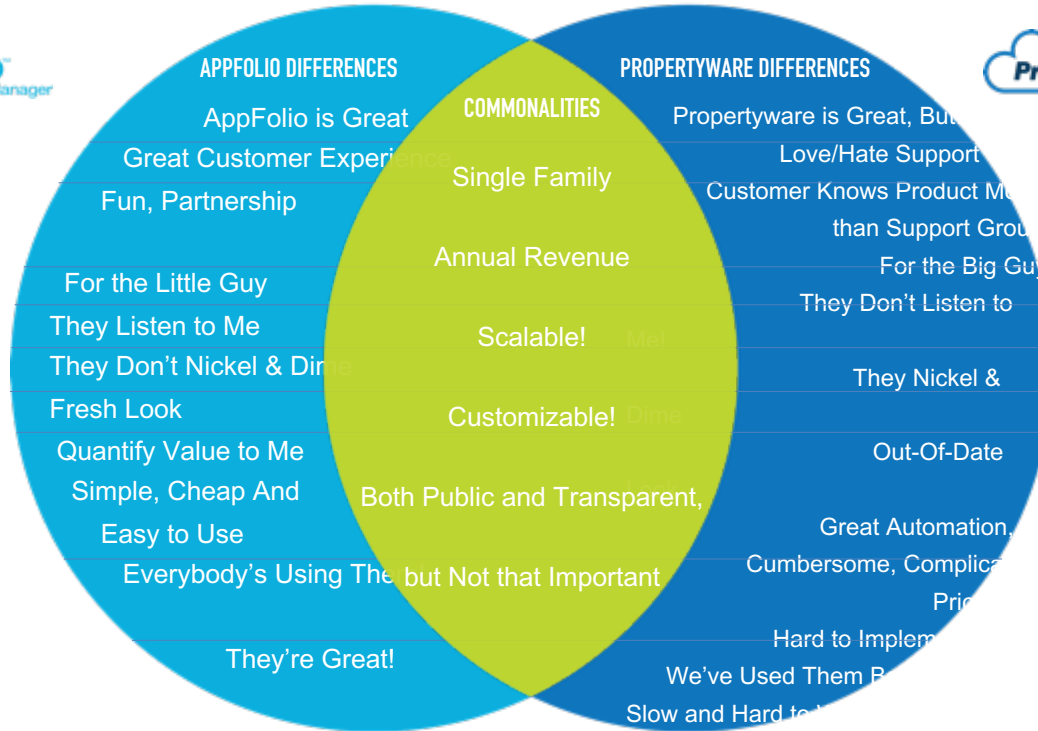


# AGAIN, OUR PARTICIPANTS TOOK THE FIGHT STRAIGHT TO PROPERTYWARE VS. APPFOLIO

WE CAN DRAW INSIGHTS FROM THE COMPARISON



# APPFOLIO VS. PROPERTYWARE: CUSTOMER P.O.V.



**RESULT:** Clients find

AppFolio more relatable.



# APPFOLIO VS. PROPERTYWARE: THE CUSTOMER P.O.V.



# INSIGHTS & STRATEGIES



# CUSTOMER INSIGHT #1

The customer loves AppFolio even when they're not truthful about scalability, customizability, pricing.



# CUSTOMER INSIGHT #1

AppFolio has mastered customer experience and gets a halo effect.



Propertyware has not done so and gets a horn effect.

# CX CUSTOMER EXPERIENCE

Better perceived  
customer experience  
(CX) drives our clients to  
favor AppFolio.

# WHAT IS CUSTOMER EXPERIENCE?

A customer's internal response to his/her interactions with a company's products, people, service, processes and environments.



