# ALAND

# Experience Management (XM) Strategy

## *2024-2026*

People trust ALAND

In the spirit of reconciliation:

# We acknowledge the Traditional Custodians

of the land on which we operate and pay our respects to Elders past, present and emerging.

| Archibald<br>Gosford<br>**Darkinjung People** | Carson on the Park<br>St.Marys<br>**Dharug People** | The Emerald<br>Campelltown<br>**D'harawal People** | The Gladstone Village<br>Merrylands<br>**Dharug & D'harawal People** | Paramount on Parkes<br>Harris Park<br>**Dharug People** | Schofield Gardens<br>Schofields<br>**Dharug people** |

# CONTENTS

> "I've learnt that people will forget what you said,
>
> people will forget what you did,
>
> but people will never forget how you made them feel."

**MAYA ANGELOU**
American poet

ALAND

**OUR COMPANY**

1

ALAND

# 1.1 | Welcome to ALAND
## ...*message from Andrew & George*



## *Message from Andrew...*

Since founding ALAND more than 20 years ago, Andrew Hrsto has been a driving force behind the group's success.

When I founded ALAND my ambition was to build affordable, high-quality apartments across Western Sydney. Over 20 years later that vision is still behind everything that ALAND does.

The need for new homes in Sydney has never been more urgent than it is right now and I am proud that ALAND continues to identify new opportunities and, equally importantly, bring them to fruition.

ALAND apartments appeal to both owner-occupiers and investors because of their use of high quality finishes, contemporary design and attractive in-house amenities.

ALAND today is operating in a challenging environment, but I remain focussed on creating beautiful, sustainable and long-lasting buildings that will meet Sydney's housing needs, now and into the future.

*Andrew Hrsto*
**Founder & Owner of ALAND**

## *Message from George...*

At ALAND, we are incredibly proud of our 20-year legacy delivering industry leading, sustainable, quality developments to our customers and the communities they live, work, learn and play in.

Our executive, design, construction, and support teams all share a commitment for success built on discipline, industry experience, exceptional operational performance and results.

Our close-knit team is testament to our shared commitment to respect and trust each other as we continue to provide the best experience for our customers.

It is this passion and dedication that has driven ALAND's success and allowed us to deliver high-quality projects time and time again

*George Tadrosse*
**Builder & CEO**

**ALAND**

# 1.2 | Our Services
## ...*full integrated development company*

ALAND has grown to become one of Sydney's largest private multi-disciplinary development groups in the Western belt and we are working towards continued sustainable growth for years to come.

To meet the ever growing demands of consumers our typical delivery model is now large scale transport orientated mixed-used developments in Western Sydney and some regional locations.

We are a fully integrated Development Business with in-house: Acquisitions, Legal, Design, Construction, Sales, Marketing, Property Management, Building Management, Funding Management, Finance and Investor services.

We also partner with best in class external stakeholders where required to meet project deliverables.

Typically we have **2-4 projects** in market and under construction at the same time annually. This equates to approximately **1000+** residential apartments under construction constantly and anywhere from **700-1000+ sales per annum.**

To date we have approximately. **8000+ dwellings** which are either on market, DA approved, under assessment or in pre-planning.

*Develop*
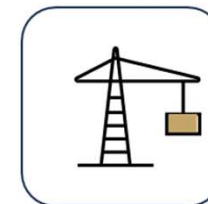
*Construct*

*Sell*

*Manage*

*Hospitality*

*Commercial*

ΛLΛND
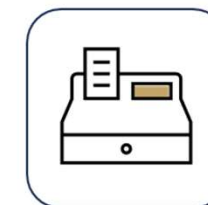
# 1.3 | Our Vision & Values
## *...guiding how we work and act*

### Our Vision

is to provide industry leading, affordable, sustainable, high- quality homes that enhance the life-style of our customers and the communities they live in.

### Our Values

help guide how we make decisions, balance priorities, work together, appropriate behaviours and how we conduct ourselves.

### Our Code of Conduct

builds on our Values and sets standards that guide us in making the right choices in how we act, solve problems and make decisions. It sets out expectations and requirements of all those who work at ALAND to help us make the right choice.
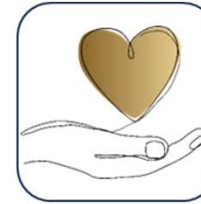
*Trust*

*Integrity*

*Respect*

*Family*

*Innovation*

*Discipline*

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**OUR XM PROGRAM**

2

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# 2.1 | What is Experience Management (XM)?
*... a discipline for closing the experience gap.*

**XM**

**The System of Action
that turns
customers into fanatics
products into obsessions
employees into ambassadors
and brands into a religion**

The discipline of using
**Experience Data (X-DATA) &
Operations Data (O-DATA)**
to manage the key outcomes…

**CX** — Customer Experience (CX)

**PX** — Product Experience (PX)

**EX** — Employee Experience (EX)

**BX** — Brand Experience (BX)

**NX** — Network Supplier Experience (NX)
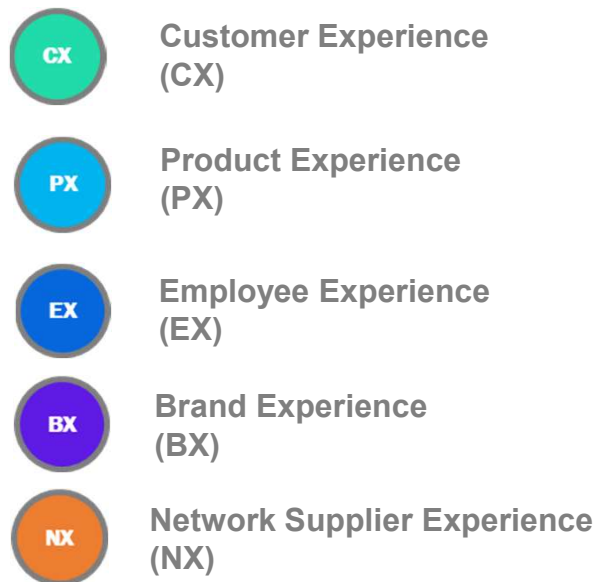
**…and help close the experience gap
between expectations & reality.**

*The
Experience
Gap*

EXPECTATIONS

PERCEPTIONS

ATTITUDES

EXPERIENCES

BEHAVIOURS

Attitudes affect
future expectations

Behaviours lead to new
experiences (or not)
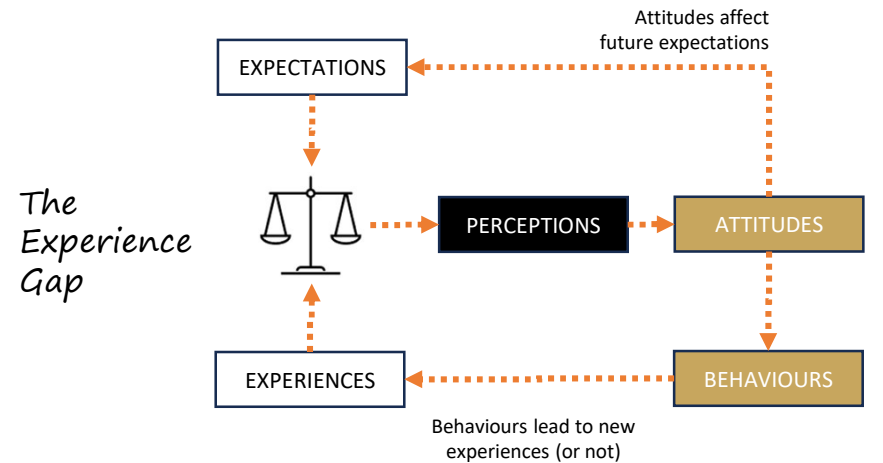
**Expectations:**  What a person anticipates will happen during an experience.

**Experience:**  What actually happens to a person during an interaction.

**Perceptions:**  How a person views an experience based on their expectations.

**Attitudes:**  How someone feels about the organisation.

**Behaviours:**  How a person choses to interact with an organisation (or not)

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Source: Qualtrics XM Institute

*... A framework for business excellence.*

**To establish XM as a discipline, ALAND has adopted the** **XM Operating Framework.**

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The XM Operating Framework is a blueprint that lays out how ALAND will go about mastering Experience Management.

It provides a roadmap to build XM knowledge and expertise across the business.

