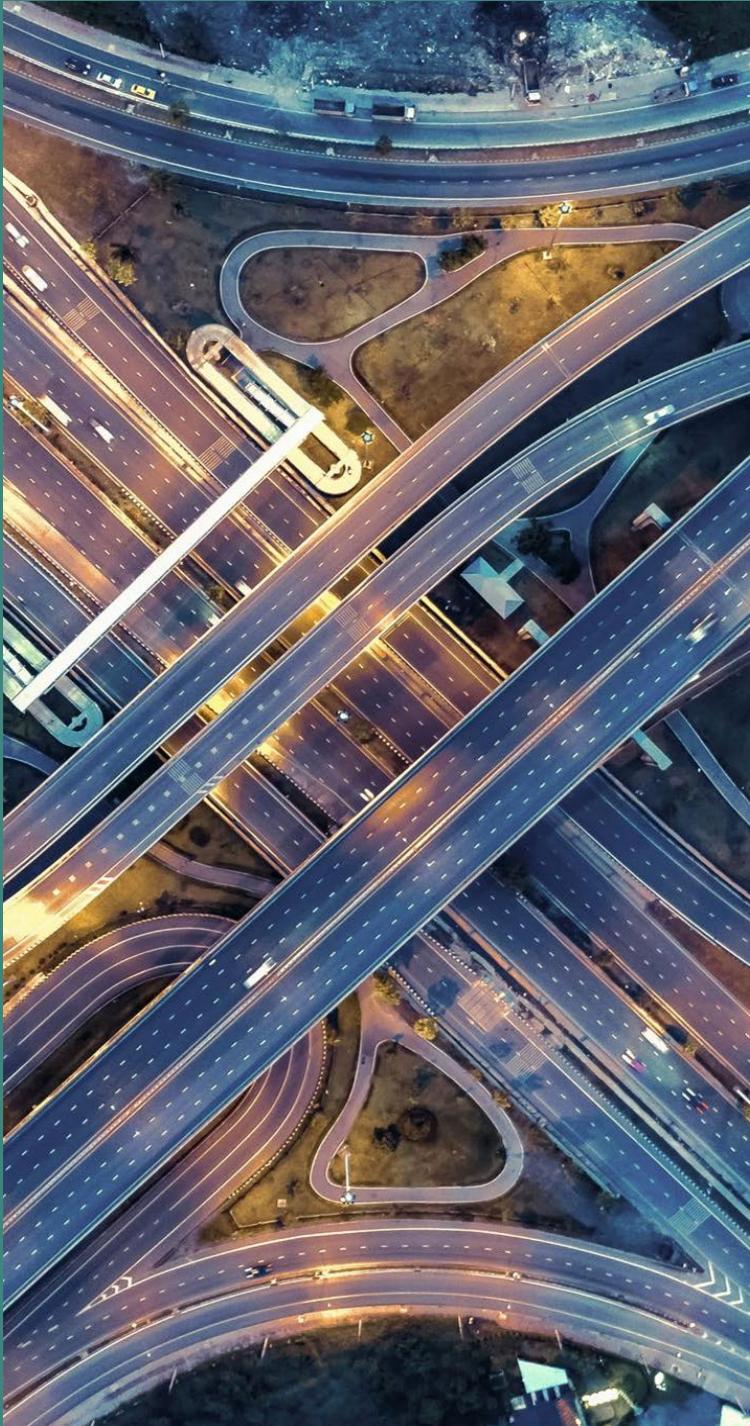


grainger plc



Grainger Illuminate Executive Playback

December 2023



salesforce



Salesforce Team



Amy Watson
Account Director



Laura Zuluaga
Senior Solution Engineer



Amy Carlton
Lead Enterprise Architect



Dan Ingle
Service Specialist



Sophie Oldridge
ESG Specialist



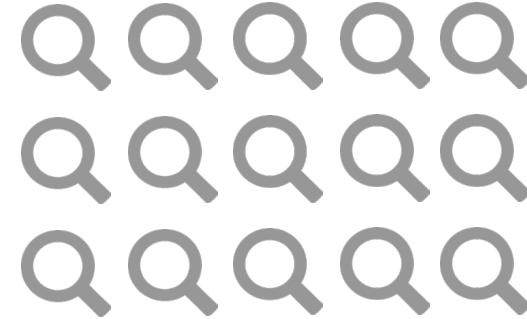
Today's Session

1. Our Team
2. Objectives and Value Drivers
3. Illuminate Outputs
4. Solution Overview / Demo
5. Business Value
6. Next Steps

Our Illuminate Journey Together

9

Illuminate
Workshops



7+

Salesforce Team
Resources

Architects

Solution Engineers

Account Executives

8+

Grainger Teams
Involved

BTR Ops

PRS Ops

Leasing

Marketing

Finance &
Procurement

Onboarding

Asset
Management

Technology

200+

Salesforce Hours of
Planning, Facilitating
Workshops, Follow up
Meetings &
Solutioning



Grainger's Objectives & Value Drivers



Deliver sustainable business growth

- Standardise approaches across regions and teams.
- Deliver efficiencies by reducing and automating manual processes.
- Reduce reliance on tenured individuals.
- Enable resident self service.
- Standardise management of suppliers.
- Enable safe management of a growing buildings portfolio.



Be prepared in the event of market changes

- Deliver a consistent resident journey.
- Offer seamless omnichannel resident communication.
- Refine lead management and scoring to increase win rate and reduce cost to acquire.
- Optimise marketing throughout resident lifecycle.
- Next best property recommendation.



Enable automation & data driven decisions

- Understand real time TCO of individual resident.
- Understand life time value of assets.
- Enable real time reporting and AI powered decision making.
- Connect ESG, safety and compliance reporting with buildings and customers.

