

# Stockland Strategic Recommendations



# Profero Process

Understand the Business

Understand the Customers

Understand the Objectives

Author recommendations to meet objectives





# What we are presenting to Stockland

Business Objectives

Audience and Their Objectives

Alignment

11 Detailed Recommendations

Overarching Principles

Strategically Addressing the Objectives



# Stockland Business Objectives



Sell & Lease Property at a Profit





# How does Stockland achieve objectives?



Multiple business units working together in tandem towards a common goal.



# Working towards the common goal

Sales Activity:

**Property Groups by Product Type**

Facilitators:

**Corporate Groups by Responsibility**





# Sales Side goals

## SELL

Manage leads through to a sale

Create a community of users as a value proposition

Manage interest throughout a project life cycle to satisfy early and late adopters

Interact regularly with interested parties to keep top of mind and close sale

Service ongoing needs through the web to maintain business relationships

Showcase current product availability to keep product flowing into marketplace

Illustrate character and benefit profile of product to highlight appeal to target market

Drive customers to product and sales teams through marketing initiatives

Co-ordinate efficiently with 3rd party partners and facilitators





# Facilitators' Goals

## FACILITATE

Keep information flowing into public forum that reflects Stockland value proposition in terms of issues management, brand equity building news, investor marketing, corporate responsibility (sustainability) and general marketing

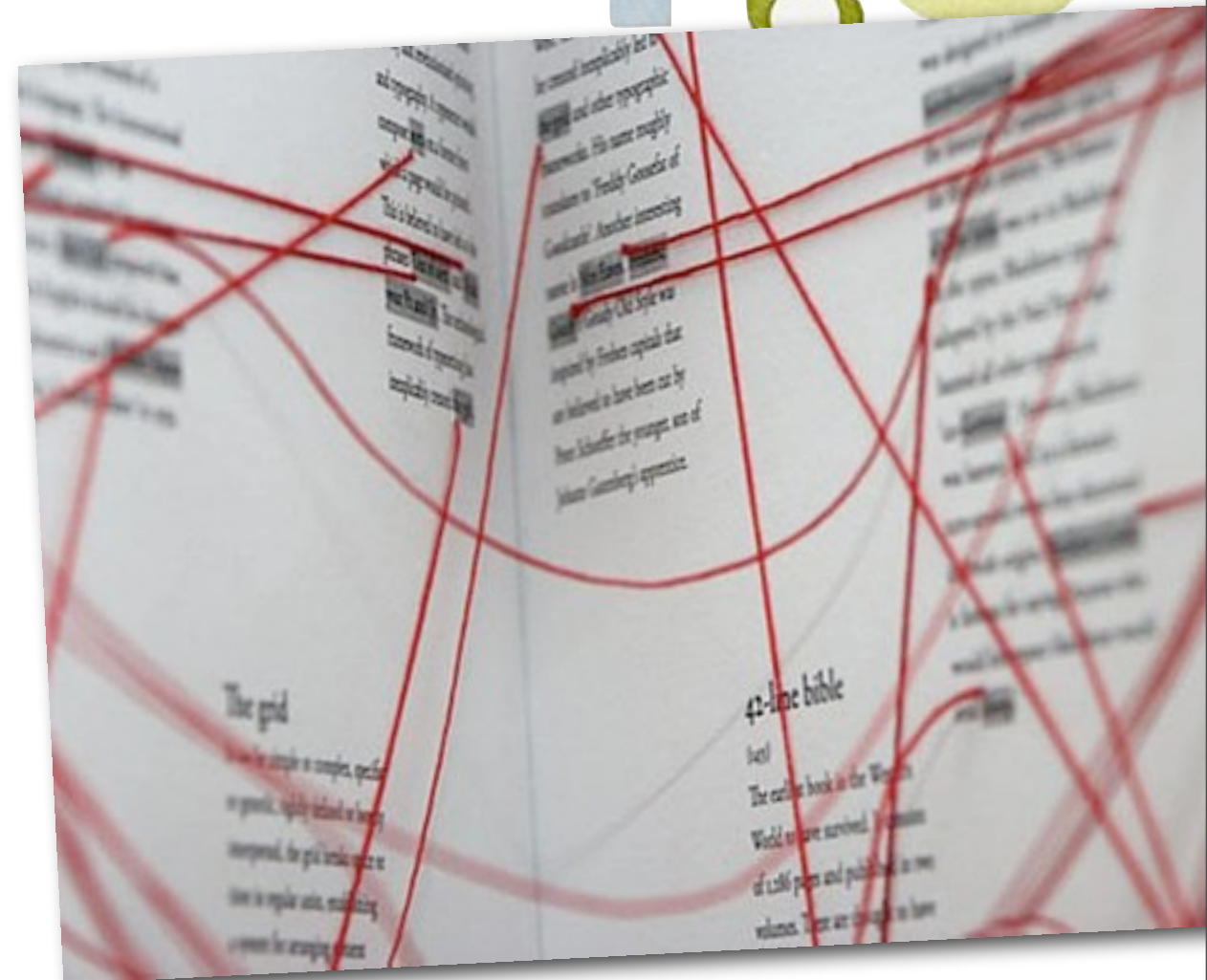
Continually improve and refine process for publishing information on all fronts

Capture investment capital to finance product development strategies

Keep company in line with governance and compliance regulations

Integrate assets to aid in sales and marketing activity

Facilitate business profitably by providing a pool of qualified personnel to run the business





# What does it mean?

1. Common and uncommon ground - different objectives based around common goals
2. Team commitment to improving efforts and raising performance standards towards common goal
3. Understanding that web is critical platform in marketing mix moving forward and an organisational orientation towards developing improved online interactive assets

**Stockland web presence needs to focus on overall objective of combined business units and talk to customer need satisfaction strategies, not on representing organisational structure on-line.**





# Audience



Who is using or will use the Stockland website and why?