This Framework is made up of:

**03** **Focus areas**
(Culture, Technology, Capability)

**06** **Competency domains**
(Lead, Realise, Activate, Inform, Respond, Disrupt)

**20** **Skills**

| XM Framework | XM Skill Domains |
| --- | --- |

**Platform** that infuses actionable intelligence throughout the organisation.

**Skills and actions** required to build XM capabilities.



**Mindsets and beliefs** that nurture XM-Centric behaviours across an organisation.
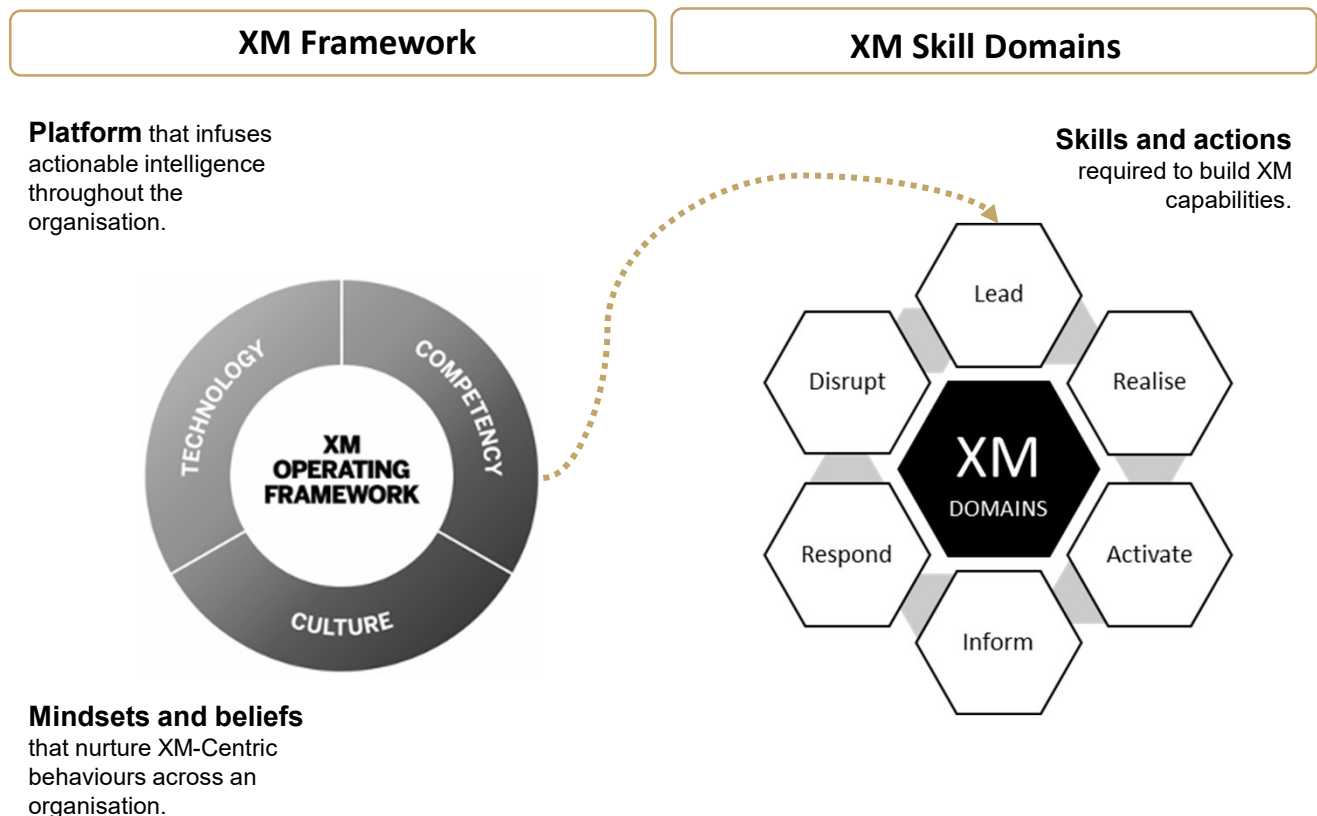
# 2.3 | Our XM Program Design
*...How will we bring it to life?*
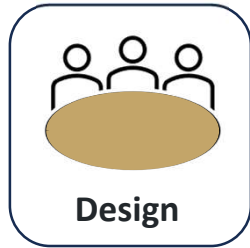
**Design**

*How will we engage?*

Be
**TRANSPARENT**

Be
**INCLUSIVE**

Be
**COLLABORATIVE**

**Approach**

*How will we work?*

We are
**DESIGN LED**

We are
**DATA DRIVEN**

We are
**DELIVERY OBSESSED**

**Style**

*How will it feel?*

Make it
**SIMPLE**

Make it
**IMPACTFUL**

Make it
**FUN**

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**3** Our Customers

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## 3.1 | Who are our Customers?
### *...anyone who interacts with an ALAND service is a Customer*

| Customers | Residential **BUY – SELL** | Residential **LEASE – RENT** | Commercial **OPERATORS** |
|---|---|---|---|
| CX PX BX <br><br> ALAND Persona Cards | **Young Professionals** <br> **First Home Buyers** <br> **Up-sizers** <br> **Down-sizers** <br> **Investors** <br> **Overseas Investors** | **Investor (Landlord)** <br> **BTR (Landlord)** <br> ↕ <br> **Tenants** | **Commercial Operators** <br> **Retail Operators** <br> ↕ <br> **Patrons** |
| **Employees** <br> EX BX | ALAND Development <br> ALAND Sales <br> ALAND Construction <br> ALAND Care | ALAND Property Management | ALAND Commercial Division |
| **Network Partners** <br> NX BX | Sales Agencies <br> IT Partners <br> Contractors <br> Suppliers | IT Partners <br> Tradies <br> Bond board | IT Partners <br> Tradies <br> Bond board <br> Franchise Partners (IHG) |
| **Government, Community & Planet** <br> BX | Government Agencies <br> Communities <br> Environmental Agencies <br> Press | NSW Civil and Administrative Tribunal (NCAT) <br> Communities <br> Environment <br> Press | Government Agencies <br> Unions <br> Communities <br> Environment <br> Press |

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# What do Customers want from ALAND?
*...& how do we measure success.*

## Ease

**%** of customers find it **easy** to interact with ALAND.

It's important that ALAND services are easy to access. Unnecessary barriers or friction add unnecessary time, stress and cost to interacting with ALAND.

Regardless of their interaction with us, customers should experience the simplest path to get something done and clearly understand what's needed, including the options and entitlements available to them.

It's measured by asking customers about how easy or difficult it was to interact or complete a service transaction with us.

## Satisfaction

**%** of customers are **satisfied** with their experience with ALAND.

We are focused on delivering effective, responsive and reliable services that deliver the best outcomes for our customers and anticipate their needs. This enables higher levels of customer satisfaction.

Satisfaction is measured by asking how satisfied or dissatisfied customers were with the service they experienced.

## Trust

**%** of customers trust ALAND is working in their best interest.

Trust in ALAND services is important because trusted services are ones that customers are more likely to engage with in a time of need.

Trust is built over time by meeting expectations, giving customers a say in what matters, and delivering high quality services that meet the highest standards of integrity and transparency.

Trust is measured by asking to what extent customers trust our services to be working in their best interests.

**NSW STATE OF THE CUSTOMER**
These are the same metrics used to measure NSW State and LGA Customer Experience.
This provides ALAND with a benchmark for performance in the Communities and Council areas we operate within.

Source: NSW Government

## 3.3 | Why is Trust important?
### ...& our service commitment.

**Only one in three Australians**
**have a positive perception**
**of our industry;**
and there is a big gap to bridge.

**The opportunity is there**
**to rebuild consumer trust,**
and for trustworthy building
professionals to benefit from
improved market confidence.[1]

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Rising insolvencies of construction
companies, deteriorating building quality,
and low housing supply are leading to a
**major trust deficit** amongst property
investors in Australia, according to a
recent survey by global data, analytics
and technology company Equifax.

*[1] Results from Equifax Quarterly Commercial Insights - September 2023*

**iCIRT** from Equifax | **NSW** GOVERNMENT

*Restoring confidence in the construction industry using*
*iCIRT to rate building professionals. Application pending.*

**HARVARD**
**BUSINESS SCHOOL**
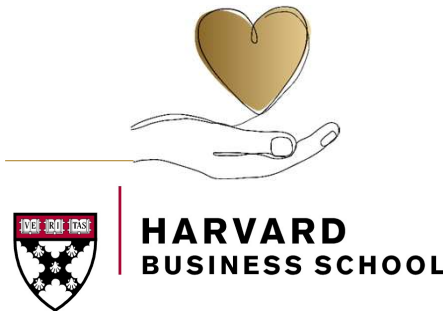
**Trust is the basis**
**for almost**
**everything**
**humans do.**

Trust has three drivers and four capabilities (4C's of Trust)
When trust is lost it can be traced back to a breakdown in one of them.

**Authenticity**       I experience the real you.
**Logic**                 I know you can do it; your reasoning is sound.
**Empathy**            I believe you care about me and my success.

**Commitment**      I take personal responsibility.
**Caring**               I want the best outcome.
**Consistency**      I do what I say.
**Capable**            I have the right skills and team to deliver.