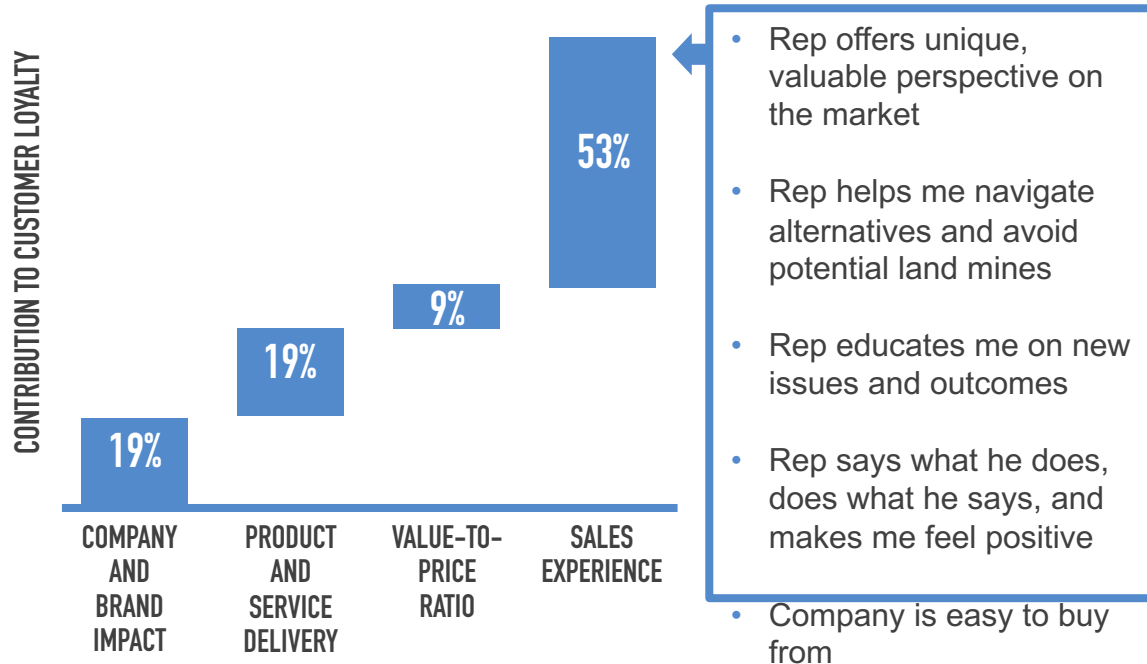
# INTERNAL RESPONSE

Internal response includes the thoughts, feelings, and emotions experienced and the rational, psychological, and sensory benefits of the experience.



# SALESFORCE.COM: 53% OF LOYALTY IS FROM SALES

## KEY DRIVERS OF CUSTOMER LOYALTY



B2B: sales team drives much of CX.

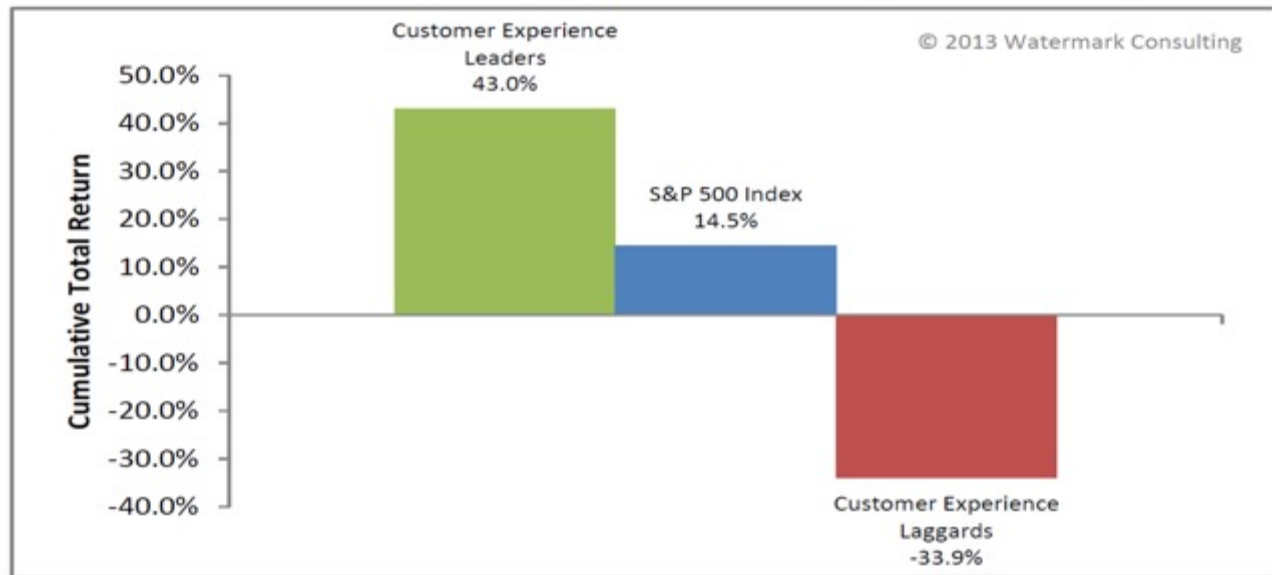


# B2C RESULTS

B2C: Excellent customer experience drives consumer loyalty.

## Customer Experience Leaders Outperform the Market

6-Year Stock Performance of Customer Experience Leaders vs. Laggards vs. S&P 500 (2007-2012)



# STRATEGY: DEVELOP AN EXCELLENT CUSTOMER EXPERIENCE

# CX IS A VALUE EQUATION. VALUE CAN BE MEASURED!

You must measure real world results to determine if your customer experience strategy is a success. A customer's overall perception of the experience is what you measure. And it can be measured. How?

# CUSTOMER EXPERIENCE PROVIDES 3 KINDS OF VALUE

**1. BUSINESS VALUE**

**2. BRAND VALUE**

**3. PERSONAL VALUE**

Maximize each of the three kinds of value that determine customer experience.

Clients measure business value by performance. “You raised my sales by X%.” It’s a rational, data-based measure.

Clients measure brand value by how much they trust you. Do you do what you say? It’s part rational, part emotional.

Clients measure personal value by how happy you make them. It’s all emotional.



# 3 KINDS OF MEASUREMENT

VALUE	MEASUREMENT	METRIC
BUSINESS	PERFORMANCE	ROI, ETC.
BRAND	TRUST	UQ 1-10
PERSONAL	HEDONIC	HS 1-9

You measure **BUSINESS VALUE** with a performance number like ROI.

Measure **BRAND VALUE** with the Ultimate Question from NPS. “Would you recommend our brand to a colleague?”

Measure **PERSONAL VALUE** with the Hedonic Scale. “How much did you enjoy the experience?”