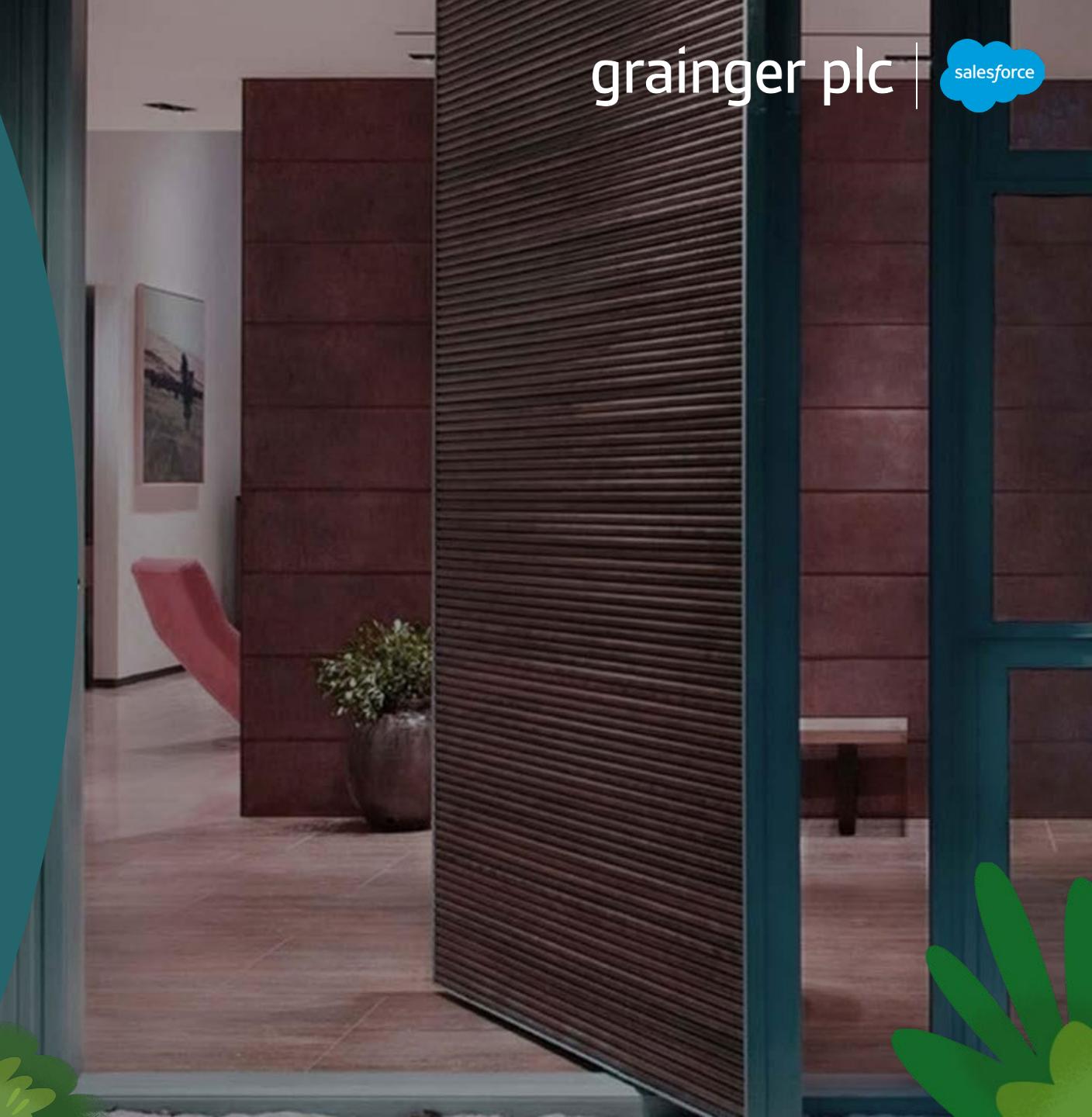
Single view of resident



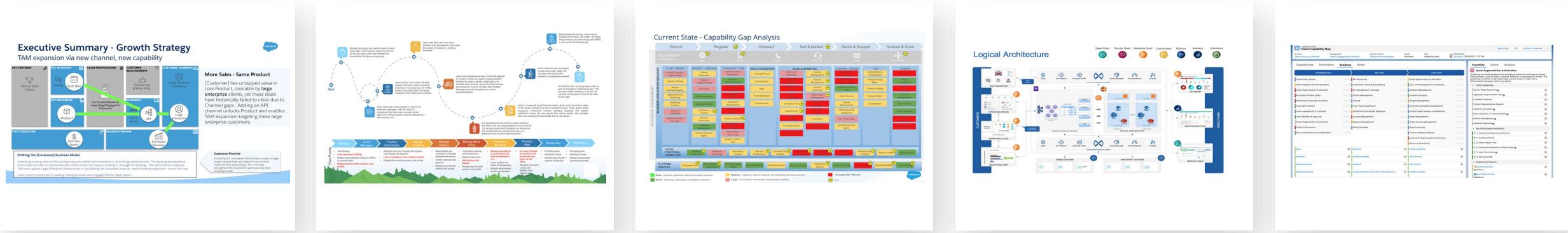
Technology as an Enabler for the Operating Model

Single view of property

Illuminate Outputs



Illuminate Engagement Overview



STEP 1 Business Model Exploration

Understand Grainger's value proposition, identify their customers & cost impacts, plot external forces & identify opportunities.

3 Hour Workshop

STEP 2 Customer Life cycle Analysis

Map E2E journeys for each customer segment and overlay pain points and opportunities for improvement.

2x ½ Day Workshop

STEP 3 Capability Mapping & Maturity Assessment

Define capabilities, map to business functions, and assess gaps and maturity with a technical lense.

2x ½ Day Workshop

STEP 4 Current to Future State Architecture Vision

Review current state architecture and how it's supporting existing capabilities. Then create vision for your future state architecture