**The ALAND SERVICE COMMITMENT**
**is a reworking of the 4Cs:**

**My personal commitment to you is...**

- I **care**
- I'm **consistent**
- I'm **capable**

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# 3.4 | How do we know?
## ...ALAND conducts regular research to understand their needs.

**BUY:** Young Professional

**BUY:** First Home Buyer

**BUY:** Upgraders

**BUY:** Investors

**BUY:** Downsizers

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**1. Target Market**
- Persona
- Name
- Quote
- Background

**2. Persona profile**
- Age
- Employment | Job
- Income
- Education
- Interests
- Motivations

**3. Conversation Guide**

**4. Demographics**

**5. Key traits**

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**① 02 — OUR PERSONAS**
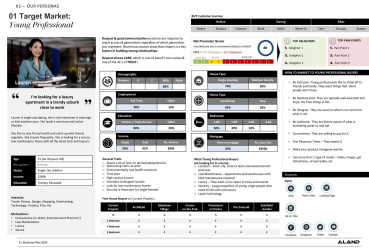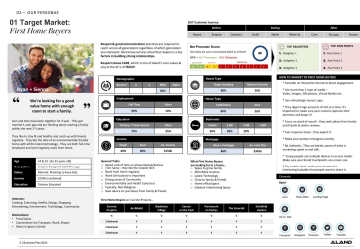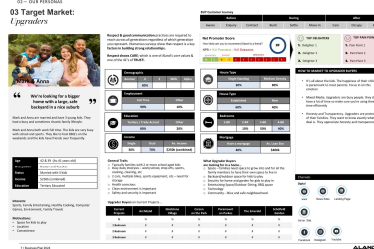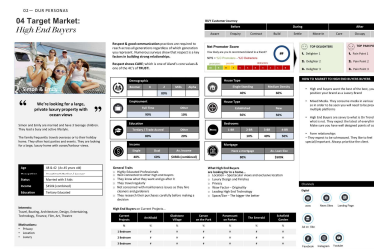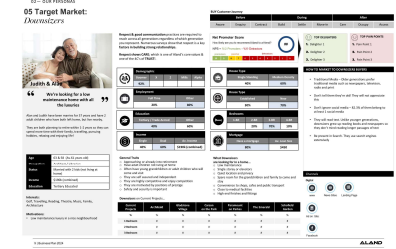
# 02 Target Market:
## *First Home Buyers*

**② Ryan + Sienna**

> We're looking for a good value home with enough room to start a family.

Sam and Amy have been together for 4 year. They got married 1 year ago and are thinking about starting a family within the next 2-3 years.

They like to stay fit and healthy and catch up with friends regularly. They like the idea of an environmentally friendly home with all the latest technology. They are both full-time employed and semi-regularly work from home.

| Age | 34 & 32 (Av.32 years old) |
|---|---|
| Occupation | Graphic Designer/ Café Manager |
| Status | Married. Planning to have kids. |
| Income | $150k (combined) |
| Education | Tertiary Educated |

**Interests:**
Cooking, Exercising, Netflix, Design, Shopping, Entertaining, Environment, Technology, Community

**Motivations:**
- Price/Value
- Convenience (to Transport, Work, Shops)
- Room to grow a family

**③** Respect & good communication practices are required to reach across all generations regardless of which generation you represent. Numerous surveys show that respect is a key **factors in building strong relationships.**

Respect shows **CARE**; which is one of Aland's core values & one of the 4C's of **TRUST**!.

**④**

| Demographic | | | | |
|---|---|---|---|---|
| Boomer | X | Z | Mills | Alpha |
| 5% | 10% | 35% | 50% | |

| Employment | |
|---|---|
| Full Time | Other |
| 90% | 10% |

| Education | |
|---|---|
| Tertiary / Trade Accred | Other |
| 75% | 25% |

| Income | | |
|---|---|---|
| Single | Dual | Av. Income |
| 40% | 60% | $150k |

**⑤**

| House Type | |
|---|---|
| Single Standing | Medium Density |
| 80% | 20% |

| House Type | |
|---|---|
| Established | New |
| 80% | 20% |

| Bedrooms | | | |
|---|---|---|---|
| Studio | 2-BR | 3-BR | 4-BR |
| 30% | 50% | 20% | |

| Mortgage | |
|---|---|
| Have a mortgage | Av. Loan Size |
| 86% | $345k |

**General Traits**
- Spend a lot of time on phone/laptop/devices
- Tech Savvy - they like the newest tech
- Work from home regularly
- Work-Life balance is important
- Strong sense of Community
- Environmentally and Health Conscious
- Typically, Non-Religious
- Seek advice on purchases from family & friends

**What First Home Buyers are looking for in a home...**
- Space to grow family
- Affordable location
- Latest Technology
- Close to family & friends
- Home office/space
- Outdoor Entertaining Space

**⑨ 01 Customer Journey**

| | Before | | During | | | | After | | |
|---|---|---|---|---|---|---|---|---|---|
| Aware | Enquiry | Contract | Build | Settle | Move-In | Care | Occupy | Assess | |

**Net Promoter Score**
How likely are you to recommend Aland to a friend?

NPS = %☺ Promoters - %☹ Detractors

promoters | passive | detractors
10 9 | 8 7 | 6 5 4 3 2 1 0

## ##

**TOP DELIGHTERS**
1. Delighter 1
2. Delighter 2
3. Delighter 3

**TOP PAIN POINTS**
1. Pain Point 1
2. Pain Point 2
3. Pain Point 3

**⑥ HOW TO MARKET TO FIRST HOME BUYERS**
Consider an interactive format to boost engagement.

* Use more than 1 type of media – Video, Images, 360 photos, Virtual Reality etc.

* Use refreshingly honest copy.

* They digest large amounts of info at a time. It's important to make sure your content captures their attention and keeps it!

* Focus on word of mouth - they seek advice from family and friends & online reviews.

* Fast response times - they expect it.

* Make your product Instagram-worthy.

* Be Authentic. They are keenly aware of what is marketing speak vs real talk.

* Young people use multiple devices to access media. Make sure your brand touchpoints are screen size

* Try and Go Viral - make your material so interesting/valuable that people want to share it.

**⑧ Channels**

Digital

www | News Sites | Landing Page

Ad on Site

Facebook | Instagram | Pinterest | Twitter | Youtube

**⑦ First Home Buyers on Current Projects...**

| Current Projects | Archibald | Gladstone Village | Carson on the Park | Paramount on Parkes | The Emerald | Schofield Garden |
|---|---|---|---|---|---|---|
| % | % | % | % | % | % | % |
| Studio | # | # | # | # | # | # |
| 2 Bedroom | # | # | # | # | # | # |
| 3 Bedroom | # | # | # | # | # | # |

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**5.. Buyer requirements**
- House type
- # of Bedrooms
- Mortgage (% /$)
- House features

**6. Marketing Guide:**
How to market to guidance

**7. Persona : Stock fit** by Current Project

**8. Channels**
- Digital,
- Social,
- Physical

**9. Customer Experience**
- Customer Journey | Key phases
- Net Promoter Score + explanation
- Key delighters / Pain Points

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# Our XM Journeys

**4**

NX
CX
BX
EX

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# 4.1 | Delivering great experiences.
## *...everyone has a role to play!*

**A customer's experience with us can start well before making contact and a customer may have more than one point of contact or 'touchpoint'.**

These touchpoints can happen across multiple service channels such as online, phone, display suite or in person.

HCD allows us to understand the types of experiences customers want from a system, product, or service.

We refer to the customers' desired experience as the **"frontstage" of the design effort**. HCD helps us craft the processes that create those desired experiences. We refer to this behind-the-scenes work as **"the backstage" or Service Blueprint** of the design effort.

**By tending to both** the front and back stages, HCD allows us to put the customer at the center of our design development to design Services that are:

**Desirable:** People want it

**Feasible:** We can build it; and

**Viable**: The business case stacks up

## THE ALAND SERVICE BLUEPRINT

**Strategy**

**We will build a data-driven culture** that uses Experience Data (**X-data**) + Operations Data (**O-data**) inform **Strategy** & **Service Design**

| X+O Data Actions |
| --- |
| Insight |
| Investigate |
| Intervene |
| Improve |
| Innovate |



NX

EX

PX

CX

BX

X-DATA (Tells you why it's happening?)

O-DATA (Tells you what's happening?)

Support processes

Backstage

Suppliers

Frontstage

Service Blueprint

Customer journey

Pre-Service — Service — Post-Service

**SERVICE DESIGN**
- Personas
- Key Scenarios
- Channels
- Jobs to be Done
- Customer feedback
- Pain Points (CX+PX)
- Opportunities

**SERVICE DELIVERY**
- Teams
- Process
- Systems
- Data
- Regulations
- Metrics
- Pain Points (EX+NX)
- Opportunities

**Service Design**

**Service Delivery**

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# The BUY Journey
## ...designed for Home Owners & Investors!