# Current Usage

## What the stats tell us:

Property is majority of traffic - 70+%

High traffic from job seekers - Largest Single Sub Page

Investor page and contact page in traffic top 10.

High traffic directly to developments through marketing URLs  
- message getting through from DM and Advertising.





# Customer Types - fundamental breakdown

- Property Buyers (Domestic & Commercial)
- Tenants (Commercial & Retail)
- Investors (Share and Fund)
- Professional Interested 3rd parties (Facilitators)





# Breakdown of consolidated customer types

Financial Investor
Property Investor
Prospect Home Buyer
Prospect Apartment Buyer
Prospect Industrial Land
Prospect Retirement
Prospect Office/Commercial Space
Prospect Industrial Land
Prospect Retail Space
Retail Customers
Existing Customers
General Public
Business Partners
Internal Stakeholders
Financial Business

- General Public:**
- Job seekers
  - Special Interest
  - Sponsorship
  - Local Community & Government
  - Local Business
  - Journalists
  - Competitors

- Business Partners:**
- Builders
  - Leasing & Sales Agents

- Financial Business:**
- Analysts
  - Brokers
  - Intuitional
  - Business Journalists

Customer types, taken from business requirements, grouped by common objectives.





# Audience

## PRIMARY AND SECONDARY AUDIENCE (PERSONAS)

### Domestic Property Audience

Tom Cash – Property Investor (secondary - Speculative Builder)

Bob and Denise Landry – House and Land Buyers

Tina Flatly – Apartment Buyer (secondary - Premium Apartment Buyer)

Monti and Mimi Olds – Retirement Customers

### Commercial Audience

Maria Power – Commercial Property (secondary - Small Industrial Space)

### Retail Audience

Saul Indie – Independent Retailer

Susan Portman – Shop Manager, National Retail Chain

Carrie Goods – Retail Shopper

### Key Facilitators

Simon Sayers – Financial Consultant (Capital Partners Funds)

Frank Knight – Commercial Property Agent

**Personas** tell us what an audience has in common, segmentation tells us how they are differentiated.





# Audience

## TERTIARY

### Investors - fund and share:

Varied group that are led by the success in addressing the primary and secondary personas and resulting successful business results.

Common list of requirements based upon news, compliance and results publication.

Financial institutions and individuals buying shares on the open market or investing in Capital Partners Funds and the network of professionals that support them.

### Professionally interested facilitators:

Varied group from many different audiences that shares the common goal to find out about Stockland, from Stockland. Common audience for well defined issues of brand, media and public relations.

Analysts and financial industry researchers, including journalists.

General public, special interests, government, business partners, sponsorship or job seekers, internal audience.

Not direct generators of revenue.

**Investor** audiences success driven by successful communication with primary and secondary audiences resulting in sales.





# Audience Objectives 1 - Property Customers

## Property Buyers (Domestic, Commercial & Investment)

1. Find the best property (domestic, commercial or retail) quickly, inexpensively and accurately.
2. Build short list based upon prerequisites of requirements to visit in person.
  - Advance information puts them ahead of the pack for scarce premium options.
  - Wants detailed information to match detailed requirements.
  - Requirements spread across emotional and rational mindsets.
3. Advantage - value and cost are relative concerns, but everybody wants a deal.
4. Locate a reputable and reliable business partner who recognises their value.
5. Locate people to speak with on relevant topics.
6. Locate properties with best opportunities for value appreciation.

## Tenants (Commercial and Retail)

As per Buyers 1-6 PLUS:

1. Find a facility with good maintenance and service potential.
2. Locate a landlord that will support their personal or business objectives.
  - Marketing, signage, and promotion
  - Experiences to enhance their visitor's experience.





# Audience Objectives 2 - Corporate Customers

## Professionally interested 3rd parties

1. Access information relating to governance and regulatory compliance.
2. Access news relating to Company issues, activities and directions toward understanding the business's prospects in marketplace and position in general community.
  - Understanding of company's stance on sustainability at macro and micro levels.
3. Profile of opportunities available to do profitable business with the Company.
4. Time and cost efficient methods for liaising with the Company.
  - Directory of responsible people to contact as required.
  - Timeline for forward planning on matters dealing with the Company.

## Investors - Share and Fund

### As per 3rd parties PLUS:

1. Locate investment options with great returns at lowest possible risk.
2. Locate an investment that meets their prerequisites for cost, duration and estimated return.
3. Locate rational information to support their individual investment decisions.
4. Manage and monitor their investments and related documents simply and accurately over time.
  - Gearing of fund, price, how to liquidate or purchase
5. Gain ahead of the pack insight to secure advantages.