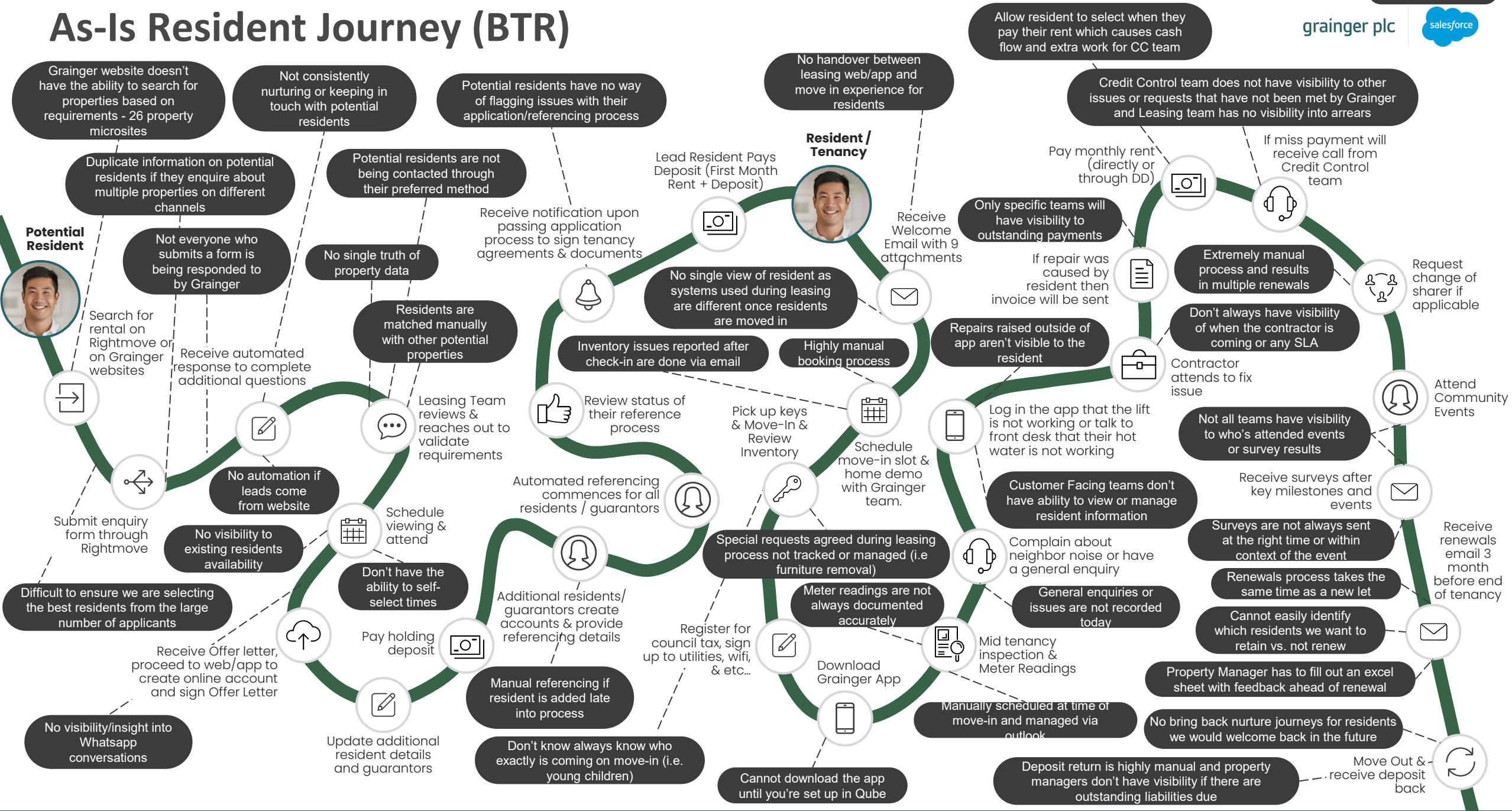
½ Day Workshop

STEP 5 Prioritisation & Roadmap

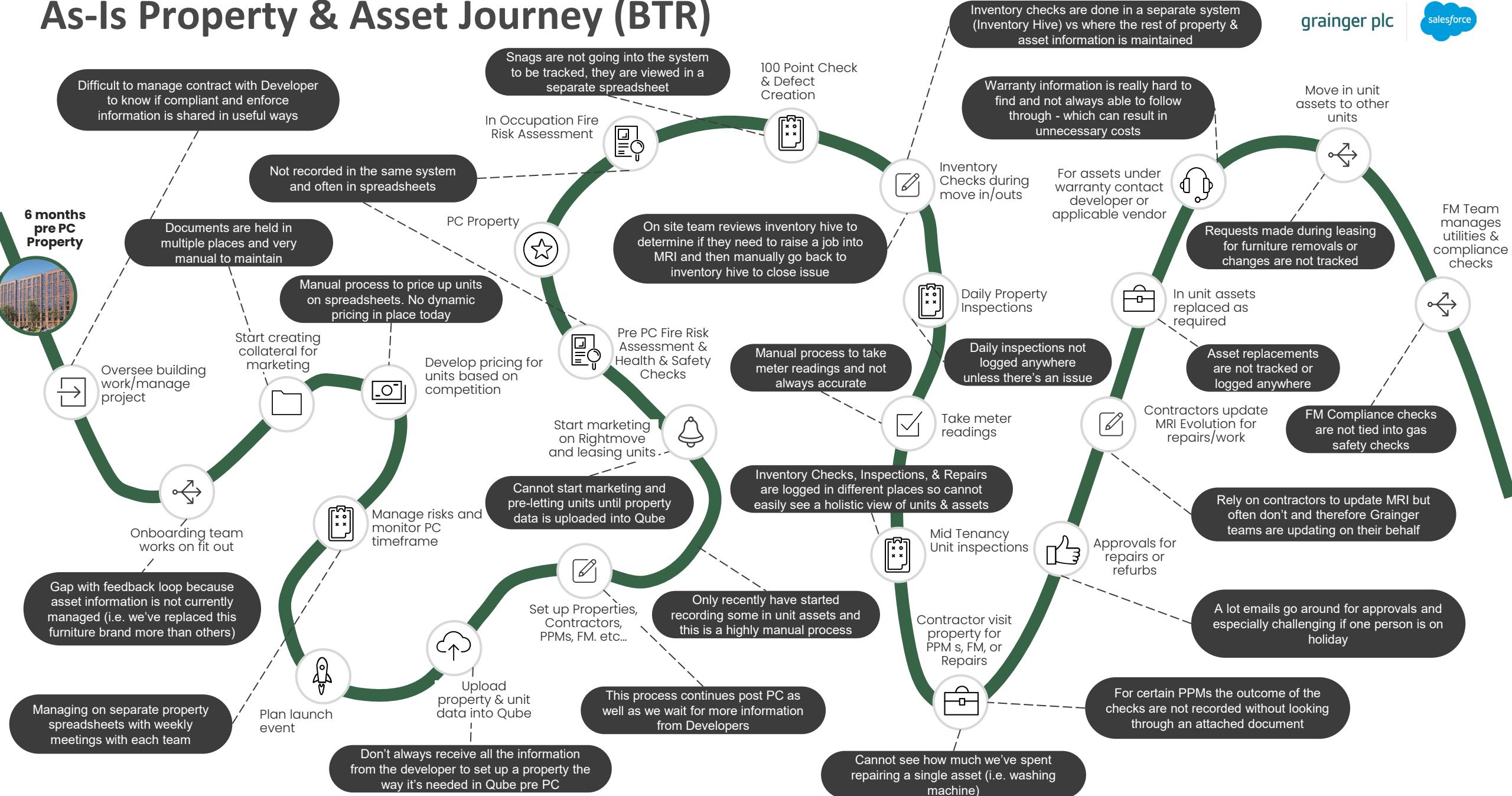
Prioritise capabilities based on impact and effort to support a strategic roadmap and future state architecture

½ Day Workshop

As-Is Resident Journey (BTR)



As-Is Property & Asset Journey (BTR)



Grainger Business Capability Map

grainger plc



Market Properties & Attract	Qualify, Apply & Convert			Move-In/Serve			Retain & Recommend
Lead Generation/Capture	Lead Management	Requirements Assessment & Property Matching	Resident Relationship Management	Resident Self Serve	Contractor/Supplier Management		Renewal Management
Lead Nurture	Viewings Management	Virtual Viewings Management	Request / Case Management	Omni-Channel Customer Care	Job & Task Management		Resident Move-Out
Direct Marketing	Offer/Agreement Management	Initial Payments Management	Knowledge Management	SLA Tracking and Milestones	Facilities Management		Resident Retention
Paid Marketing			Complaints Management	Claims Management	Crisis Management		Cross-Sell / Up-Sell
Campaign Management			Rent/Fee Collection	Change of Sharer	Identity Verification		Referrals Management
Marketing & Campaign Analytics			Internet Of Things (IoT) Device Management	Feedback/ Surveys/ Voice Of The Customer (VOC)	Resident Move-in		
Asset Onboarding & Management							
Asset Identification	Property / Asset Lifecycle Management	Property / Asset Maintenance (PPM)	Property / Asset Inspections	Asset / Property Disposal			
Approval Processing	Warranty Management	Asset Reporting & Analytics	Budget / Financial Accounts Management	Debt Collection / Debt Recovery Management			
Business Enablers							
Property 360	Resident 360	Preference & Privacy Management	Resident Comms / Transactional Messaging	Event Management			
Brand Management	Appointment Management	Property List Price Management	Document Management	Golden Thread (Building Safety) Management			
Procurement	HR & Learning and Development	Risk / Policy Management	Business Process Optimisation (BPO)	Market Research			
Sustainability (Environmental & Social)	Forecasting Management	Technology & Operations	Legal / Contractual Obligations	Finance			
Project Management							