**Journey** — Property Purchase

**XM Focus** — CX · PX · NX · BX

| Phases | PRE_SETTLEMENT | | | SETTLEMENT | | | POST-STTLEMENT | | | BRAND |
|---|---|---|---|---|---|---|---|---|---|---|
| **Scenarios** | Buy_01 **DISCOVER** | Buy_02 **CONSIDER** | Buy_03 **PURCHASE** | Buy_04 **BUILD** | Buy_05 **SETTLEMENT** | Buy_06 **MOVE-IN** | RENT_07 **RENEW** | RENT_08 **MOVE-OUT** | RENT_09 **EXIT** | Rent_10 **ADVOCATE** |
| **Jobs to be Done** | Discover Explore Enquire | Appointment Negotiate Reserve | Access property Connect utilities Inspection | Pay rent Ad-hoc payments Receipt Mgt | Schedule Inspect Report | Request Repair Report/Pay | Extend Negotiate Give notice | Move-out Out-going inspect Key return | Clean Bond Settlement Tribunal/Disputes | Ease Satisfaction Trust NPS |

**Service Blueprint**

**XM Focus** — EX · NX · BX

| **Scenarios** | RENT_E01 **PROMOTE** | RENT_E02 **CONTRACT** | RENT_E03 **IN-GOING** | RENT_E04 **PAYMENTS** | RENT_E05 **INSPECTIONS** | RENT_E06 **MAINTENANCE** | RENT_E07 **RENEW** | RENT_E08 **OUTGOING** | RENT_E09 **BOND REUTRN** | Rent_E10 **ADVOCATE** |
|---|---|---|---|---|---|---|---|---|---|---|
| **Jobs to be Done** | Find a house Enquire Inspect | Apply Pay bond Sign contract | Access property Connect utilities Inspection | Pay rent Ad-hoc payments Receipt Mgt | Schedule Inspect Report | Request Repair Report/Pay | Extend Negotiate Give notice | Move-out Out-going inspect Key return | Clean Bond Settlement Tribunal/Disputes | Ease Satisfaction Trust NPS |

**Systems**
**Processes**
**Documents**
**KPIs**

# 4.3 | The *Lease – Rent* Journey
## *...designed for Landlords & Tenants!*

**Property Rental**

| | PRE_TENANCY | | | TENANCY | | | POST-TENANCY | | | BRAND |
|---|---|---|---|---|---|---|---|---|---|---|

**XM Focus:** CX · PX · NX · BX

### Scenarios

| RENT_01 FIND | RENT_02 APPLY | RENT_03 MOVE-IN | RENT_04 PAY RENT | RENT_05 INSPECTIONS | RENT_06 MAINTENANCE | RENT_07 RENEW | RENT_08 MOVE-OUT | RENT_09 EXIT | Rent_10 ADVOCATE |
|---|---|---|---|---|---|---|---|---|---|

### Jobs to be Done

| Find a house Enquire Inspect | Apply Pay bond Sign contract | Access property Connect utilities Inspection | Pay rent Ad-hoc payments Receipt Mgt | Schedule Inspect Report | Request Repair Report/Pay | Extend Negotiate Give notice | Move-out Out-going inspect Key return | Clean Bond Settlement Tribunal/Disputes | Ease Satisfaction Trust NPS |
|---|---|---|---|---|---|---|---|---|---|

**Service Blueprint**

**XM Focus:** EX · NX · BX

### Scenarios

| RENT_E01 PROMOTE | RENT_E02 CONTRACT | RENT_E03 IN-GOING | RENT_E04 PAYMENTS | RENT_E05 INSPECTIONS | RENT_E06 MAINTENANCE | RENT_E07 RENEW | RENT_E08 OUTGOING | RENT_E09 BOND REUTRN | Rent_E10 ADVOCATE |
|---|---|---|---|---|---|---|---|---|---|

### Jobs to be Done

| Find a house Enquire Inspect | Apply Pay bond Sign contract | Access property Connect utilities Inspection | Pay rent Ad-hoc payments Receipt Mgt | Schedule Inspect Report | Request Repair Report/Pay | Extend Negotiate Give notice | Move-out Out-going inspect Key return | Clean Bond Settlement Tribunal/Disputes | Ease Satisfaction Trust NPS |
|---|---|---|---|---|---|---|---|---|---|

**Systems**
**Processes**
**Documents**
**KPIs**

ALAND

# Our Success Metrics

**5**

**ALAND**

| CX | PX | EX | NX | BX |
|---|---|---|---|---|
| Customer Experience | Product Experience | Employee Experience | Network Experience | Brand Experience |

Our Stakeholders expect us to act ethically and responsibly,
and that expectation is reflected in our ESG Value Framework.

**BX EX**

**ALAND's senior leadership (Governance)**

- Founder/CEO/CFO/Head of Development/ Asset Management/Construction

**BX EX**

**Employees (Talent)**

- Legal
- Development
- Construction
- Operations
- Sales
- Marketing
- HR
- Experience
- Property / Building Management
- Onsite staff (engineers, builders etc.)

**BX**

**Community and non-profit organisations**

- Schools
- Sporting clubs
- Traditional Custodians
- UN Global Compact Human Rights Principles

**BX CX PX**

**Customers or clients**

- Residential customers
- Commercial customers

**ALAND**
**ESG**

**BX**

**Investors (Financial)**

- Existing financial investors
- Potential future investors

**NX PX BX**

**Suppliers**

- Raw material suppliers for the buildings
- Suppliers for corporate office (goods and services)

**NX BX**

**Consultants/contractors (Sustainability)**

- Sustainable and responsible sourcing
- Sustainable infrastructure
- Certifications such as Green Star
- Renewables and energy efficiency

**NX PX CX BX**

**Regulatory bodies for buildings and properties**

- NSW Building Commissioner
- Worksafe, Environment Protection Authority
- iCIRT
- BASIX
- Green Building Council of Australia

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# How will we measure success?
*...surveys to test effort, satisfaction and advocacy.*

| XM Outcome + Measure | | Methodology | Methodology | Scale | Target |
|---|---|---|---|---|---|
| **CX** **PX** **Ease** |  | **%** of customers find it **easy** to interact with ALAND. | Customer Effort Score (CES) | **1 2 3 4 5** 1 (Low) 5 (High) | 4 out of 5 |
| **NX** **Satisfaction** |  | **%** of customers are **satisfied** with their experience with ALAND. | Customer Effort Score (CES) | **1 2 3 4 5** 1 (Low) 5 (High) | 4 out of 5 |
| **EX** **Trust** |  | **%** of customers trust ALAND is working in their best interest. | Customer Satisfaction (CSAT) | **1 2 3 4 5** 1 (Low) 5 (High) | 4 out of 5 |
| **BX** **Advocate** |  | **%** of Promoters (9 -10) Minus **%** of Detractors (0 - 6) | Net Promoter Score (CES) | **0 1 2 3 4 5 6 7 8 9 10** 0 (Low) 10 (High) | -100 to +100 scale Above industry average |
| **EX** **Employee Engagement** |  FINANCIAL REVIEW **BOSS** **BEST** PLACES TO WORK | Set survey methodology | Benchmark by Team and Industry | | Above industry average |