9 = Like extremely.

1 = Dislike very much.



# BUT IT'S NOT ENOUGH

CX CAN GET US TO PARITY WITH APPFOLIO  
WE NEED A POINT OF DIFFERENCE TO WIN





# CUSTOMER INSIGHT #2

Customers are entrepreneurs with similar personalities & behaviors.

Capitalize on that to deliver the kind of value AppFolio can't.

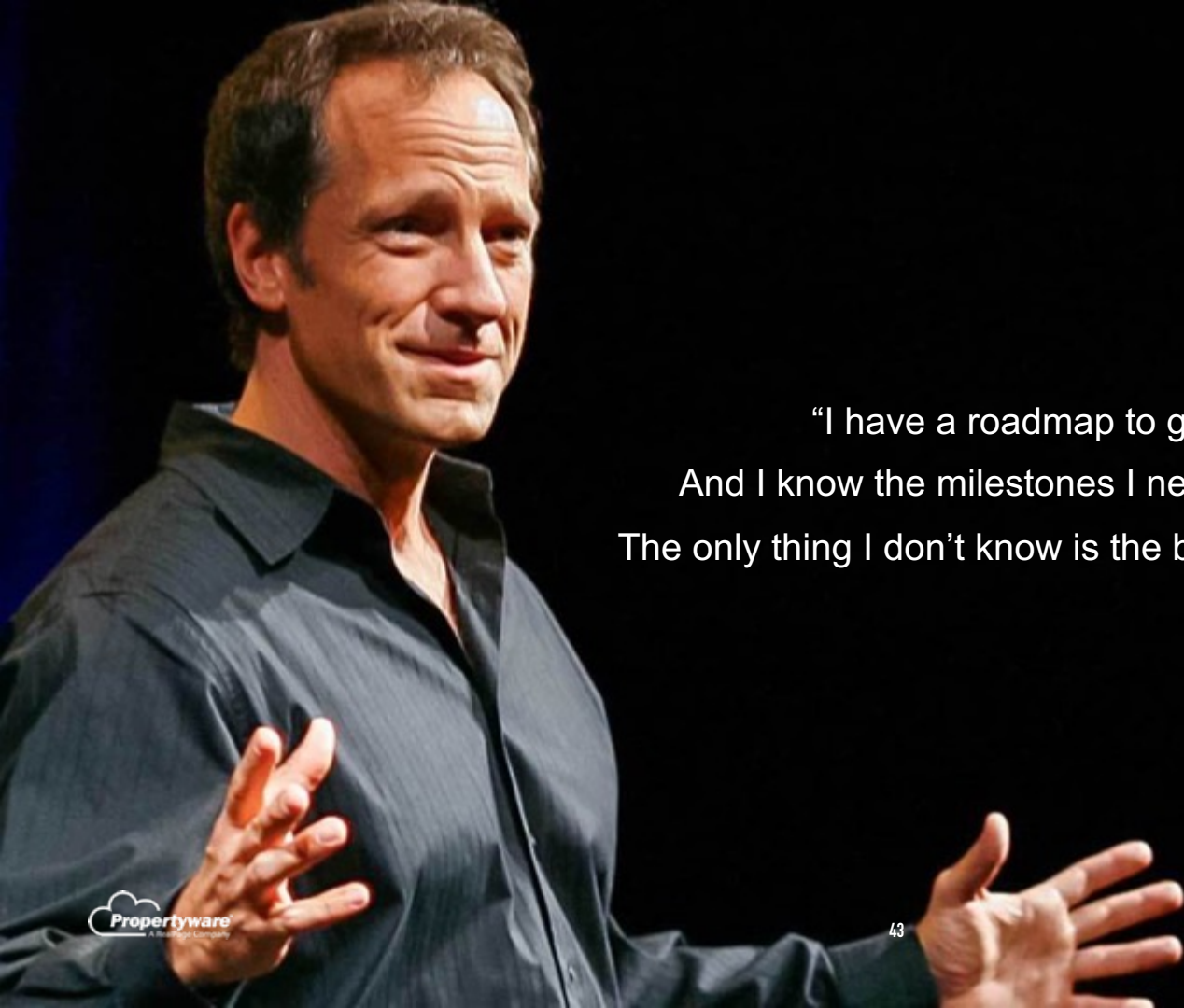




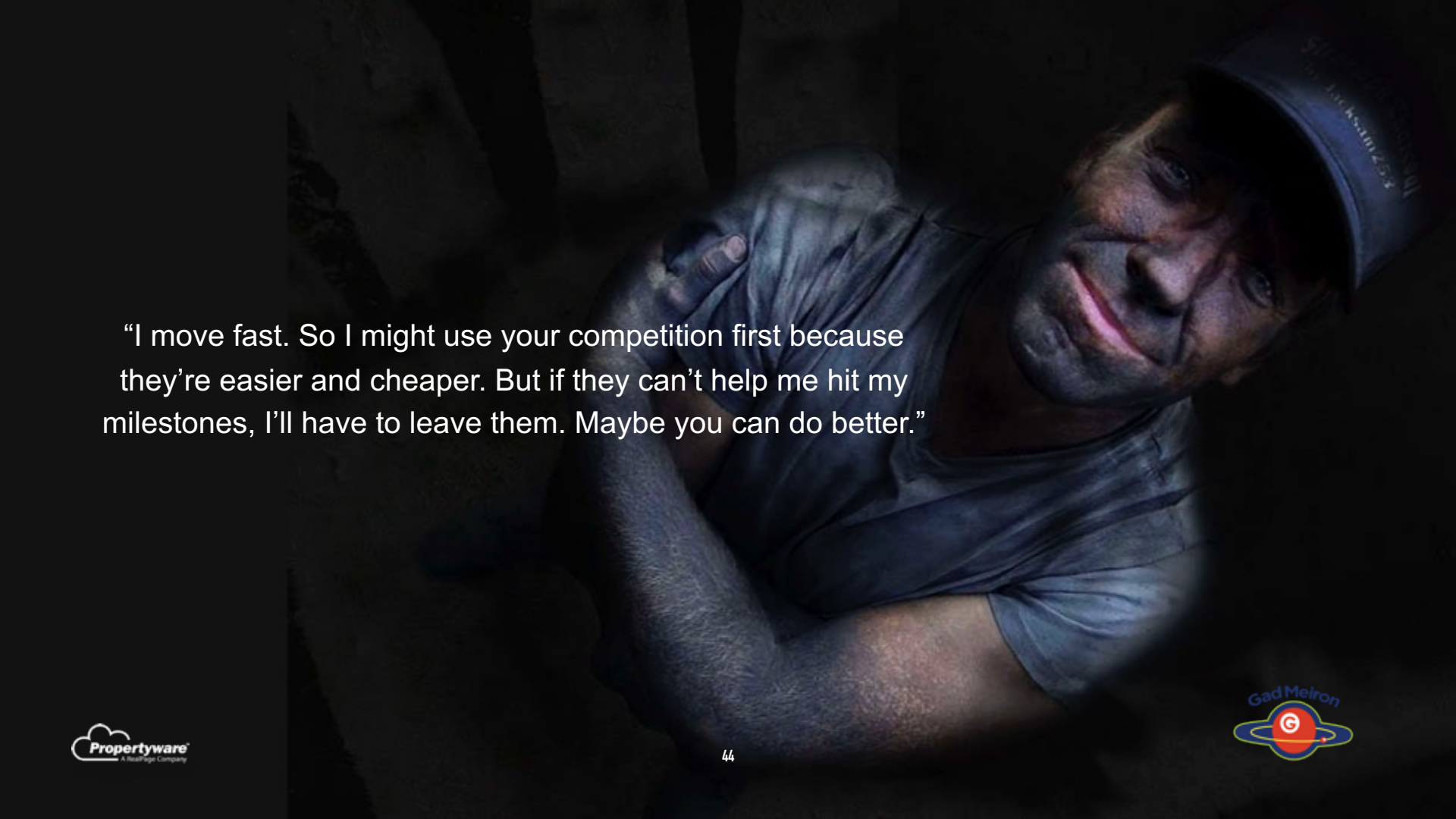
HERE'S HOW  
ENTREPRENEURS THINK.

“I’m Mike Rowe.  
You can call me  
the little guy. For  
now. But I’m  
going places.”





"I have a roadmap to get me there.  
And I know the milestones I need to hit on the way.  
The only thing I don't know is the best way to get to them."



“I move fast. So I might use your competition first because they’re easier and cheaper. But if they can’t help me hit my milestones, I’ll have to leave them. Maybe you can do better.”

# WE CAN

Propertyware is the only software built to

- Grow with you
- Customize to your needs
- Help you raise revenue, lower costs and do more with less
- At all scales





APPFOLIO CAN'T MAKE THESE PROMISES...