Grainger Business Capability Map

Business Value Impact

High

Medium

Low

Maturity Level

Gap

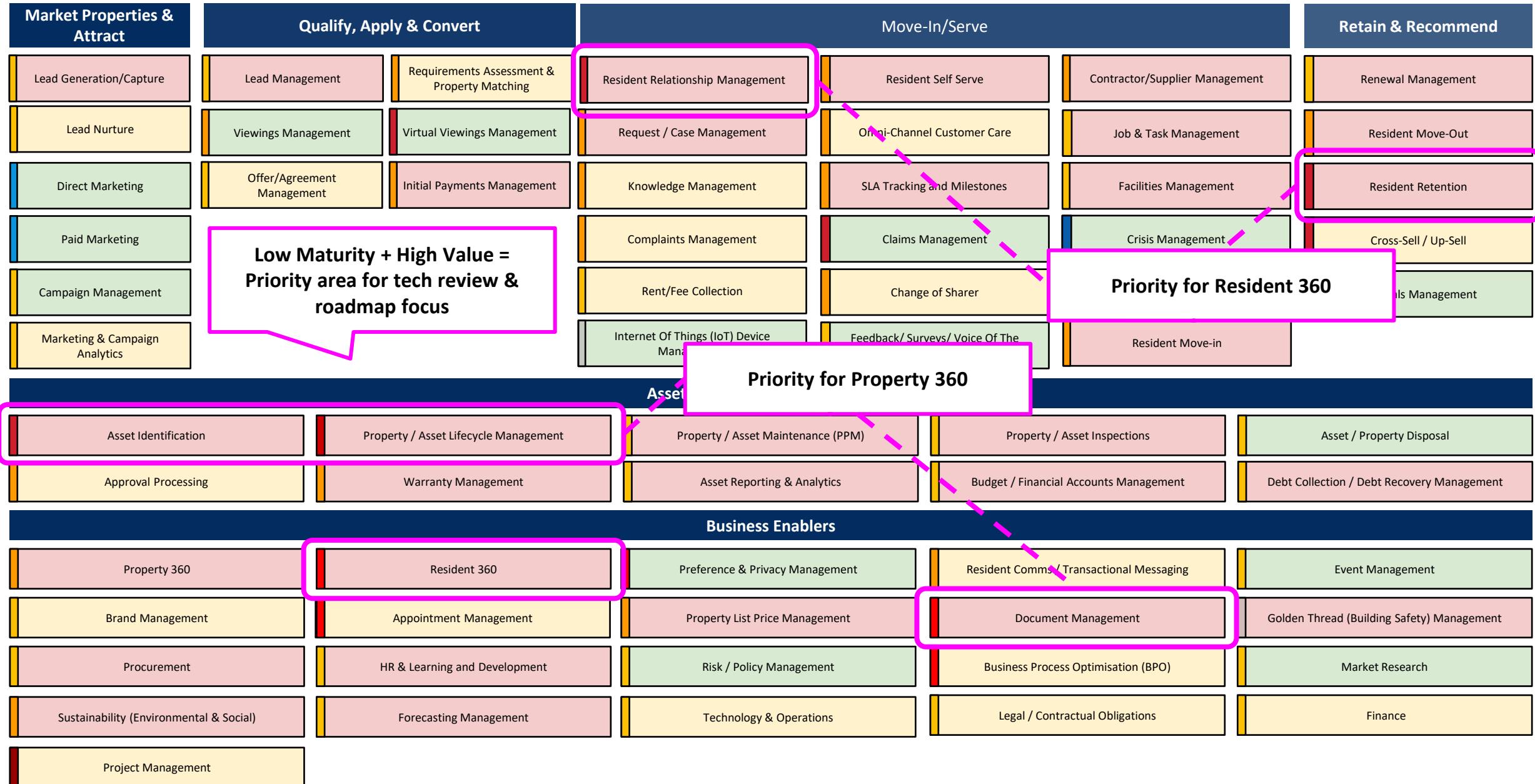
1. Initial

2. Repeatable

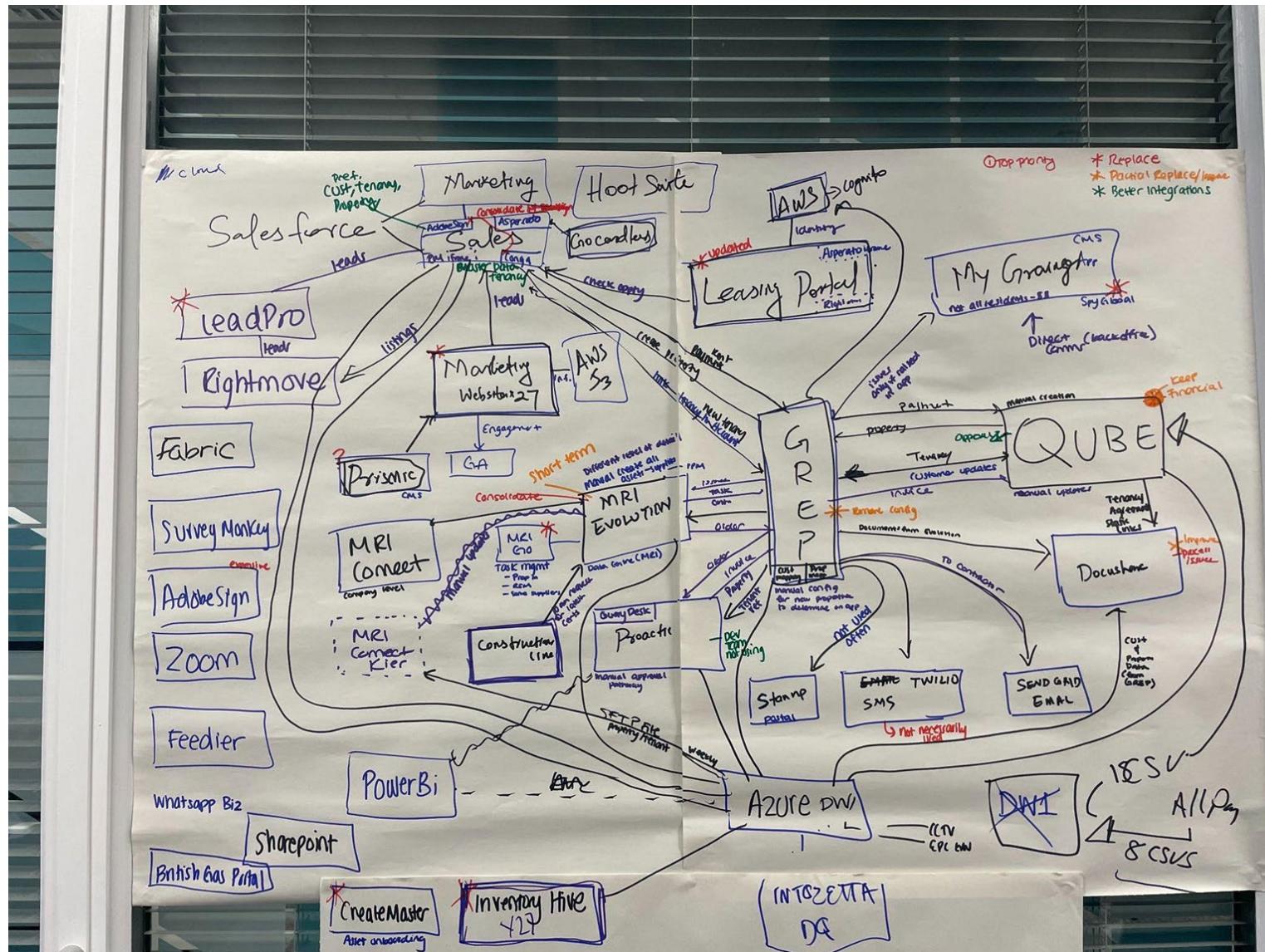
3. Defined

4. Managed

5. Optimising



Current State Architecture



Key Takeaways

- Manual workarounds to support **resident experience** (e.g. CMS notices in app for lift outages)
- No **case management** solution used today
- **Point to point integrations** to patch systems together - a lot for **Qube** requirements
- Heavily **reliant on individuals** to maintain property data
- **MRI Evolution** is not tracking in unit asset information
- No handover between **Leasing Portal** & **MyGraingerApp**

Roadmap Development Principles

1

Business Value Prioritisation: Prioritise the projects that are going to bring the biggest business value while considering that foundational projects may unlock more value in the long term

2

Reduce Technical Debt: From a roadmapping perspective layout projects to minimise the amount of rework required

3

Strategic vs. Quick Win: Balance speed to value with a combination of quick win projects and more strategic initiatives

4

Consolidation: Reduce the number of systems supporting the same capability

5

Maximise Investment: Leverage more capabilities from existing systems to maximise ROI

Summary: Grainger Value Roadmap

Transition State 1 – Foundation

Transition State 2 – Streamline

Transition State 3 – Scale & Grow

Key Outcomes

- **Resident 360** – Single View of Residents & ability to track engagement across the business
- **Property 360** – Single View of Property, Unit, Asset & Tenancy information linked with Residents
- Leverage Property 360 to **streamline carbon accounting and Net Zero reporting**
- Leverage existing Salesforce capabilities to **maximise investment**
- **Procurement & Supplier Management** to drive efficiency, performance and resident experience

- **Expand** Resident 360 & Property 360 data and processes
- Define & Integrate **Document Management System** with Property & Resident 360 Solution
- **Consolidate** Leasing Portal & MyGraingerApp to a single experience
- Expand Marketing Cloud capabilities to further **personalise experience & nurture leads**
- Implement **new Finance & HR Systems** (option to consolidate)