# Survey design
## *...we collected feedback by Project, by Phase and by Representative*
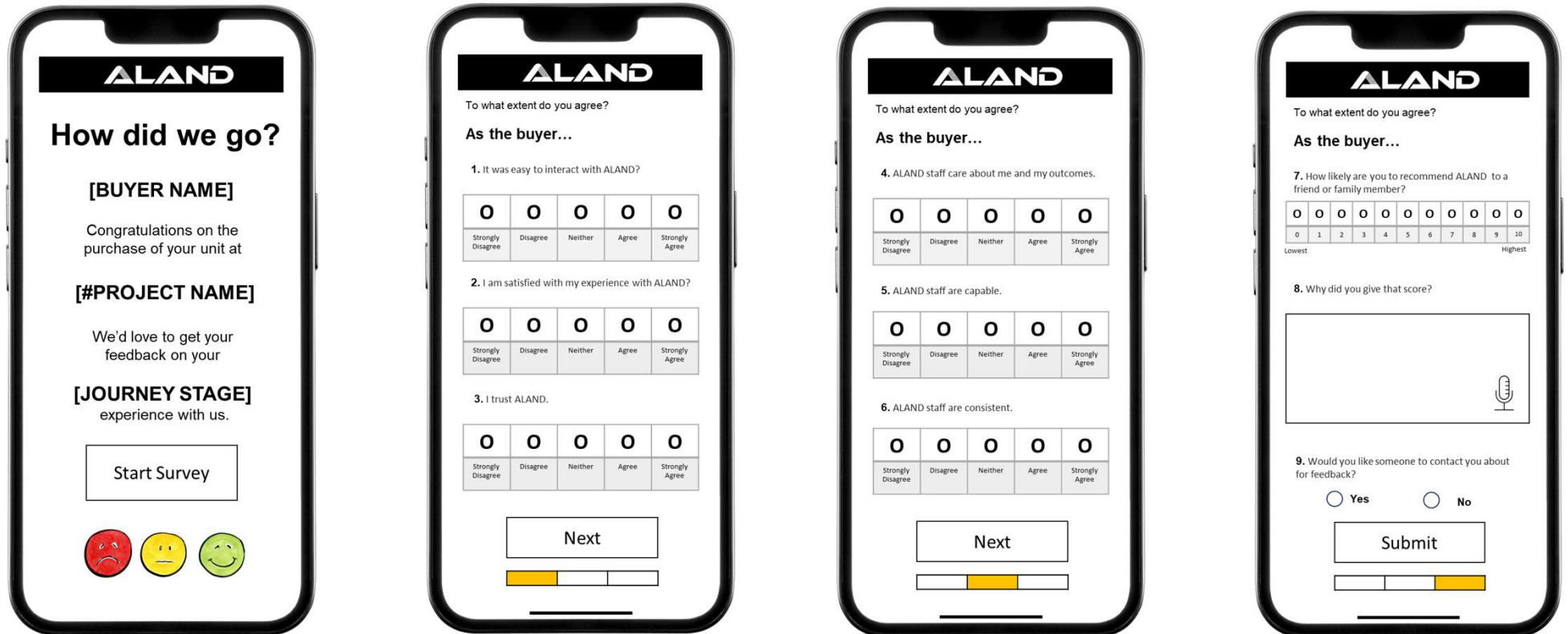


Personalised surveys are automatically triggered on key milestones in Salesforce workflow.
The results are captured and are visible for analysis and action in Salesforce.

# 5.3 | How will we measure success?
*...track XM Operational Maturity.*

Each year ALAND surveys it's leadership team to access XM maturity.

Our goal is to progress one level per year.

2024        2025        2026



| | Stage 1: INVESTIGATE | Stage 2: INITIATE | Stage 3: MOBILIZE | Stage 4: SCALE | Stage 5: EMBED |
|---|---|---|---|---|---|
| **Stage Description:** | The organization is not focused on XM as a strategic opportunity. | As leaders see the potential value in XM, they investigate how XM can help their organization and kick off isolated pockets of XM activities. | Once executives view XM as a strategic priority, the organization taps into full-time XM staff who distribute insights and drive experience improvements. | With strong XM practices in place, the organization systematically uses insights to identify and improve experiences and invests in engaging the entire workforce in XM. | In this final stage, XM skills are engrained across the organization, and experience is the basis for its ongoing differentiation. |
| **To advance to the next stage:** | Identify the "best" first steps and build buy-in with senior executives to acquire resources and support needed to begin. | Build wider understanding and cross-functional support of XM strategy. Deliver value from initial efforts to gain next level of commitment. | Mature XM program to drive action and improve pain points. Engage employees across the organization in understanding and demonstrating good XM behaviors. | Consistently use XM metrics and insights to improve experiences and track the impact of XM efforts. Deeply integrate XM into HR processes to reinforce good XM behaviors. | Sustain and evolve organization's capabilities to continuously listen, propagate insights, and rapidly adapt to the needs and expectations of all relevant stakeholders. |

**Maturity Survey**
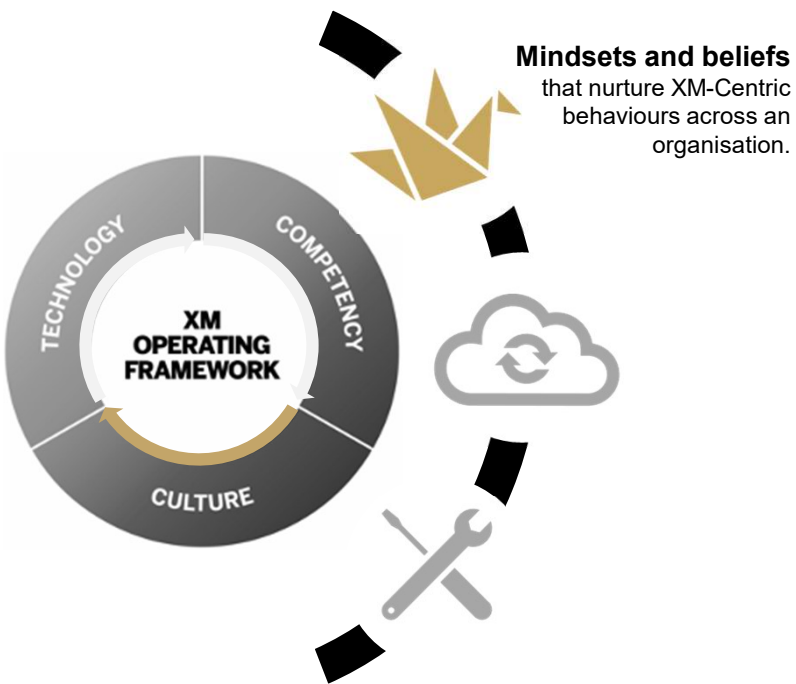Maturing Your Experience Management Program | XM Institute

Source: Qualtrics XM Institute

# Building the XM Framework

6

ALAND

## **6.1** | XM Operating Framework | **Culture**
*...developing mindsets & beliefs.*

**Mindsets and beliefs**
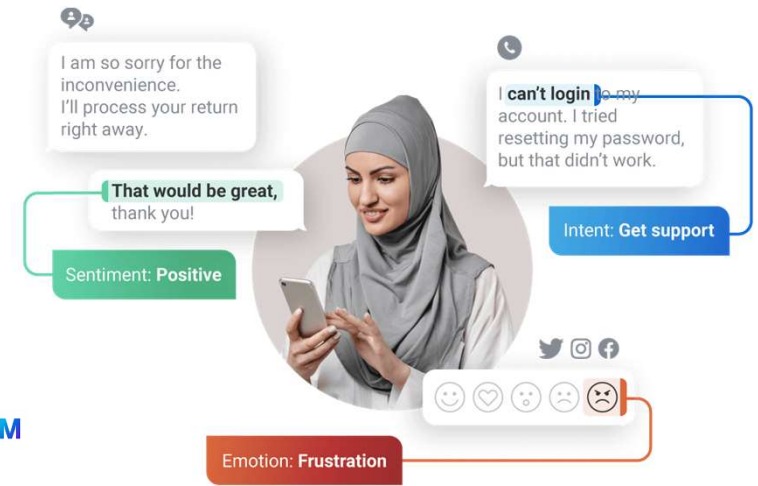that nurture XM-Centric
behaviours across an
organisation.

Shared values, goals, ethics, expectations, and beliefs all add up to company culture.

They drive how decisions are made, what actions are taken, and the business results that follow. Typically, culture originates with an organisation's founders or leaders and trickles down to employees.

### **Four attributes of an XM-Centric Culture**

| | |
|---|---|
| **Purpose Led** | Mission Values Consistency |
| **Human Centric** | Caring Inclusive Responsive |
| **Change Minded** | Learn Improve Adapt |
| **Evidence Based** | Decisions Transparency Access |

**ALAND**

Source: Qualtrics XM Institute

# 6.2 | XM Operating Framework | **Technology**
## *...& integrated platforms + data.*



**qualtrics**ᴹ

**Platform** that infuses actionable intelligence throughout the organisation.

**API integration**
**Data visualisation**
**AI / ML**

**Salesforce**
https://www.salesforce.com

**Procore Technologies**
https://www.procore.com

**UXPressia**
https://uxpressia.com

**Employment Hero**
https://employmenthero.com

**XM platforms** unify "feedback collection, analysis, and action" tools within a single solution.

These collection tools gather direct, indirect, and inferred feedback across first-party and third-party voice, digital, and in-person channels.

Much of this now comes from conversation transcripts and recordings. Yet, VoC platforms must still provide the ability to craft and field surveys – across various platforms – and gather the responses.

The analysis tools then help to derive insights from structured and unstructured data sets – sharing those via reports, visualizations, and techniques.

Lastly, the action tools help businesses act on the insight via alerts, workflow, case assignments, and sometimes auto-generated recommendations.

By utilizing these solutions as part of a single strategy, businesses aspire to continuously improve CX, enhance customer service, bolster retention rates, drive revenue growth, and/or understand perceptions of their brand.

Alongside these must-have capabilities, many vendors offer additional features. These range from options to aggregate data from other enterprise systems and closed-loop feedback automations to sentiment analysis and the ability to collect engagement data from third-party platforms.