# Business Units v Audience Types

Sales Activity:

## Property Groups by Product Type

Property Buyers (Domestic, Commercial & Investment)

Tenants (Commercial & Retail)

Investors (Capital Partners Fund)

Facilitators:

## Corporate Groups by Responsibility

Investors (Share)

Professional Interested 3rd parties (Facilitators)

*Aligning the message with the audience -  
facilitating goals in a virtuous circle.*







# Detailed Strategic Recommendations



# 1: Top level contextual navigation defaults primary audience to primary content: Property.

Property is the main audience and revenue source – thus shorten and clarify the path to that content.

Top level contextual navigation allows for choice towards property, media or investment content areas, but default landing environment is property.

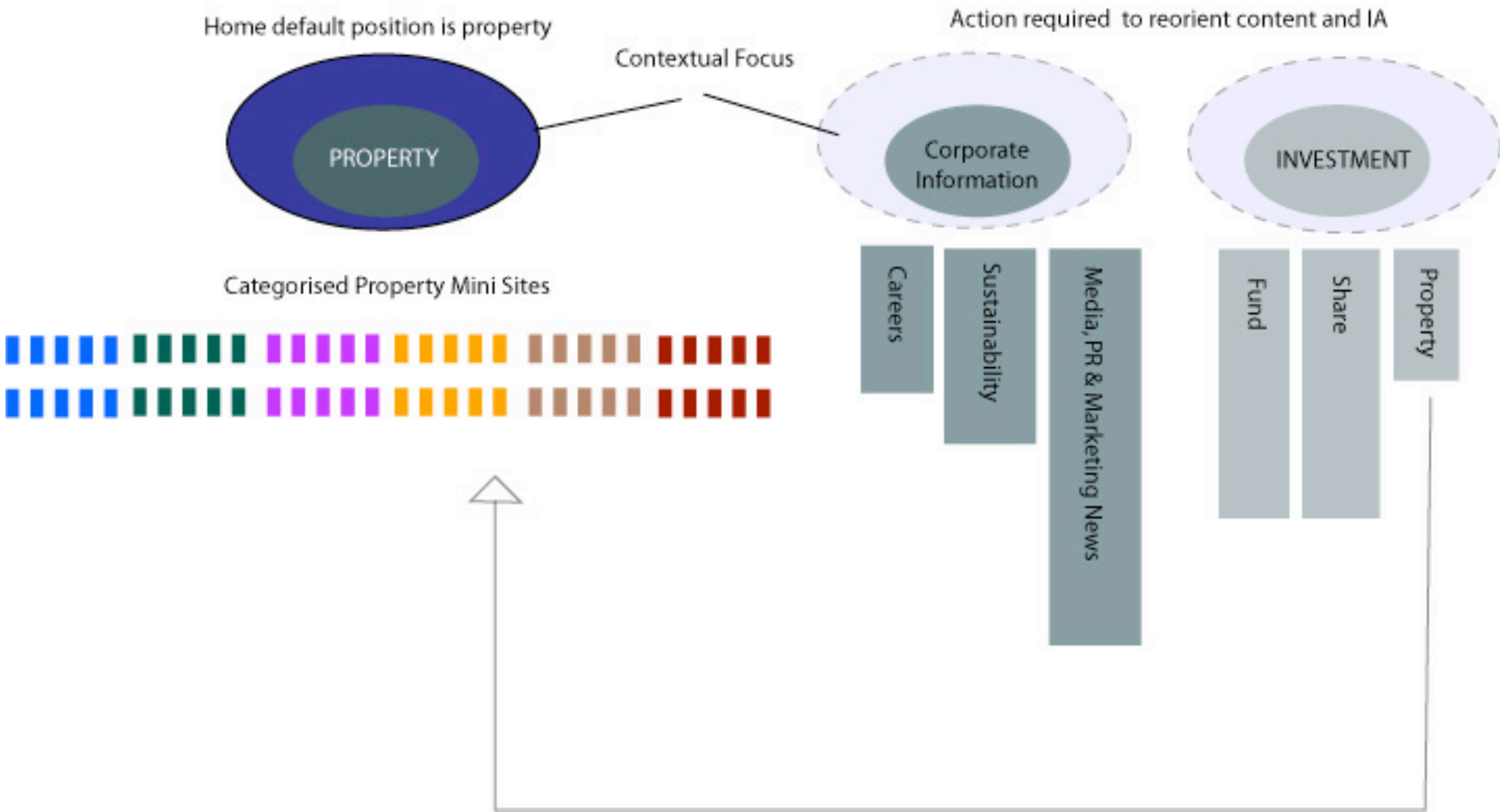
Primary contextual navigation provides different user environments in three primary content categories.

This primary orientation to property is supported by shortcuts deep linking to hot topics across all three categories based on business objectives (promotional and political links) and audience objectives (high traffic sections).





# Top Level Navigation





## 2. Communicating the corporate message in a consolidated, informative format: Corporate Info and Investment Centres.

Create twin corporate gateways for delivery of both corporate info and investment information. Each consolidated into a concise format meaningful to diverse audiences.

News and active publishing is a key benefit for SEO.

Centralisation of investment content suits both individual and industry audiences, share, Capital Partner Funds and property.

Media and investment information facilitates property sales objectives directly and indirectly.

Centralisation of Sustainability content to support their audience and distribute content into property space.





# 3. Four customer-centric primary navigation paradigms for property on the home page.

At the property level, customers offered several paradigms to navigate to the product of their choice. Each navigation alternative provides a different experience and positions the user for a more relevant exposure to content.