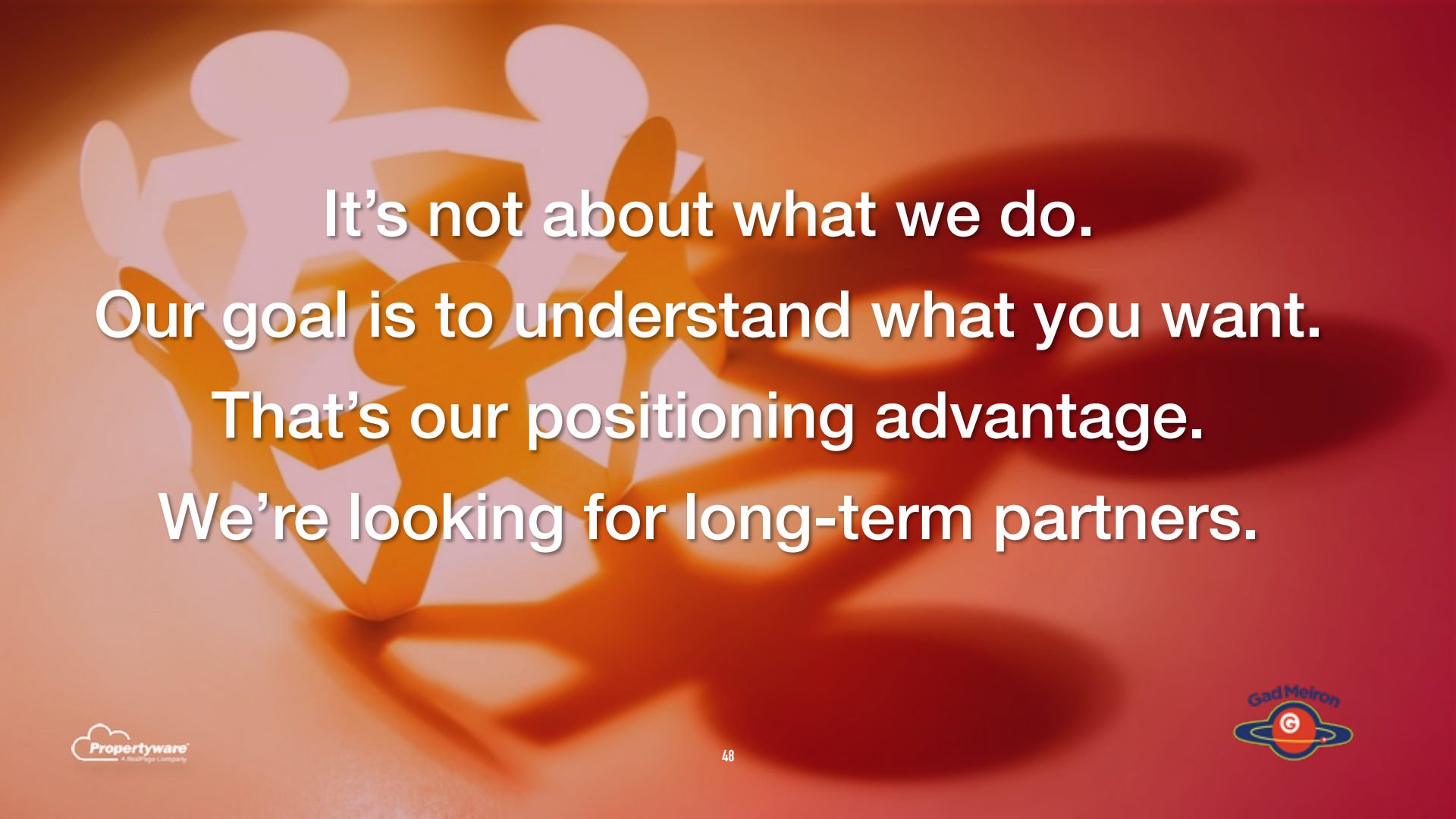
# THAT'S OUR POINT OF DIFFERENCE

LET US SHOW YOU WHAT IT CAN DO FOR YOU

If you're the little guy, we're there for  
you.

And if you want to become the big guy,  
this is how you get there.





It's not about what we do.  
Our goal is to understand what you want.  
That's our positioning advantage.  
We're looking for long-term partners.

# STRATEGY: CREATE AN ASSET

- Start the sales conversation
- Discover what the customer wants to do
- Demonstrate how they can meet all their needs and expectations with Propertyware

The next slides are from a tool that helps salesforce members show clients the value of Propertyware.