**ALAND**

# 6.3 | XM Operating Framework | Competency
## *...& building XM skills.*



**Skills and actions**
required to build XM
capabilities.
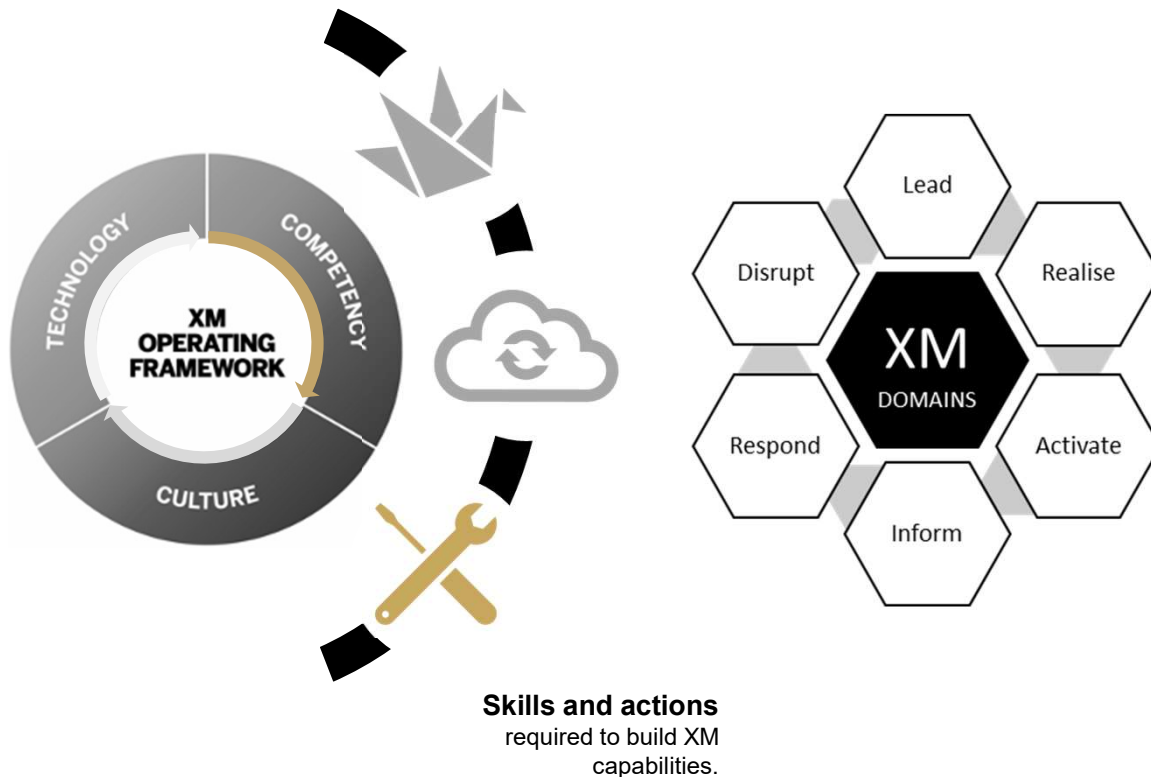
## XM competencies & skills to be developed

### LEAD
This competency is about architecting, aligning, and sustaining successful XM efforts. This competency is about architecting, aligning, and sustaining successful XM efforts.

### REALISE
For XM efforts to have a lasting positive impact, they must align with the overall priorities of the organization. Realize is about ensuring that XM efforts use the right metrics and achieve well-defined business objectives.

### ACTIVATE
This competency is about making sure that people at the organization – including employees, leaders, and partners – have the appropriate skills, support, and motivation to achieve desired XM results.

### INFORM
This competency is about collecting and analysing data in order to provide actionable insights across and organization.

### RESPOND
Sharing insights is not enough. This competency is about building organizational mechanisms to continuously take action on the insights being distributed.
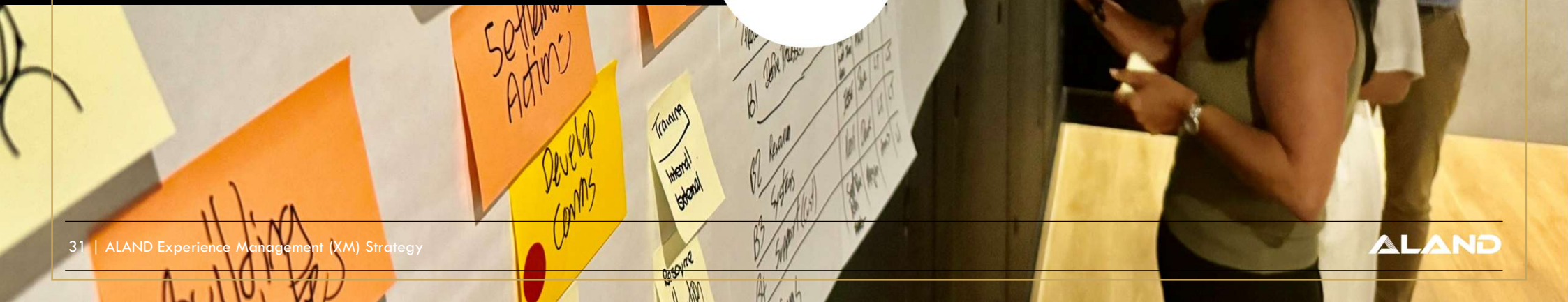
### DISRUPT
While finding and fixing problems is necessary, it alone is not sufficient for capturing people's hearts and minds.
Disrupt is about identifying and designing experiences that differentiate the organization from competitors.
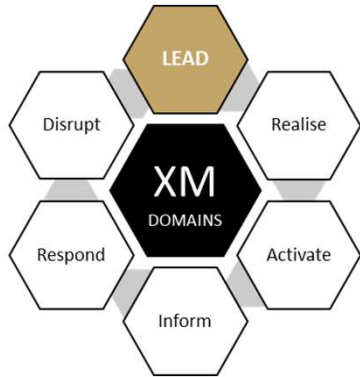
**ALAND**

# Our Key Initiatives

**7**

ALAND

# 7.1 | Lead an XM Program
## ...Strategy, roadmap & governance



**LEAD**

This is about articulating a clear XM strategy and then coordinating the execution of that strategy across many different people and projects over multiple years.

This competency is about architecting, aligning, and sustaining successful XM efforts.

**XM SKILLS TO BE DEVELOPED**

**1.1 | XM Strategy**
Maintain a clear and shared vision for experience management efforts.

**1.2 | XM Roadmap**
Track progress against a well-defined roadmap.

**1.3 | XM Governance**
Maintain governance structures that provide appropriate decision making, alignment, accountability and conflict resolution for the program.

**XM Strategy**
To keep their XM activities all aligned, **ALAND** must develop, share, and maintain a clear vision for their XM efforts.

A strong program follows a well-defined XM strategy that ties to business and brand objectives.

**XM Roadmap:**
As XM success requires companies to coordinate across a number of different teams and projects over a long period of time, **ALAND** must develop and track their progress against a plan with well-defined streams of effort.

This roadmap should identify which experiences, segments, journeys, products, and services the organization considers the key areas of focus and plans to tackle first.

**XM Governance:**
Since XM affects almost the entire organization, it requires **ALAND** to coordinate their efforts across a number of different teams, projects, and departments.

To manage all these activities, **ALAND** will need to establish and maintain organizational governance structures that provide the appropriate decision-making, alignment, accountability, and conflict resolution.

A strong governance structure will, for example, have a member of top management as an executive sponsor who's responsible for supporting and advocating for the XM program among their peers.

**FIVE STAGES OF XM MATURITY**

| STAGE 1 INVESTIGATE | STAGE 2 INITIATE | STAGE 3 MOBILISE | STAGE 4 SCALE | STAGE 5 EMBED |
|---|---|---|---|---|
| Not focused on XM as a strategic opportunity | Leaders see the potential value & kick off pockets of activity | Execs view VM as a strategic priority, org taps into full time staff who distribute insights & drive experience improvements | Strong XM Competencies in place. Org systematically uses insights to identify & improve experiences & invests in engaging the entire workforce. | XM Skills are ingrained across the org and experience is the basis for ongoing differentiation. |
| <2023 | 2024 | 2025 | 2026 | 2027 |

| Lead | 1.1 | XM Strategy | | 2024 |
|---|---|---|---|---|
| 729 | Impact H | Ease H | Low Cost H | Q1 |

| Lead | 2.1 | XM Roadmap | | 2024 |
|---|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q1 |

| Lead | 3.1 | XM Committee | | 2024 |
|---|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 |

| Lead | 3.2 | XM QTR Review | | 2024 |
|---|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 |

**ALAND**
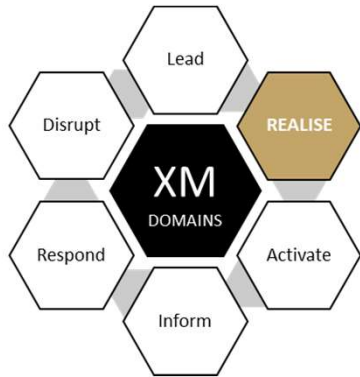
**REALISE**

For XM efforts to have a lasting positive impact, they must align with the overall priorities of the organization.