Orientation towards audience, product, needs and location, cross developed towards express navigation, contextual navigation and visual browsing – male and female decision making processes accommodated.

Virtual Sales Centre - needs based contextual navigation option, allows for building a lifecycle relationship users, and satisfies comprehensive search requirements.

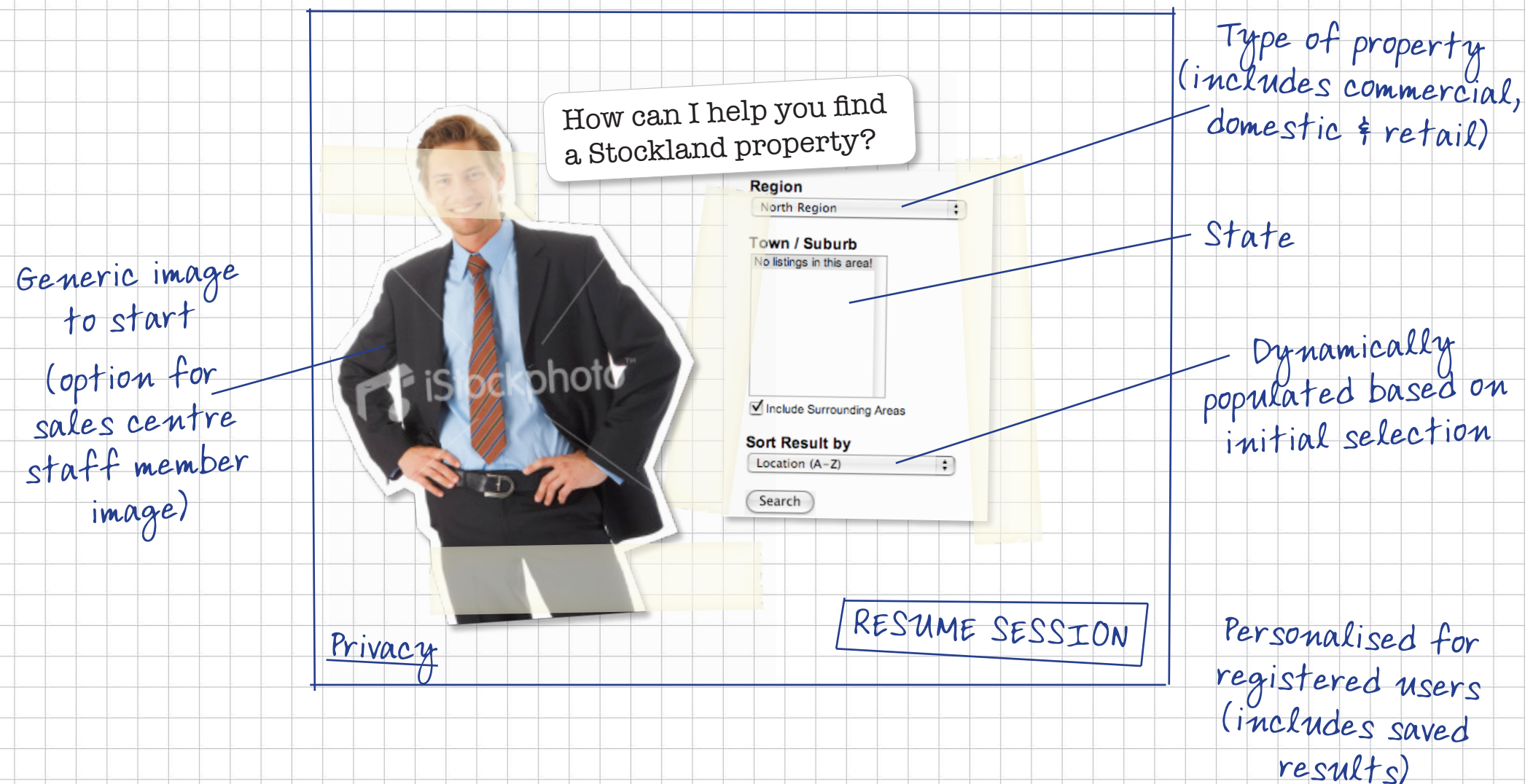
Back-end reporting of navigation metrics provides statistics of choices and directions beyond web statistics, with and without full user registration and identification.





## VIRTUAL SERVICE CENTRE - STEP 1

Contextual navigation evolves through several screens with different questions based on previous answers





## VIRTUAL SERVICE CENTRE - STEP 2

Search values generate metrics for marketing, registered and non-registered users alike.

Question based on context

So what kind of Stockland apartment are you after?



Privacy

Region  
North Region

Town / Suburb  
No listings in this area!

☒ Include Surrounding Areas

Sort Result by  
Location (A-Z)

Search

Listing Type  
Commercial

Price Range  
From Any To Any

Bedrooms  
From Any To Any

Bathrooms  
From Any To Any

Carspaces  
From Any To Any

Dynamically populated filters based on initial selection.