- Consolidate **case management, asset management, & job/task management** solutions
- Implement an **iPaaS solution** to simplify architecture & create reusable connections
- Leverage more **data, automation, and AI** to scale operations without scaling headcount
- Reduce integration and technology maintenance cost by delivering a **simplified architecture**

Dependencies

Data Governance

Change Management

Process Optimisation

Project Governance

Transformation Capacity

KPIs

- Customer Retention
- Cost Efficiency Delivery
- Rental Growth
- CSAT
- Customer Facing Team Productivity

- Customer Experience & Retention
- Cost Efficiency Delivery
- Lead Conversion
- Back Office Productivity
- Employee Ramp Up Time

- IT Operating Cost Reduction
- CSAT
- Rental Growth



Today's Salesforce Coverage



Used by Grainger Today

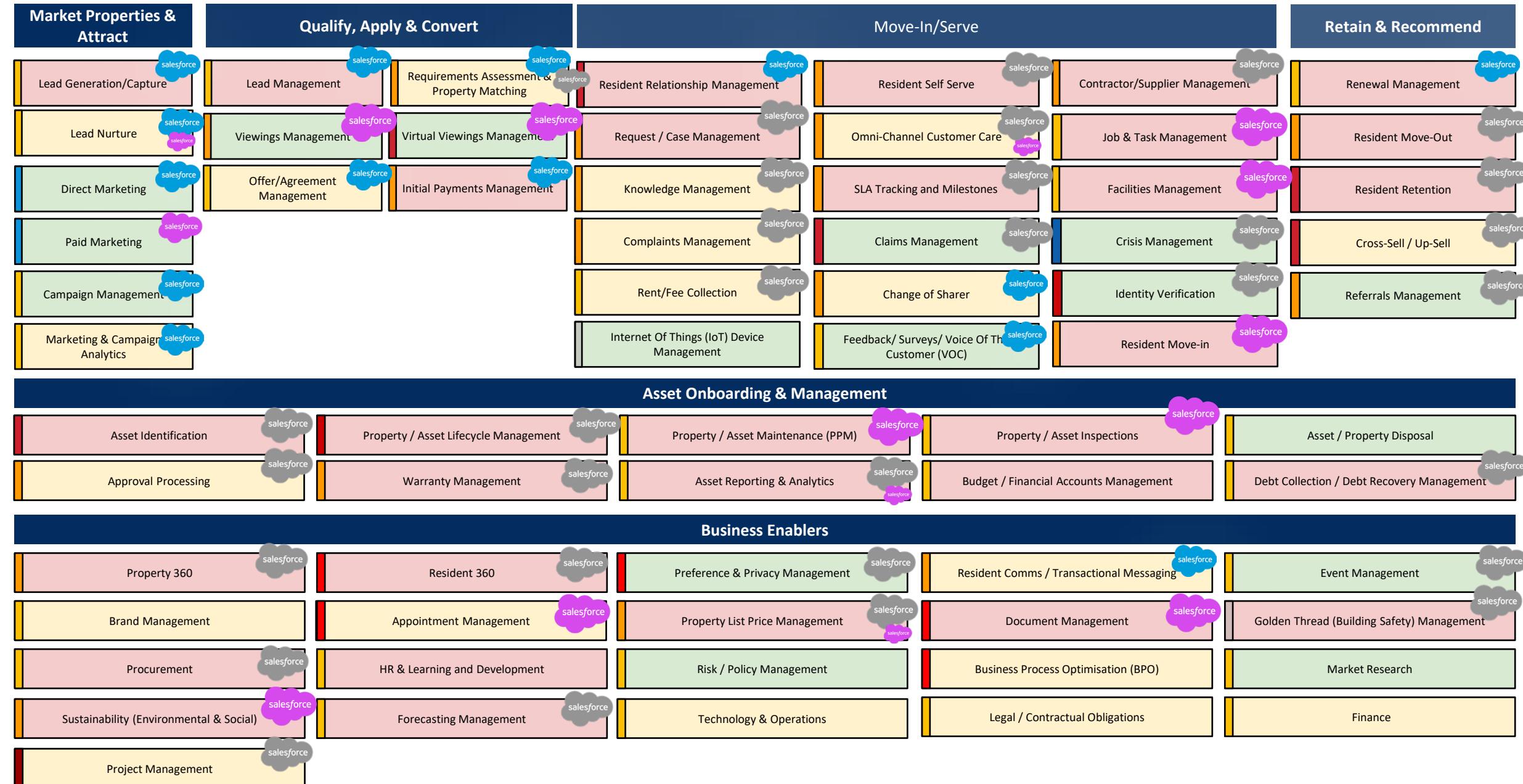


Salesforce can support with
existing licenses

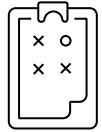


Salesforce can support with
new products

grainger plc



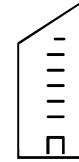
Leverage Salesforce for more Grainger Capabilities



Property & Asset
Lifecycle Management



Resident Relationship
Management for all
Teams



Commercial Leasing



Case & Complaint
Management for
Customer Facing
Teams



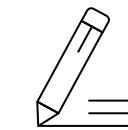
Nurture & Keep In Touch
Journeys



Arrears Management



Requirements Analysis
& Property Matching



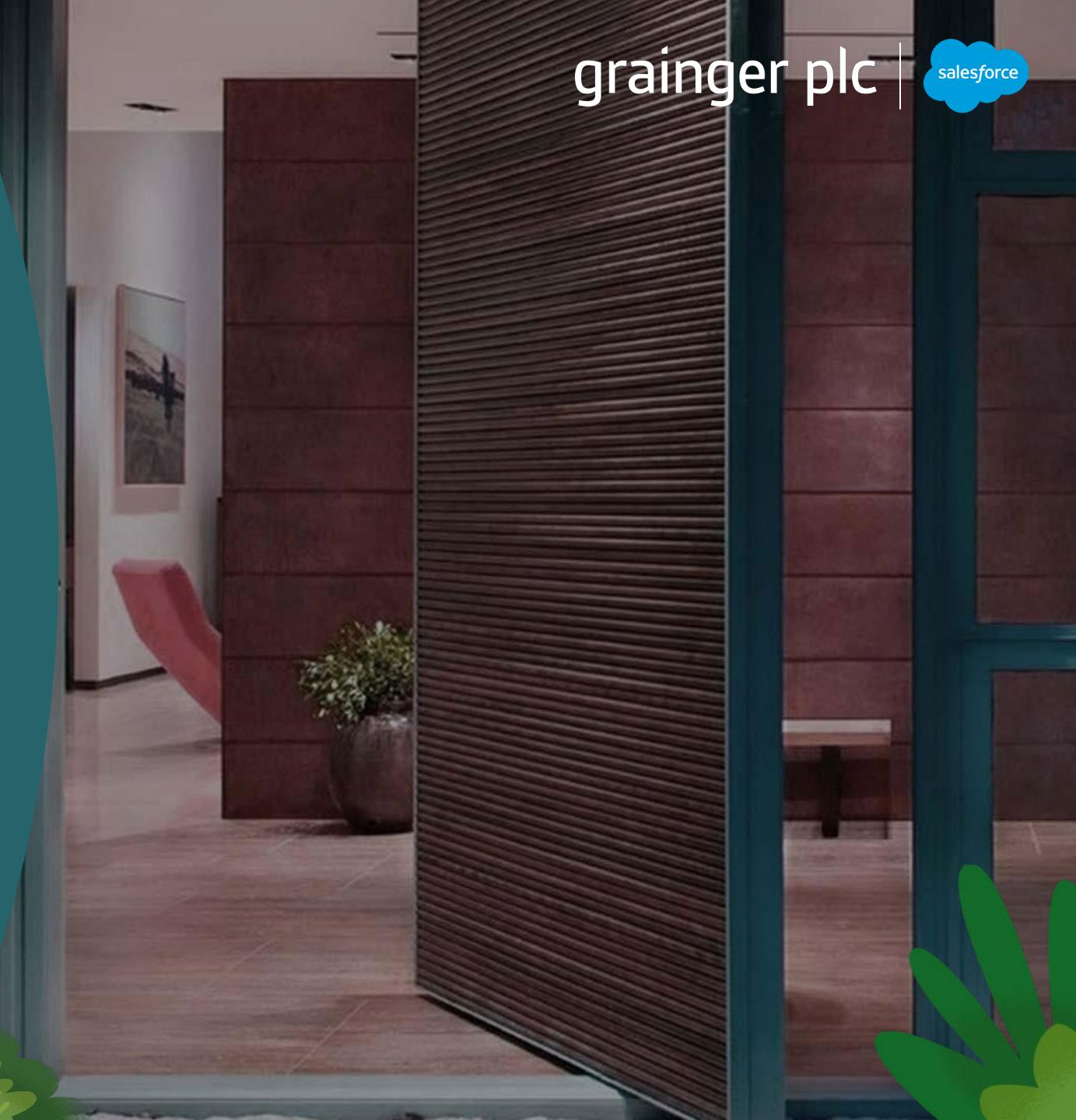
Tenancy Management
including Renewals &
Rent Collection