Realize is about ensuring that XM efforts use the right metrics and achieve well-defined business objectives.

**XM SKILLS TO BE DEVELOPED**

**Value Planning**
Forecast the business value of the XM initiatives and program.

**Metrics Management**
Prioritise your efforts based on a well defined, and agreed set of metrics.

**Value Delivery**
Adjust your efforts to make sure they deliver on your forecasts.

**Value Planning**
**ALAND** should start it's XM journeys with a clear definition of what they want their efforts to achieve.

This involves forecasting the specific business value of XM efforts and defining how exactly this value will be tracked.

One way **ALAND** can predict expected value is by creating a model that shows how changes in key XM metrics, like NPS, employee engagement, or brand perception, will deliver desired business results, like improving customer retention, lowering staff turnover, or reducing cost to serve.

**Value Delivery**
The context in which organizations deliver experiences is constantly changing – people's expectations change, competitors change, business strategy changes – which means **ALAND** will need to continuously track the value they are creating and make ongoing adjustments to the experiences.

One of the keys to successful Value Delivery is instituting a regular cadence of examining, and potentially resetting, business goals.

**Metrics Management.**
A strong XM program identifies key metrics using X- and O-data and then uses those metrics to drive operational priorities.

The metrics program must define realistic targets for its core XM metric as well all its key driver metrics based on how they influence desired business outcomes.

**FIVE STAGES OF XM MATURITY**

| STAGE 1 INVESTIGATE | STAGE 2 INITIATE | STAGE 3 MOBILISE | STAGE 4 SCALE | STAGE 5 EMBED |
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| <2023 | 2024 | 2025 | 2026 | 2027 |

| Realise | 1.1 | XM Business Case | 2024 |
|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 |

| Realise | 2.1 | Metrics scorecard | 2024 |
|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 |

| Realise | 3.1 | OKR Tracking | 2025 |
|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q1 |

**ALAND**

# 7.3 | Activate the organisation
## *...Change management, training and role-based enablement*
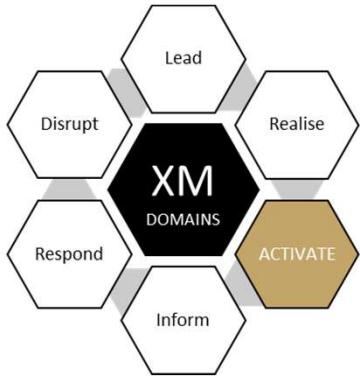


**ACTIVATE**
People generally gravitate towards the status quo, so XM efforts must help overcome this natural inertia. This competency is about making sure that people at the organization – including employees, leaders, and partners – have the appropriate skills, support, and motivation to achieve desired XM results.

**XM Skills**

**Ecosystem Communication**
Keep stakeholders informed about the objectives and progress of the program.

**Expertise Building**
Create mechanisms to build and enhance key XM skills across the organisation.

**Role-based Enablement**
Ensure employees have the training, skills and motivation to adopt XM centric behaviours.

**Ecosystem Communications.**
People are more likely to stay aligned with transformation efforts when they understand *why* things are changing, so XM programs must keep employees and partners informed about the value and progress of their efforts.

To be effective, communications should define key messages and cascade them through management layers and across teams, reaching all levels of the organization.

**Expertise Building.**
Since XM requires people to learn a new set of behaviours and practices, **ALAND** will need to build, proliferate, and enhance key XM skills.

One way that **ALAND** can build expertise is by using Centres of Excellence, a set of people who develop and maintain mastery of critical skills, to enhance key XM capabilities and share best practices across the organization.
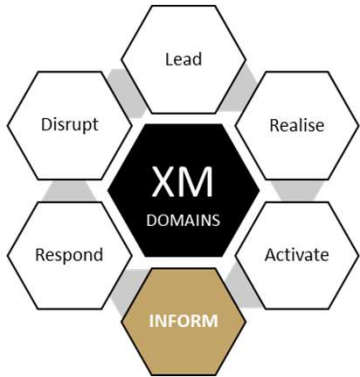
**Role-Based Enablement.**
**ALAND** must ensure that their employees and partners have the skills, training, tools, and motivation to successfully adopt XM-centric behaviours.

Since positive reinforcement is key to changing behaviours, organizations should recognize and celebrate the individuals and teams who demonstrate desired XM practices.

**FIVE STAGES OF XM MATURITY**

| STAGE 1 INVESTIGATE | STAGE 2 INITIATE | STAGE 3 MOBILISE | STAGE 4 SCALE | STAGE 5 EMBED |
|---|---|---|---|---|
| Not focused on XM as a strategic opportunity | Leaders see the potential value & kick off pockets of activity | Execs view VM as a strategic priority, org taps into full time staff who distribute insights & drive experience improvements | Strong XM Competencies in place. Org systematically uses insights to identify & improve experiences & invests in engaging the entire workforce. | XM Skills are ingrained across the org and experience is the basis for ongoing differentiation. |
| <2023 | 2024 | 2025 | 2026 | 2027 |

| Activate | 1.1 | Change Mgt Plan | 2024 |
|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 |

| Activate | 1.2 | XM Campaigns | 2025 |
|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q1 |

| Activate | 2.1 | Staff Training | 2024 |
|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 |

| Activate | 3.1 | Reward / Recog | 2024 |
|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 |

**ALAND**

**INFORM**

To improve the experiences it delivers, an organization must be capable of collecting and processing a constant flow of X-data and O-data and then transforming it into useful information.

This competency is about collecting and analysing data in order to provide actionable insights across and organization.

**XM Skills**

**X+O Data Integration**
Combine X+O data to create actionable insights.

**Experience Monitoring**
Capture appropriate signals from targeted individuals at the appropriate time.

**Insights Distribution**
Distribute tailored insights to stakeholders to make it easy for them to take action.

**X- and O-Data Integration.**
**ALAND** can generate actionable insights by combining O-data – such as segment profiles, product ownership, work history, and previous interactions – together with X-data in a single system.

Bringing these disparate data sources together will facilitate the use of advanced analytics and ultimately yield richer insights.

**Experience Monitoring.**
XM programs must identify and capture the appropriate signals from the appropriate audiences at the appropriate times.

One activity that's crucial to mastering this skill is oversampling feedback from key customer and employee segments during interactions where the resulting insights will be most valuable to the organization.

**Insights Distribution.**
XM truly becomes valuable when companies share X- and O-data insights in the right form, at the right time, and tailored to the people best equipped to act on the information.

This skill includes creating customized alerts and dashboards that are synchronized to the operational and decision-making cadences of internal stakeholders.

**FIVE STAGES OF XM MATURITY**

| STAGE 1 INVESTIGATE | STAGE 2 INITIATE | STAGE 3 MOBILISE | STAGE 4 SCALE | STAGE 5 EMBED |
|---|---|---|---|---|
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| <2023 | 2024 | 2025 | 2026 | 2027 |

| Activate | 1.1 | Map X+O metrics | 2024 | | Activate | 1.2 | API integration | 2025 |
|---|---|---|---|---|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 | 81 | Import H | Impact H | Low Cost L | Q2 |

| Activate | 2.1 | Develop Journeys | 2024 | | Activate | 2.3 | Deploy Martech | 2024 | | Activate | 2.3 | Mobilise Martech | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q4 | 273 | Import H | Impact H | Low Cost L | Q4 | 273 | Import H | Impact H | Low Cost L | Q4 |

| Activate | 3.1 | Dashboards | 2025 |
|---|---|---|---|
| 273 | Import H | Impact H | Low Cost M | Q2 |

**ALAND**

Source: Qualtrics XM Institute

# 7.5 | Respond to changes in market & operations
## ...investigate, intervene and improve
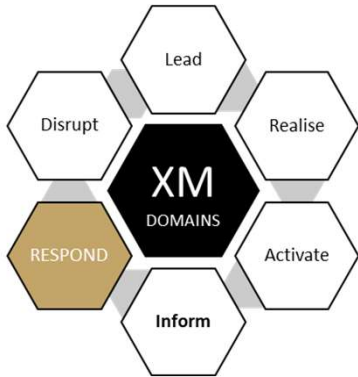


**Lead**  **Realise**  **Disrupt**  **XM DOMAINS**  **Activate**  **RESPOND**  **Inform**

**RESPOND**

Sharing insights is not enough.

This competency is about building organizational mechanisms to continuously take action on the insights being distributed.