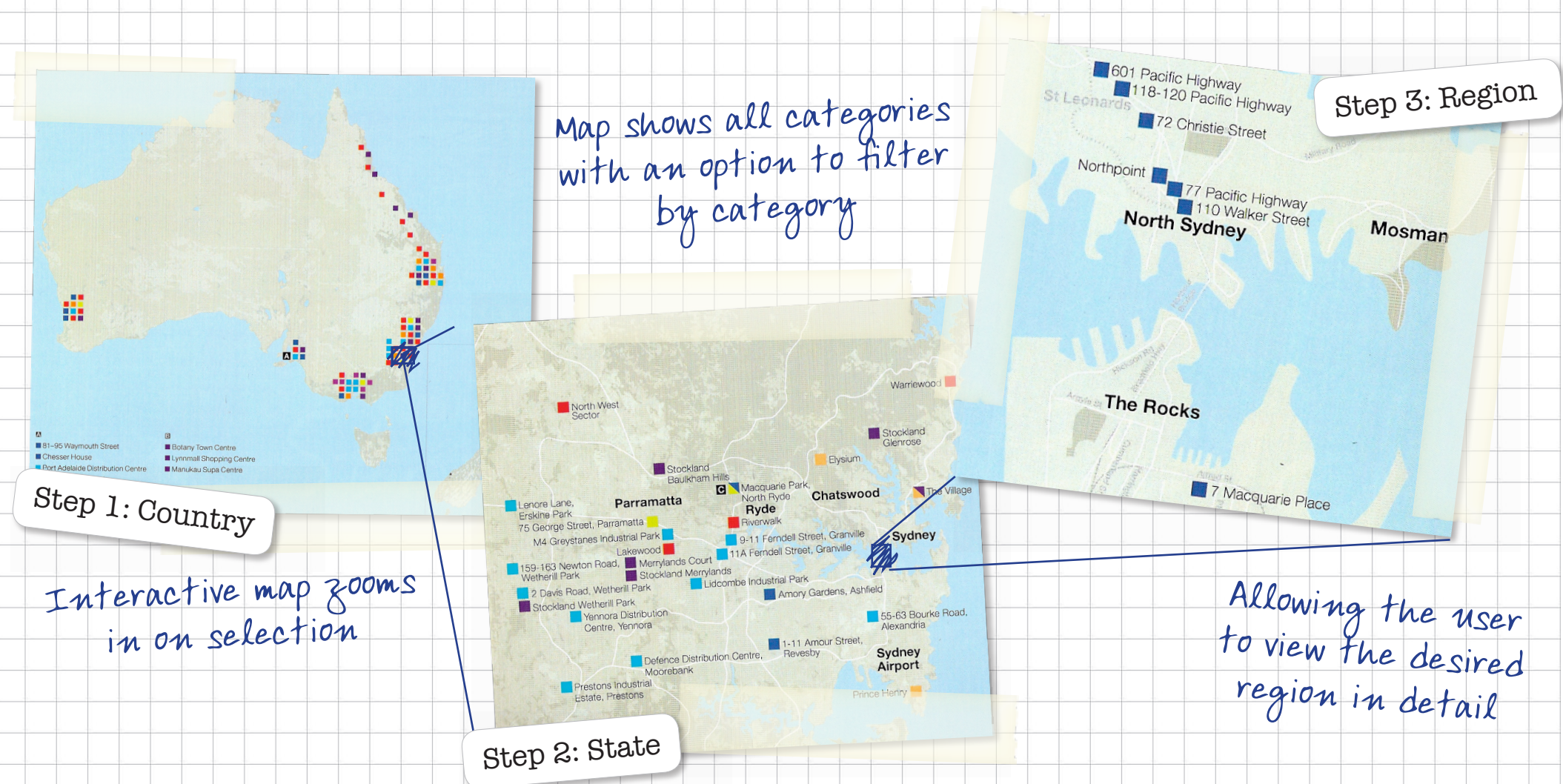
Passive "registration"

SAVE

→ STEP 3 contains results

## VISUAL MAP NAVIGATION

### Inspirational Australian Communities





VISUALLY BROWSE PROPERTIES

Passive "registration"

Ability to save & review favourites

SAVE

All properties colour coded for easy recognition of PROPERTY CATEGORY & labeled for STATE

Queensland

LIVE

WORK

SHOP

INVEST

SAVED

Brand value reinforcement

Filters to show only properties matching desired criteria

reinforcement BRAND VALUE FILTERS TO SHOW ONLY PROPERTIES MATCHING DESIRED CRITERIA

## AUDIENCE BASED - EXPRESS NAVIGATION

LIVE WORK SHOP INVEST

Brand value  
reinforcement

Select

Select

Dynamically  
generated based  
on context

Shortcuts to  
search results

- ✓ Select a Community
- New South Wales
- Bayswood, Vincentia
  - Bridgewater, South Camden
  - Darcy's Peak, Gillieston Heights
  - Glenmore Park, Glenmore Park
  - Lakewood, Pemulwuy
  - Macarthur Gardens, Campbelltown
  - McKeachie's Run, Aberglasslyn
  - Murrays Beach, Wallarah Peninsula
  - Riverwalk, Ermington
  - Waterside, Penrith
- Queensland
- Augustine Heights
  - Bellvista
  - Cuttersfield
  - Doonella Noosa
  - Highland Reserve
  - Jacobs Ridge
  - Kawana Forest
  - Kawana Island
  - Lake Kawana
  - North Lakes
  - North Shore
  - Pacific Pines
  - Parkwood
  - Riverstone Crossing
  - The Boardwalk
  - The Observatory
  - Woodgrove
- Victoria
- essence
  - Eve
  - Hawkstowe
  - Hidden Grove
  - Highlands
  - Mernda Villages
  - Monterey Central
  - Point Lonsdale Residential and Waterways Development
  - Sierra
  - The Parks of Bellevue Hill
- Western Australia
- Ashdale Gardens
  - Kennedy Park
  - Newhaven
  - Settlers Hills
  - South Beach
  - The Boardwalk
  - The Sanctuary
  - Vertu Private Estate



## 4. Represent a wide range of property products with individualised “mini sites,” designed with marketing excellence initiatives.