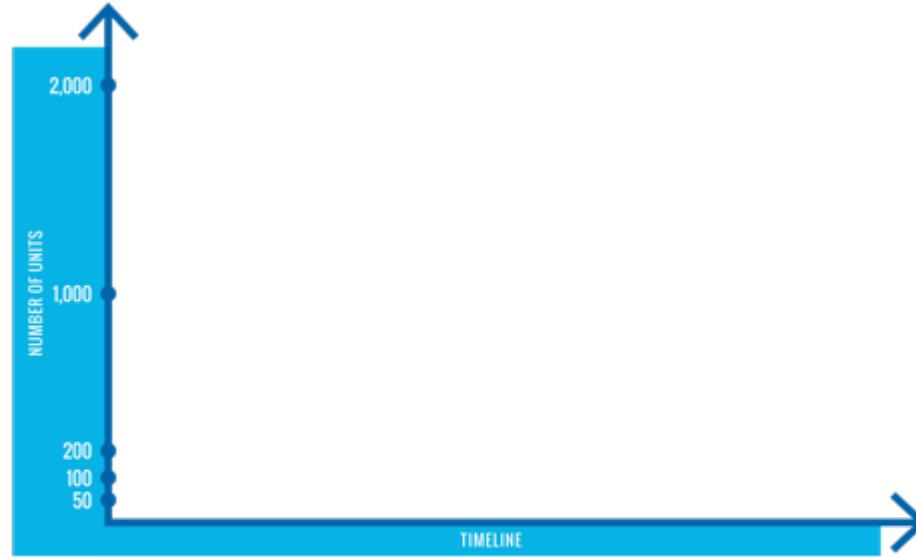


# STRATEGY: PROPERTYWARE MILESTONE MAP

## INTERACTIVE SELLING ORGANIZER



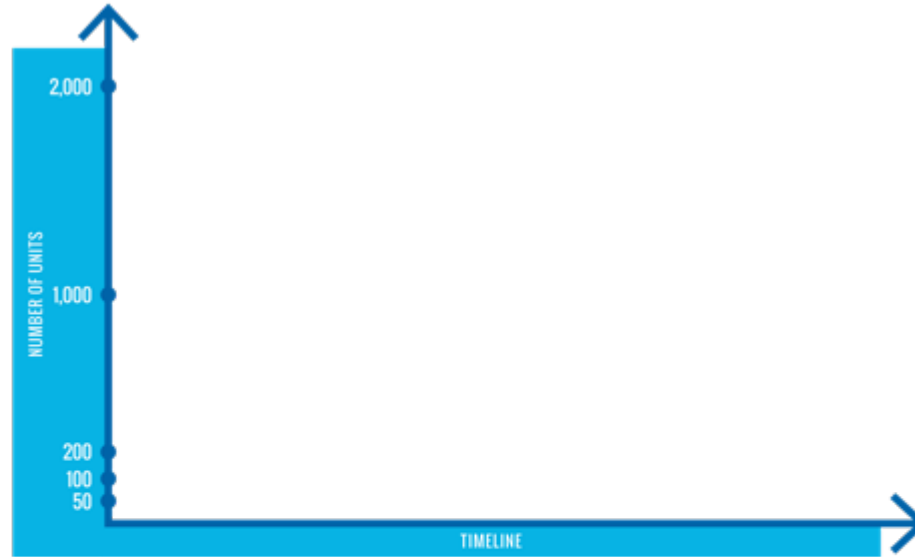
## MILESTONE MAP



This graph shows how a single-family property management company grows over time.



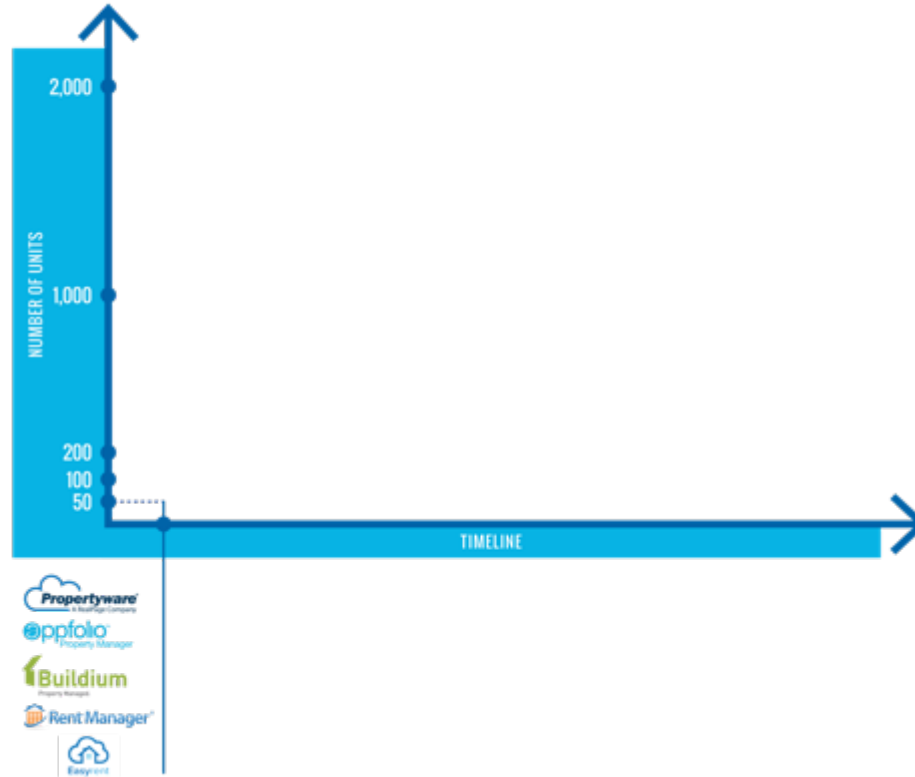
## MILESTONE MAP



Below the graph are the main competitive software brands that help single-family property managers run their businesses.