Supplier Relationship
Management /
Procurement

Solution Overview

Transition State One



Our Journeys Today



Property Journey



Let's pause for a demo...



Journey 1: Benefits Summary

BUSINESS PRIORITIES

PROPERTY 360



Property Data Insights



Asset Management



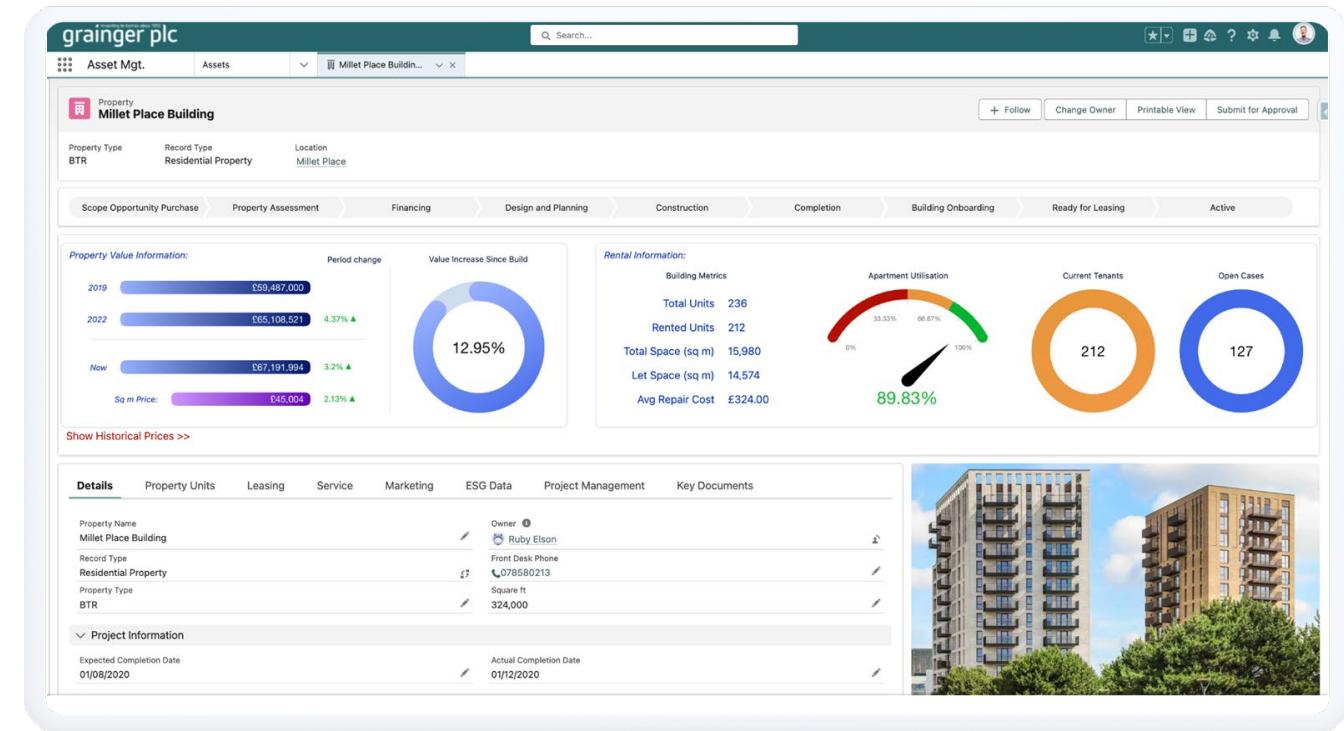
Overview of Case and Work Orders



ESG Data and Reporting



SOLUTION & CAPABILITIES



Resident Journey





MEET **John**

Meet John, a 30-year-old finance professional in London's financial district. Responsible and reliable, John seeks a modern, well-maintained flat with easy access to public transport. A non-smoker, he values a balanced lifestyle, enjoying both city life and quiet moments. With excellent rental references, John is a clean and respectful Resident.

community.ntoretail.com

MILLET PLACE

REGISTER YOUR INTEREST AND WE'LL BE IN TOUCH SOON

First Name *

Last Name *

Email *

Phone Number *

How many bedrooms would you like?

Bedsit Studio 1 2 3 4 5

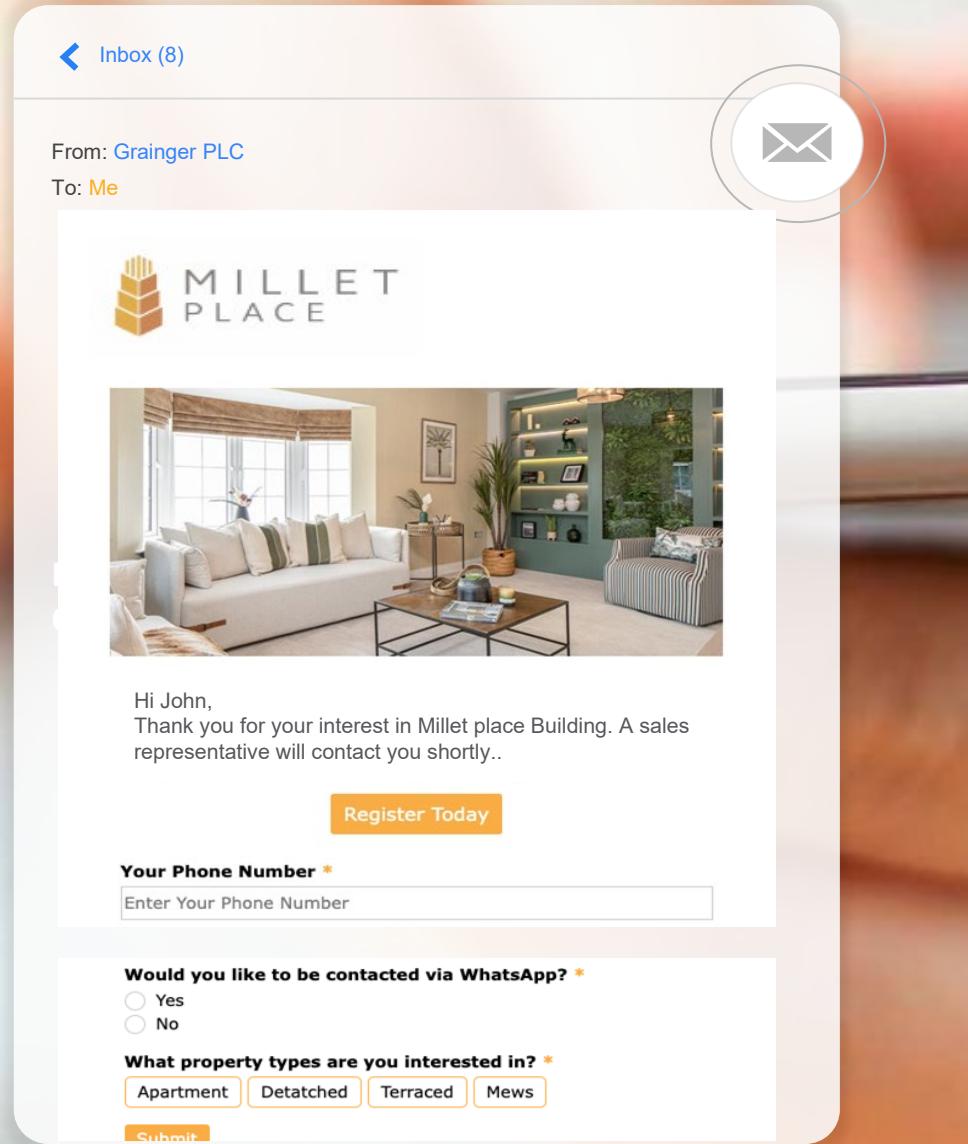
(Select all that apply)