All developments consolidated into own template based customisable property mini sites. Identifying commercial, domestic and retail products with dual URL strategy: [Stockland.com.au/development](http://Stockland.com.au/development) & [development.com.au](http://development.com.au). These both point to a uniquely designed “development” property mini site home page within the Stockland site.

Allows for repurposing of content to cross-promotional microsites and as distributional feeds to partners.

Provides landing page and content focus for SEM, SEO and offline promo.

Option to pass non-Stockland domains to community sites upon completion of Stockland involvement.



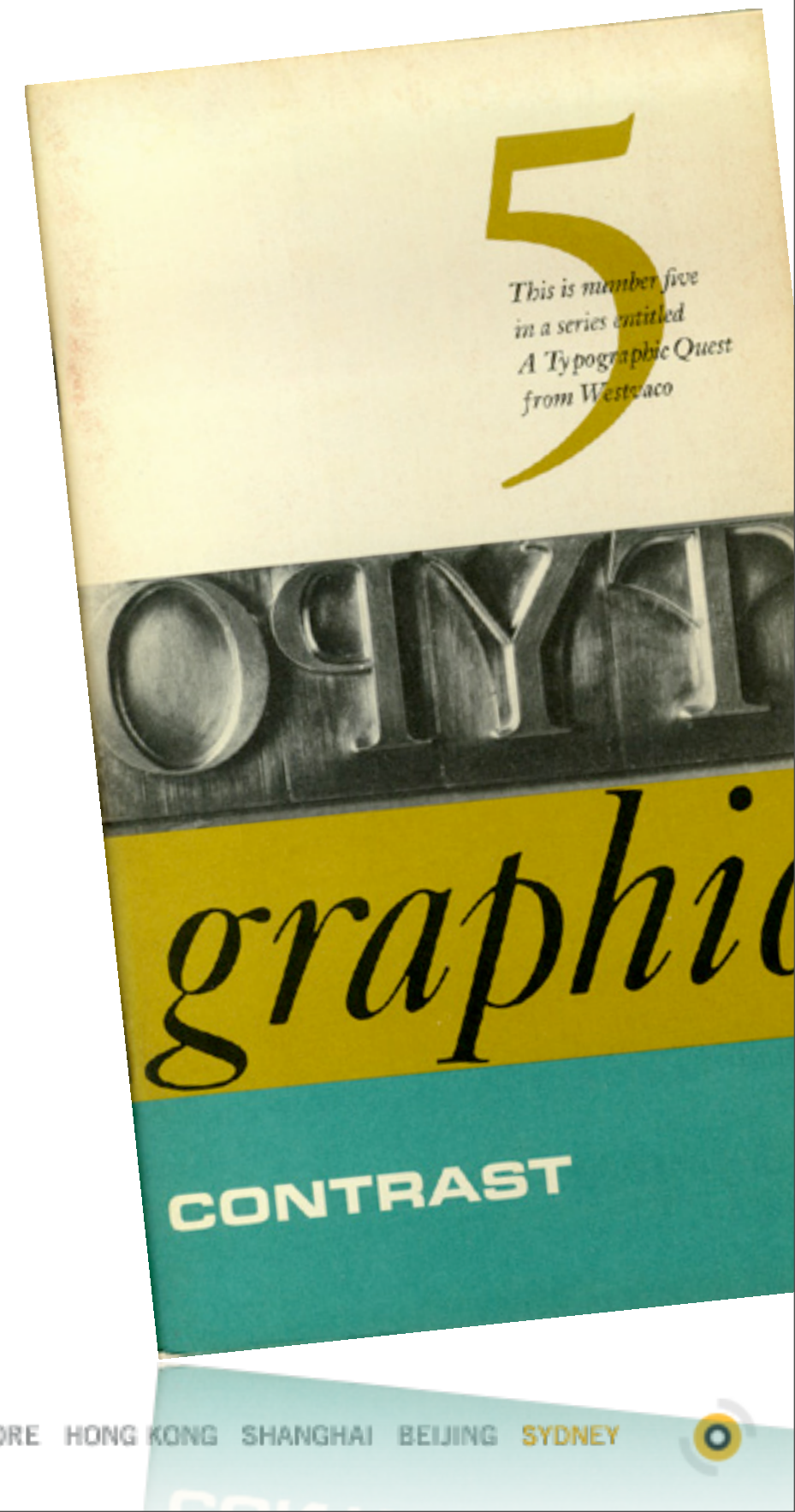
# 5. Individualising the user experience. User Tracking and creating custom user experiences.

Stockland Virtual Service Centre has subtle registration option, but works without registration as well. User stepped through a series of selections that drill down to individualised choices of specific development property mini sites. If the user registers, they get to the latest release and pricing recommendations as well.

If a user has gone to an onsite sales centre and registered, they will have the option of using that registration on the website as well.

Allows users to save inquiries as well, and sales centre staff to populate the user account with data from the query they made in person. Once a user meets with a sales centre staff, those queries are marked with a picture of that salesperson and any comments they might wish to add.