## MILESTONE MAP

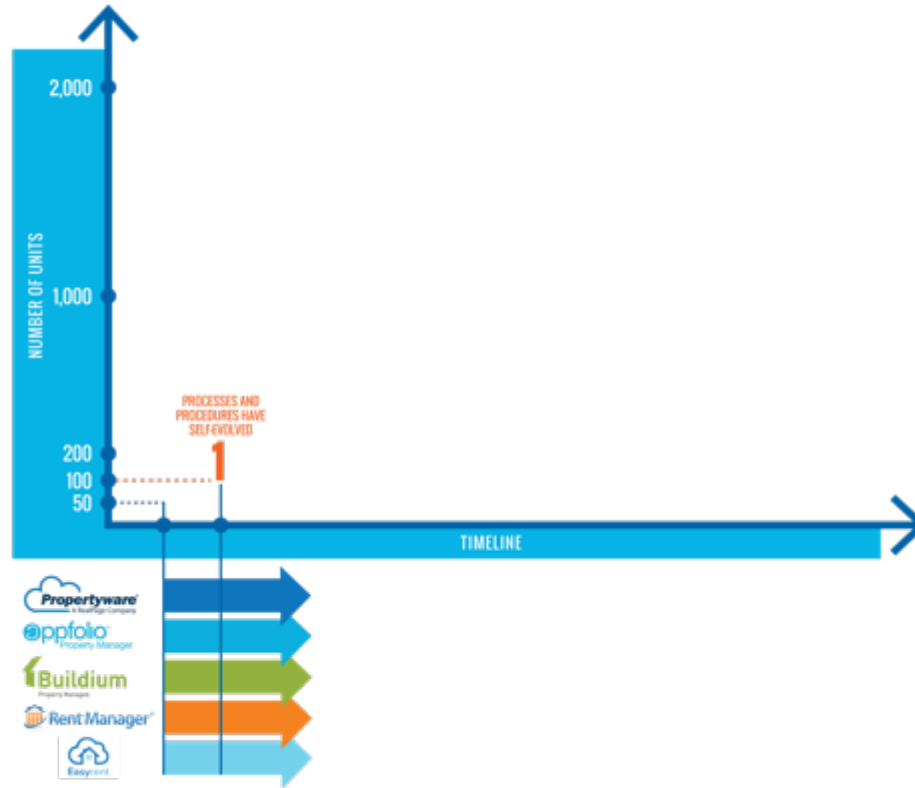


A typical property management company starts small. They manage about 50 units (single family homes). At this stage, every such company is doing business the same way.





## MILESTONE MAP

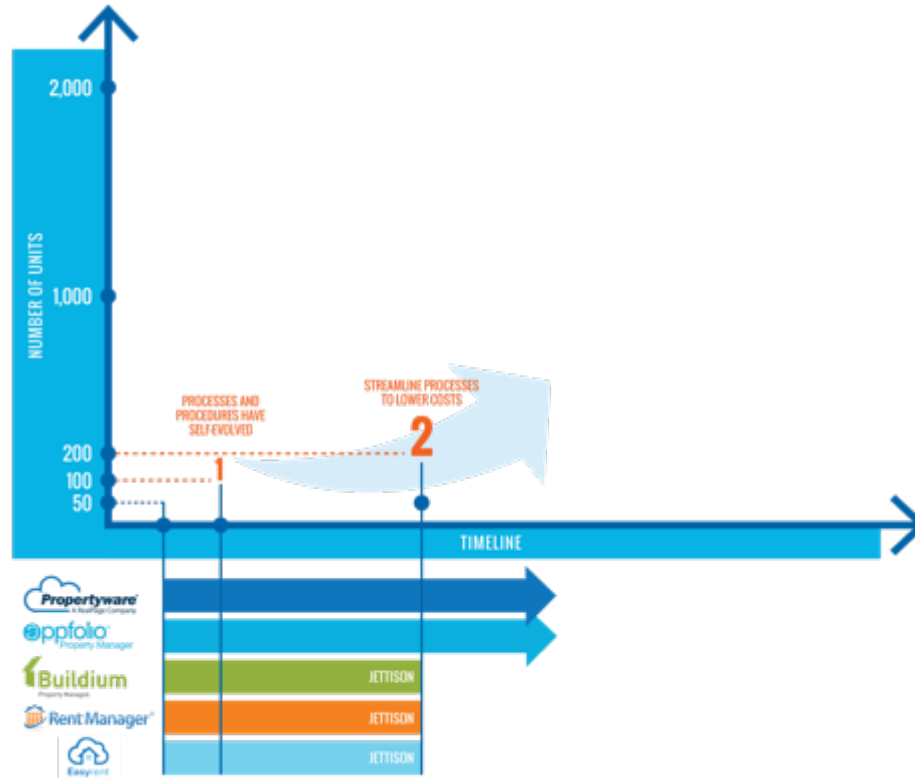


The property management company grows to 100 units. There are newly evolved processes and procedures. All the software brands are capable of managing this scenario.