What are you expecting to spend per month?

£ per month.

Website

John's search leads him to the Grainger Website. After reviewing a few options, he submits an enquiry for Millet Place Building.



Engagement

John immediately receives a highly personalised Welcome email.

He's prompted to sign up to the Grainger mail, as well as give some additional details about himself and his search



Enquiry

Mr. John Smith

[+ Follow](#)[Edit](#)[Convert](#)[Submit for Approval](#)
 Phone
 07858021161

 Email
 jsmith@gmail.com

 Source

Days Since Last Activity

[New Rental](#) [Rental Requirements](#) [Qualified](#) [Converted](#) [✓ Mark Status as Complete](#)
[Details](#) [Marketing](#) [Related](#)

 Name
 Mr. John Smith

 Phone
 07858021161

 Email
 jsmith@gmail.com

Lead Owner

Laura Zuluaga Zuluaga

Reason for Moving

Landlord selling current property.

Desired Move-in Date

01/01/2024

Property Criteria

Building of Interest

Millet Place Building

Unit of Interest

101 - Millet Place

Number of Bedrooms

1

Number of Bathrooms

1

Status

Rent

Situation

Renting currently

Rental Price (p/m)

£1,900

Property Needs Notes

John seeks a modern, well-maintained flat with easy access to public transport. A non-smoker, he values a balanced lifestyle, enjoying city life and quiet moments.

Einstein Scoring

82

Lead Score
Top Positives

Location is London

Desired Move-in Date is < 1 Month

Rental Budget is 1900

[Send Email](#)[Call Now](#)
Upcoming & Overdue
 Follow-up New Enquiry

Tomorrow

You have an upcoming task

Enquiry
Mr. John Smith[+ Follow](#) [Edit](#) [Convert](#) [Submit for Approval](#)Phone
07858021161Email
jsmith@gmail.comSource

Days Since Last Activity

[New Rental](#)[Rental Requirements](#)[Qualified](#)[Converted](#)[✓ Mark Status as Complete](#)[Details](#) [Marketing](#) [Related](#)Name
Mr. John SmithPhone
07858021161Email
jsmith@gmail.com

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[Activity](#) [Einstein](#) [Marketing Engagement](#) **Engagement History (11)**

- | | | |
|--|-------------------|-------------------|
| | Landing Page View | 0.1 days ago |
| | Landing Page View | 1 mos 28 days ago |
| | Form View | 7 days 22 hrs ago |
| | Submit Enquiry | |
| | Form Success | 1 mo 15 days ago |
| | Natural Search | 2 mos 20 days ago |
| | File: Logo.gif | |

[« First](#) | Showing 1 - 5 | [« Previous 5](#) | [Next 5 »](#)

Enquiry
Mr. John Smith[+ Follow](#)[Edit](#)[Convert](#)[Submit for Approval](#)[New Rental](#)[Rental Requirements](#)[Qualified](#)[Converted](#)[✓ Mark Status as Complete](#)[Open CTI Softphone: Available](#)**John Smith**

Dialing ...

0:11

[End](#)

Lead Owner

Laura Zuluaga Zuluaga

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[Activity](#)[Einstein](#)[More](#)

Filters: All time • All activities • All types

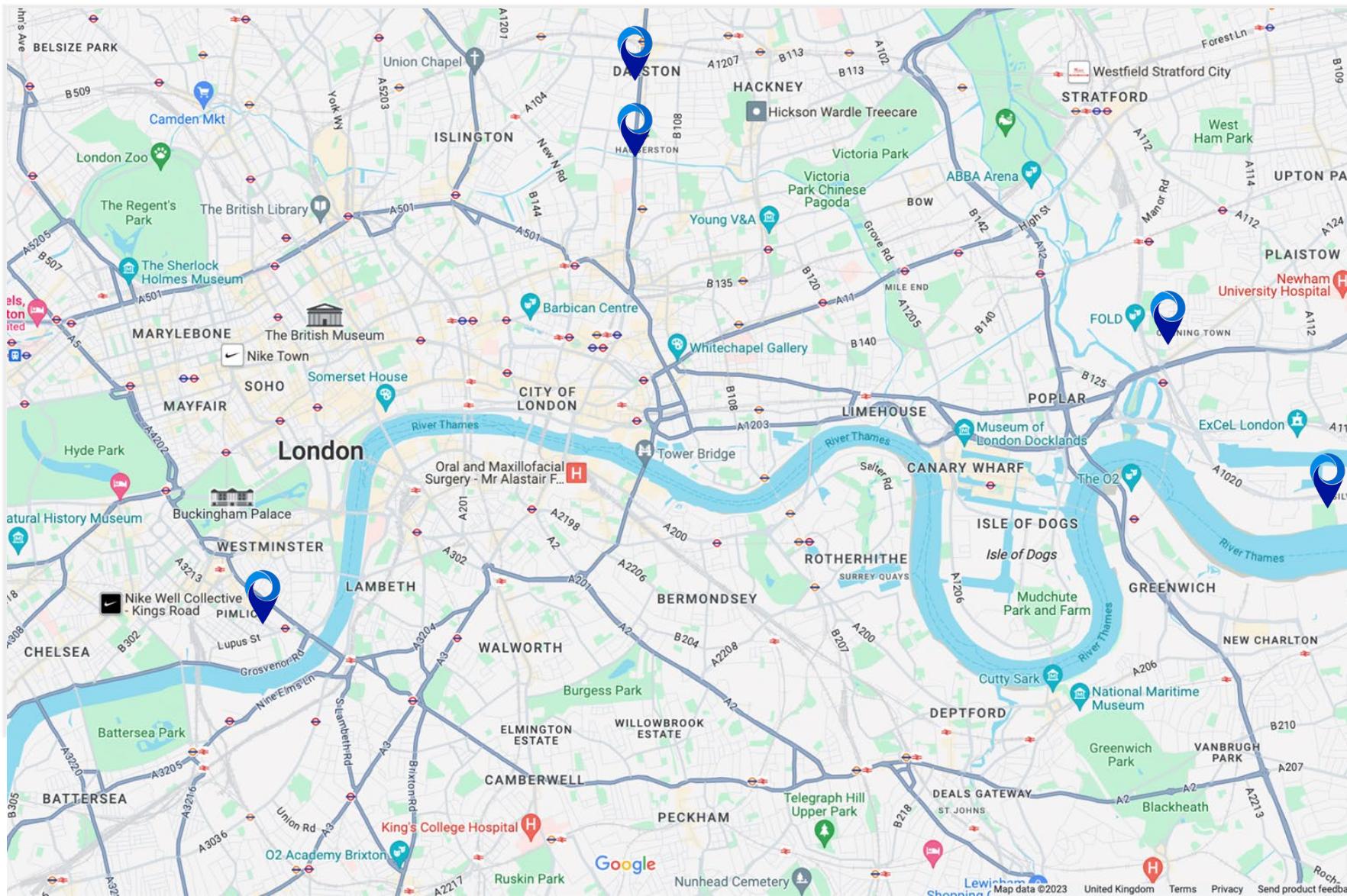
Refresh • Expand All • View All

[Upcoming & Overdue](#) [Follow-up New Enquiry](#)

Tomorrow

You have an upcoming task

No past activity. Past meetings and tasks marked as done show up here.