Option to apply same principle to an Investment product profiler to navigate potential investors to categories of products based upon their requirements, without crossing the line into investment advice.





## 6. Provide value added experience for retail end users towards generating traffic, trade and goodwill. Supporting retail tenants, thus raising value proposition of Stockland shopping centres.

Create a comprehensive web portal for each shopping centre and leverage data feeds to in store kiosks.

Includes ability to feed web-generated data into kiosks as well.

3 levels of governance to allow for corporate standardisation and brand management, centre level administration and individual retailer population of their own records for accuracy and accountability.



# 7. Web2.0 User generated community content.

Building online communities for developments to support community objectives and raise value proposition.

Need to focus on providing facilitation information, such as notice boards, announcements, directories and guidelines to maintain tone and utility of website.





# 8. Supporting and building Business-to-Business relationships.

Provide time efficient method for 3rd parties to interact with Stockland partners and vice versa. Create online portals and mailing lists for these users to obtain and publish individualised information towards relationship building activities.

Leverages CRM system, as much of the functionality is supported by eDM and email news feeds to partners.

Agent's Portal

Builders' Portal

Retailers' Portal

Financial Planners' Portal

Journalists Mailing List

Text



# 9. Increasing the audience with SEM and SEO.

Integrate SEO and SEM friendly processes and procedures throughout CMS to support keyword recognition and profiling of content areas. Providing content oriented towards organic and paid online marketing efforts.





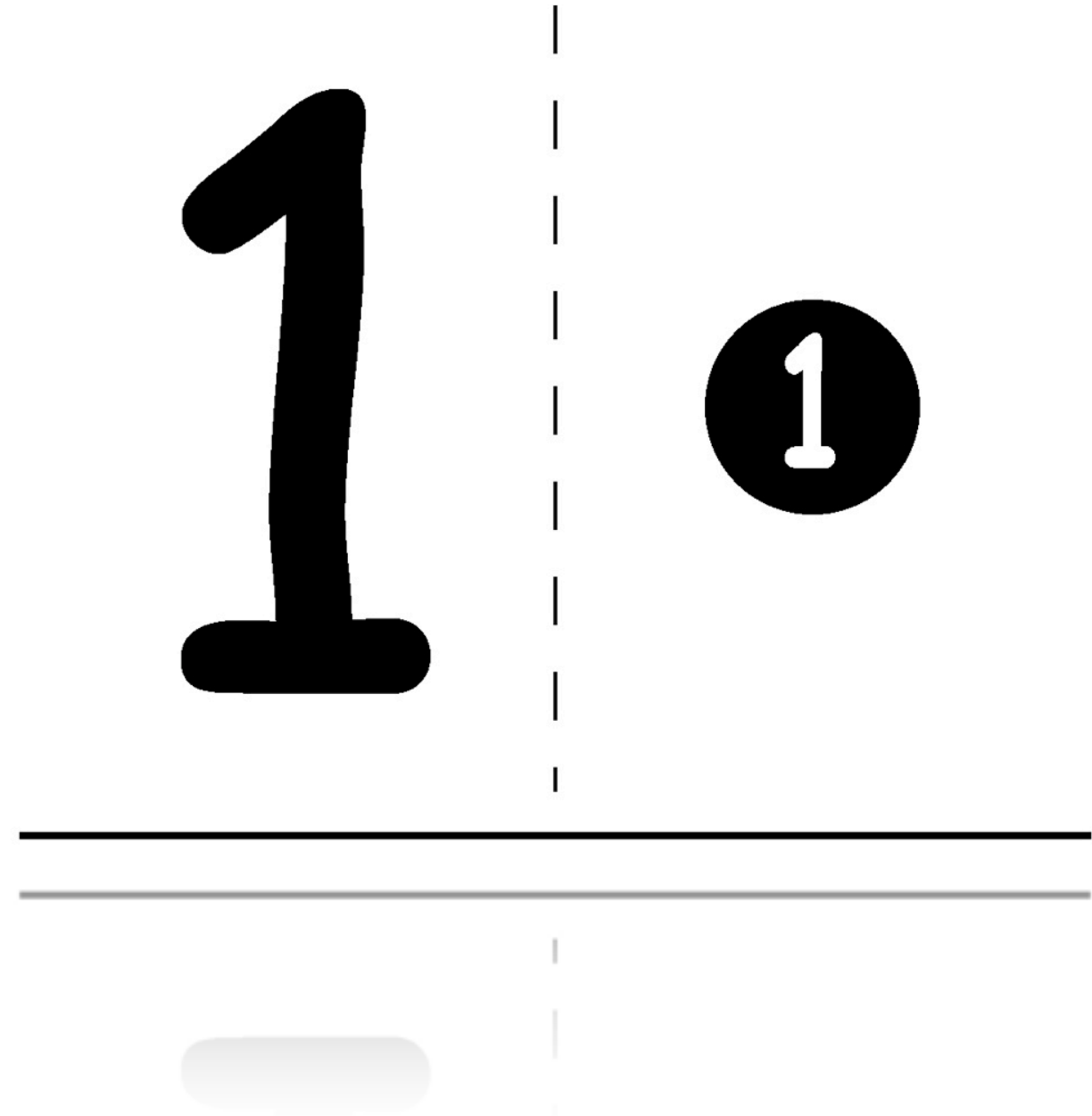
# 10. Upgrading content quality with Governance and Management.