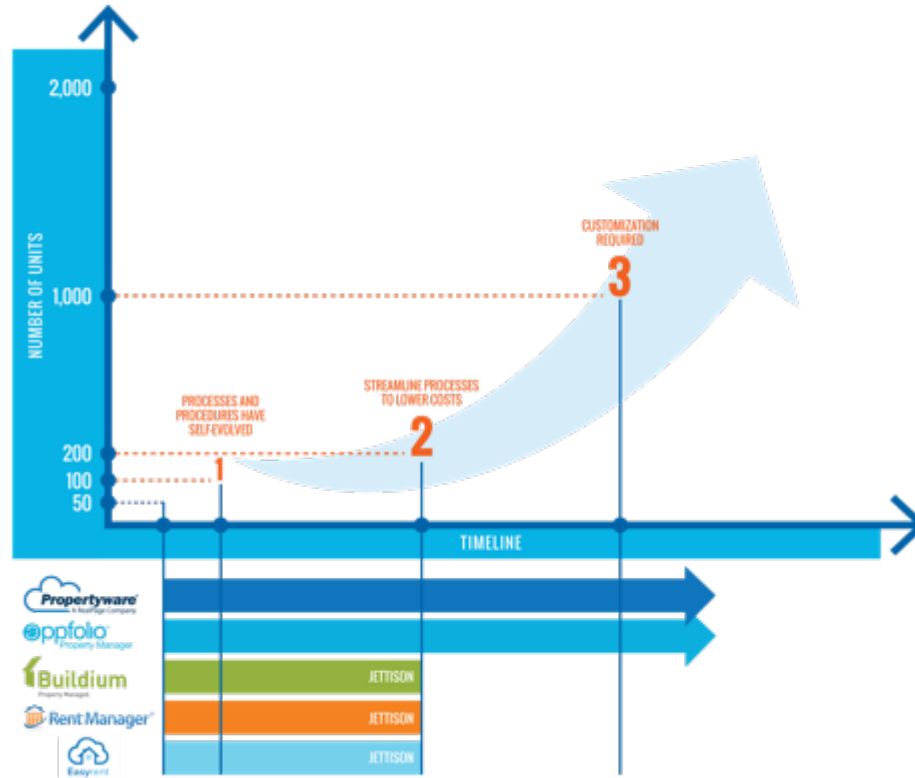


## MILESTONE MAP



The property management company grows to 200 units. Scaling up means finding ways to streamline the newly evolved processes to lower costs. At this point, all the software brands are capable of managing the situation. But the bottom three brands are built for the little guy. Only Propertyware and AppFolio software can handle the next stage.

## MILESTONE MAP



The property mgmt. company grows to 1000 units and starts doing business in its own way, differently from its competitors. Software must be customizable to meet the company's needs. Propertyware and AppFolio have these customizable options.



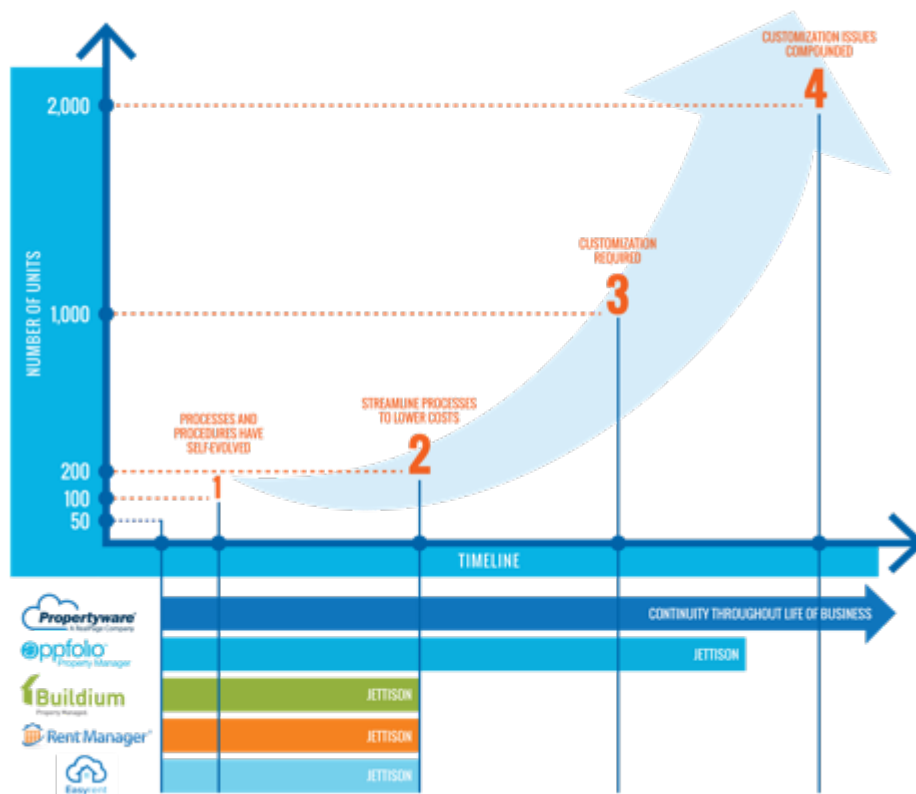
## MILESTONE MAP

CORE SYSTEM

MAINTENANCE

CONTACT CENTER

DIGITAL MKTG SERVICES



1000+ units: even

greater customization

needed. Only

Propertyware can handle

larger scaling, no matter

what AppFolio claims.

Propertyware is for life.



# BRAND POSITIONING & MARKETING

We synthesize all we have learned from the brandstorm and crystallize it into a single positioning.



# VALUE PROPOSITION

the only fully scalable, customizable property management software for  
single-family rental housing of all sizes.

## VALUE PROPOSITION:

Statement that describes  
the brand's positioning  
and what sets it apart  
from all competitors.

# ANTHEM

**ANTHEM:** An inspiring message that captures the brand's vision and its promises to the customer.

# FOR LIFE

Somewhere between opportunity and optimization lies a solution designed for your market.  
For your potential. A solution *designed for life*.

Somewhere among insight and information you'll find an answer created for your needs.  
For your reality. An answer *created for life*.

Fueled by the industry's most advanced single-family property management software, learn about a world that is yours and yours alone. Maximize, customize and personalize based on key variables specific to you, to your business and your market. Find a product *powered for life*.

It's understanding the life of your residents. Like never before. It's strengthening the life of your business. In ways you didn't know existed. It's performing and outperforming with confidence, certainty and long-standing assurance. Discover a tool *made for life*.

It's comfort knowing that no matter what your organization's size, no matter what your situation, there is a team by your side. An unmatched collection of dedicated experts there to support your business through every stage of growth. It's knowledge. It's commitment. It's a partner who *works for life*.

# NEW LOGO

The current logo features a cloud, which is no longer a point of difference. Everyone is providing cloud services. Consider a new Propertyware logo with the focus on a single-family home. The image signals the type of software and evokes emotion, because home is important to everyone.







# THANK YOU