**XM Skills**

**Immediate Response**
Systematically follow up with individuals to fix problems that are uncovered by insights.

**Expertise Building**
Make ongoing changes to operational processes based on experience insights.

**Strategic Decision Making**
Make strategic decisions based on experience insights.

**Immediate Response.**
Any successful XM effort must include the capability to systematically follow up with people who are affected by an experience – as indicated by their feedback or discovered through analytics – and fix the problems that are uncovered.

To master this skill, **ALAND** should automate and manage a closed-loop process using tools such as ticket management, status updating, and tracking.

**Continuous Improvement.**
**ALAND** will need to make ongoing changes to operational processes based on a continuous flow of X- and O-data insights.

This skill often includes a well-defined process for diagnosing and prioritizing potential areas of improvement depending on how they would impact experiences and business results.

**Strategic Decision-Making.**
**ALAND** should use insights from X- and O-data to make strategic decisions.

A good starting point for this skill is to develop XM goals and targets for the executive team and then thoughtfully cascade those objectives throughout the rest of the organization.

**FIVE STAGES OF XM MATURITY**

| STAGE 1 INVESTIGATE | STAGE 2 INITIATE | STAGE 3 MOBILISE | STAGE 4 SCALE | STAGE 5 EMBED |
|---|---|---|---|---|
| Not focused on XM as a strategic opportunity | Leaders see the potential value & kick off pockets of activity | Execs view VM as a strategic priority, org taps into full time staff who distribute insights & drive experience improvements | Strong XM Competencies in place. Org systematically uses insights to identify & improve experiences & invests in engaging the entire workforce. | XM Skills are ingrained across the org and experience is the basis for ongoing differentiation. |
| <2023 | 2024 | 2025 | 2026 | 2027 |

| Activate | 1.1 | Close Loop | 2025 |
|---|---|---|---|
| 729 | Import H | Impact zH | Low Cost L | Q1 |

| Activate | 2.1 | Map processes | 2024 |
|---|---|---|---|
| 729 | Import H | Impact H | Impact H | Q3 |

| Activate | 3.1 | Strategy Workshop | 2024 |
|---|---|---|---|
| 273 | Import H | Impact H | Low Cost M | Q4 |

**ALAND**

# 7.6 | Disrupt and deliver
*...drive new experience through innovation*
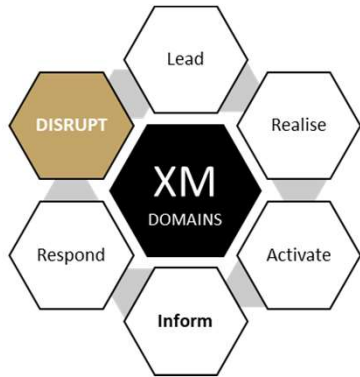


**DISRUPT**
While finding and fixing problems is necessary, it alone is not sufficient for capturing people's hearts and minds.

Disrupt is about identifying and designing experiences that differentiate the organization from competitors.

**XM Skills**

**Experience Visioning**
Uncover opportunities to transform experiences.

**Experience Design**
Apply Human Centric Design (HCD) principles to experience design.

**Experience Integration**
Ensure experiences are delivered consistently when the are rolled out.

**Experience Visioning.**
The foundation of this skill is uncovering opportunities for disruptive new experiences.

One of the ways **ALAND** can implement this capability is by creating journey maps, which will allow them to both understand customer needs and perceptions and uncover potential opportunities for improvement.

**Experience Design.**
Once **ALAND** has identified a potential opportunity, it will need to apply human-centric approaches to create or improve that experience.

To do this, **ALAND** should consider involving customers and employees in the design process through co-creation sessions and ongoing testing.

**Experience Integration.**
It's not enough to just design new experiences. Strong XM requires **ALAND** to develop the processes, systems, and training that will enable them to deliver new experiences in a consistent fashion.

For example, **ALAND** must keep resources assigned to new experience deployments until they can conclusively demonstrate that these experiences are creating the desired customer or employee perceptions.

**FIVE STAGES OF XM MATURITY**

| STAGE 1 INVESTIGATE | STAGE 2 INITIATE | STAGE 3 MOBILISE | STAGE 4 SCALE | STAGE 5 EMBED |
|---|---|---|---|---|
| Not focused on XM as a strategic opportunity | Leaders see the potential value & kick off pockets of activity | Execs view VM as a strategic priority, org taps into full time staff who distribute insights & drive experience improvements | Strong XM Competencies in place. Org systematically uses insights to identify & improve experiences & invests in engaging the entire workforce. | XM Skills are ingrained across the org and experience is the basis for ongoing differentiation. |
| <2022 | 2023 | 2024 | 2025 | 2026 |

| Activate | 1.1 | ALAND LABS | | 2025 |
|---|---|---|---|---|
| 729 | Import H | Impact zH | Low Cost L | Q1 |

| Activate | 2.1 | HCD Training | | 2025 |
|---|---|---|---|---|
| 729 | Import H | Impact H | Impact H | Q1 |

| Activate | 3.1 | Rollout Plans | | 2024 |
|---|---|---|---|---|
| 729 | Import H | Impact H | Low Cost H | Q3 |

ALAND

Source: Qualtrics XM Institute

# Our XM Timeline

**8**

ALAND

# 8.1 | XM Roadmap
## ...*Initiate > Mobilise > Scale*

### 52 Deliverables over the next three years

| | | 2024 XM Maturity **Initiate >** | 2025 XM Maturity **Mobilise >** | 2026 XM Maturity **Scale>** |
|---|---|---|---|---|
| **CULTURE** | C1 Vision + Value | 1 | 1 | 1 |
| | C2 Strategy | 2 | 2 | 2 |
| | C3 Alignment | 3 | 3 | 3 |
| **TECH** | T1 \| XM Platform | 1 \| 2 | 3 \| 4 | 5 |
| | T2 \| MarTech Review | 1 \| 2\| 3 \| 4 | 5 | |
| | T3 \| Portals | 1 \| 2 \| 3 | 4 | 5 |
| **SKILLS 1. Lead** | 1 \| XM Strategy | 1 | | |
| | 2 \| XM Governance | 1 \| 2 | | |
| | 3 \| XM Roadmap | 1 \| 2 | | |
| **2. Realise** | 2.1 \| Value planning | 1 | | |
| | 2.2 \| Value delivery | 1 | | |
| | 2.3 \| Metrics mgt | 1 | | |
| **3. Activate** | 3.1 \| Ecosystem Comms | 1 | 2 | |
| | 3.2 \| Expertise Building | | 1 | |
| | 3.3 \| Role based enablement | 1 | | |
| **4. Inform** | 4.1 \| X+O Data Integration | 1 | 2 | |
| | 4.2 \| Experience Monitoring | 1 \| 2 | 3 | 4 \| 5 |
| | 4.3 \| Insights Distribution | 1 | 2 | |
| **5. Respond** | 5.1 \| Immediate Response | | 1 | |
| | 5.2 \| Continuous Improvement | 1 | | |
| | 5.3 \| Strategic Decision Making | 1 | | |
| **6. Disrupt** | 6.1 \| Experience Visioning | | 1 | |
| | 6.2 \| Experience Design | | 2 | |
| | 6.3 \| Experience integration | 3 | | |

| INITIATIVES | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| C1.x | Annual Review | Annual Review | Annual Review | | |
| C2.x | Annual Review | Annual Review | Annual Review | | |
| C3.x | Qtr Review | Qtrl Review | Qtr Review | | |
| T1.x | Salesforce Survey | Employment Hero | Qualtrics | Qualtrics Integration | AI |
| T2.x | Salesforce Core | SF Marketing Cloud | Procore | Social Media | OKR Platform |
| T3.x | Prop Mgt Portals | Partner Portal | Hospitality Portal | Employee Portal | Customer Portal |
| **S1**.1.Lead | XM Strategy(3Yr) | | | | |
| S1.2.x | XM Committee | XM Review (QTR) | | | |
| S1.3.x | XM Roadmap | | | | |
| **S2.1 Realise** | Business Cases | Metrics | | | |
| S2.2.x | Metrics Scorecard | | | | |
| S2.3.x | OKR Tracking | | | | |
| **S3.1 Activate** | Change Mgt Plan | XM Campaigns | XM Awards | | |
| S3.2.x | Staff Training | | | | |
| S3.3.x | Reward & Recognition | | | | |
| **S4.1.x Inform** | Map X+O data | API integration | | | |
| S4.2.x | Develop Journeys | Deploy Martech | Embed Martech | Scale Martech | Artificial intelligence |
| S4.3.x | Dashboard Dev | Dashboards v2 | | | |
| **S5.1. Respond** | Close loop enabled | | | | |
| S5.2.x | Processes Mapped | | | | |
| S5.3.x | Strategy Workshop | | | | |
| **S6.1 Disrupt** | ALAND Labs | | | | |
| S6.2.x | HCD Training | | | | |
| S6.3 | Rollout Plans | | | | |

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# Thank *you*

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