Provide content managers and authors with documentation to support their publishing tasks and governance responsibilities. Includes integration of brand values and imagery guidelines.



# 11. Query Capture for Development of Workforce and Support for HR Public messages.

The jobs page is the most popular single page in the Stockland site, and the value is not currently captured. This can be a gateway to the Stockland careers content, job vacancy posting centre, and also an opportunity to capture likely prospects for integration into the CRM or delivery to recruitment agencies as required.





# Recommendations: Overarching principles

Principles that apply globally to redevelopment

# Content Management System

CMS accommodates multiple task based templates and straightforward commissioning of new templates, including CSS typography, to keep site current and fresh moving forward.

Templates oriented towards each information and property category – over time options grow overall and within each category.

CMS with dynamic menu generation at property mini site level allowing for pages with various titles and functionality built around selection of template structures, not content - populate as required.

CMS allows for content master approval of content authors content pre-publishing.

CMS templates and CSS built to accommodate user specified variable type size options to accommodate aging population and ever larger screen pixel dimensions.





# Content Delivery

All bandwidth intense media rich experiences must be selected by user, not auto activated.

Feature: “email me if this page is updated” Requires only basic registration of email address.

Highlighting of privacy policy at each registration option.

Incorporation of feedback function, contact directory, privacy policy and disclaimer in global footer.

Brand values reinforced in variable graphics throughout.  
Show as well as tell.





# 3 Layers of Content

## 3 'clicks' to content: Define - Review - Explore

### Navigation

Multiple navigation options on primary layer. Engage in users own preferred paradigm.

### Content

Single database of content resources delivered in different orientations on content layer depending on initial navigational choices.

### User Generated

User navigation generates metric for profile beyond web statistics. User options to create own records and saved queries. User opt in for various eDM through contextual and semi-transparent interactions.





# Metrics and tracking

Each contextual choice generates a real time metric that can be monitored and tracked for detailed quantitative and qualitative insights into web user interests, interactions and selections.

This can be used to directly measure web interactions in response to on or offline marketing campaigns.

It can track popularity of different product types and capture customer profiling without complete registrations for product insights.





# Integration

Snepo Kiosk Feed

Sales Centre Customer Inquiry Reports

Development Availability and Pricing

Laser CRM system

RSS Outbound

Distributional Feeds to 3rd Party Publishing

Computershare white label ASX Announcements





# Match up to Business Objectives

## SELL

Manage leads through to a sale ●●●

Create a community of users as a value proposition ●●●●

Manage interest throughout a project life cycle to satisfy early and late adopters ●●●●●●

Interact regularly with interested parties to keep top of mind and close sale ●●●●●●●

Service ongoing needs through the web to maintain business relationships ●●●●●●●

Showcase current product availability to keep product flowing into marketplace ●●●●●●●

Illustrate character and benefit profile of product to highlight appeal to target market ●●●●●●●●●●

Drive customers to product and sales teams through marketing initiatives ●●●●●●●●

Co-ordinate efficiently with 3rd party partners and facilitators ●●●●●●●

## FACILITATE

Keep information flowing into public forum that reflects Stockland value proposition in terms of issues management, brand equity building news, investor marketing, corporate responsibility (sustainability) and general marketing ●●●●

Continually improve and refine process for publishing information on all fronts ●●●●●●●●●●

Capture investment capital to finance product development strategies ●●●

Keep company in line with governance and compliance regulations ●●●

Integrate assets to aid in sales and marketing activity ●●●●●●●

Facilitate business profitably by providing a pool of qualified personnel to run the business ●●



# Match up to Audience Objectives

## Property Buyers (Domestic and Commercial)

- B1. Find the best property (domestic, commercial or retail) quickly, inexpensively and accurately. ●●●●●
- B2. Build short list based upon prerequisites of options to visit in person ●●●●
- B3. Value and cost are relative concerns, but everybody wants a deal ●●
- B4. Wants to do business with reputable and reliable partners ●●
- B5. Locate properties with best opportunities for value appreciation ●●

## Tenants (Commercial and Retail)

1-4 above PLUS:

- T1. Obtain a facility with good maintenance and service potential ●●●
- T2. Engage with a landlord that will support their personal or business objectives ●●●●

## Professionally interested 3rd parties

- P1. Access to information relating to governance and regulatory compliance ●
- P2. Access to news relating to Company issues, activities and directions toward understanding the business's prospects in marketplace and position in general community ●●
- P3. Discover profile of opportunities available to do profitable business with the Company ●●●●●
- P4. Time and cost efficient methods for liaising with the Company ●●●●●

## Investors

As above PLUS:

- I1. Locate investment options with great returns at lowest possible risk ●
- I2. Locate an investment that meets their prerequisites for cost, duration and estimated return ●●
- I3. Locate rational information to support their individual investment decisions ●●●●
- I4. Manage and monitor their investments and related documents simply and accurately over time ●●
- I5. Gain ahead of the pack insight to secure advantages ●●





# Included document

Documents included with Strategic Recommendations v 3.

Appendix 1, v5 - Strategic recommendations in more granular detail for review and comment.

Appendix 2, v1 - Detailed business & user objectives.

Appendix 3, v1 - Clarification of Issues concerning CR&S

Appendix 4, v1 - Review and clarification of issues concerning Corporate Affairs, Investment and HR.





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NO  
THANK YOU