**Millet Place Building****Furnished, Pet Friendly, Roof Terrace**

Brand new apartments at Millet Place with stylish interiors, balconies and close to transport links to London

[See Units](#)**Ability Plaza****Modern, Furnished, Parking**

Ability Plaza offers open plan, modern live/work apartments with loft style features and great natural..

[See Units](#)**Ability View****Modern, Furnished, Parking**

Ability Plaza offers open plan, modern live/work apartments with loft style features and great natural..

[See Units](#)**Pimlico London****Modern, Furnished, Parking**

Kimmerston House provides all-inclusive living in Central London. With shared communal facilities..

[See Units](#)**Abbeville Apartments****New Build, Modern, Unfurnished**

Situated in the heart of Barking, Abbeville offers 1, 2, and 3 bedroom apartments for rent.

[See Units](#)

1, 2, 3, 4, 5, 7, 8

[Back](#)[Next](#)

Available Units

7 item

<input type="checkbox"/> Property Unit	Number of Bedrooms	Number of Bathrooms	Monthly Rent ↑	Council Tax Band	Last Refurbishment	Number of Open Cas...
1 101 - Millet Place	2	1	£1,300.00	Band D	01/12/2023	2
2 102 - Millet Place	2	2	£1,670.00	Band D	02/02/2021	3
3 201 - Millet Place	2	1	£1,750.00	Band D	12/03/2019	0
4 103 - Millet Place	2	1	£1,800.00	Band D	02/02/2021	3
5 104 - Millet Place	2	2	£1,900.00	Band D	02/02/2021	3
6 105 - Millet Place	3	2	£2,900.00	Band D	12/03/2019	0
7 106 - Millet Place	3	2	£2,900.00	Band D	12/03/2019	0

[Cancel](#)

[Select](#)

all-inclusive living in Central London, with shared communal facilities..

[See Units](#)

[Abbeville Apartments](#)

New Build, Modern, Unfurnished

Situated in the heart of Barking, Abbeville offers 1, 2, and 3 bedroom apartments for rent.

[See Units](#)

1, 2, 3, 4, 5, 7, 8

[Next](#)

Nunhead Cemetery
Lewisham Shopping
Map data ©2023 United Kingdom Terms Privacy Send product feedback

[Phone](#) [Rewind](#) [Mass Edit](#)

Enquiry
Mr. John Smith[+ Follow](#) [Edit](#) [Convert](#) [Submit for Approval](#)

Phone 07858021161 Email jsmith@gmail.com

Source

Days Since Last Activity

[New Rental](#)[Rental Requirements](#)[Qualified](#)[Converted](#)[✓ Mark Status as Complete](#)[Details](#) [Marketing](#) [Related](#)

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£1,900

Property Needs Notes

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Property Interest (2)[Millet Place - Enquiry](#)

Property: Millet Place Building

Status: Initial Enquiry

Created Date: 12/12/2023, 15:01

[Canning Town](#)

Property: Canning Town

Status: Initial Enquiry

Created Date: 12/12/2023, 15:02

[View All](#)

Filters: All time • All activities • All types

[Refresh](#) • [Expand All](#) • [View All](#)[▼ Upcoming & Overdue](#) [Follow-up New Enquiry](#)

Tomorrow



You have an upcoming task



Fast Forward...

John Moves in to his new resident in Millet Place.



Issue Raised

John had some family visiting over from the USA. They've accidentally taken his building fob back with them.



MEET **Alice**

Alice, a key member of the Grainger Onsite Building Team. Alice plays a vital role in ensuring the excellence of Grainger-managed buildings. Alice embodies Grainger's dedication to providing high-quality property management and building maintenance services.

Let's pause for a demo...



Journey 2: Benefits Summary

BUSINESS PRIORITIES

Resident 360



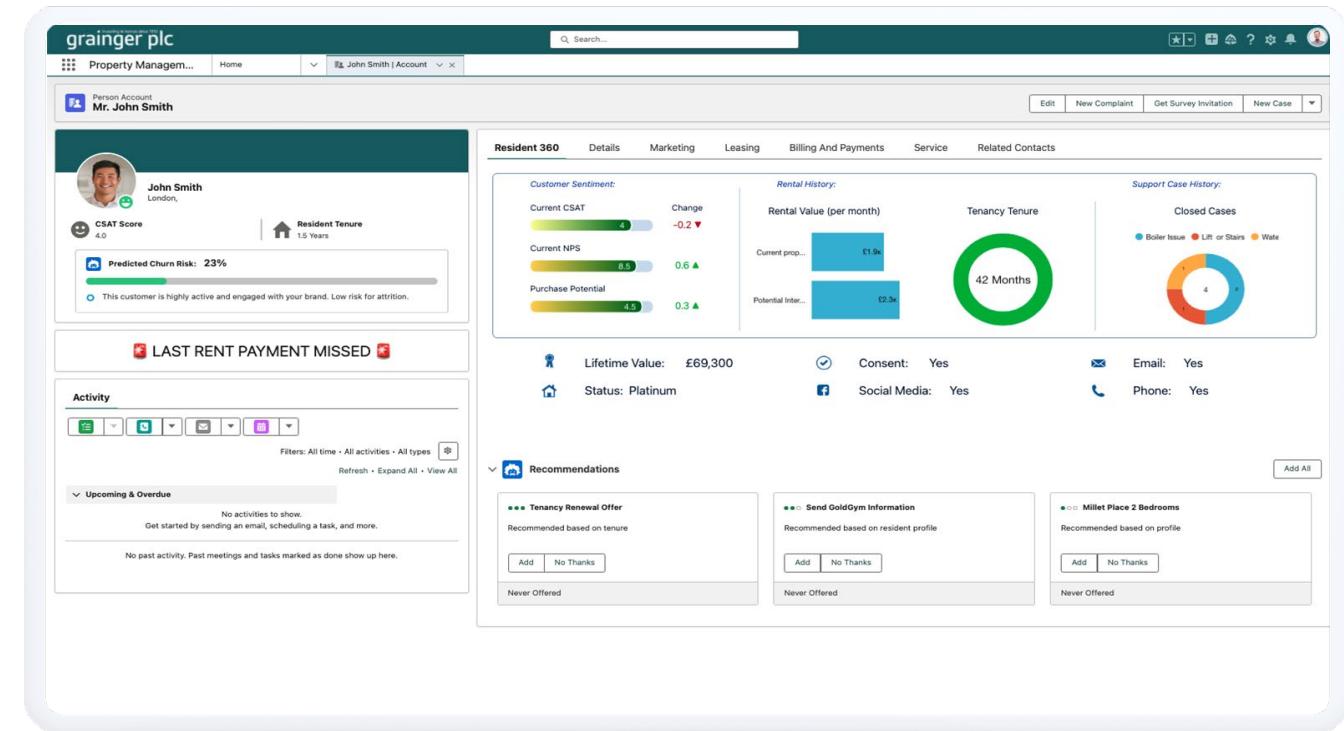
360 Overview Resident Data

Case and Complaint Management

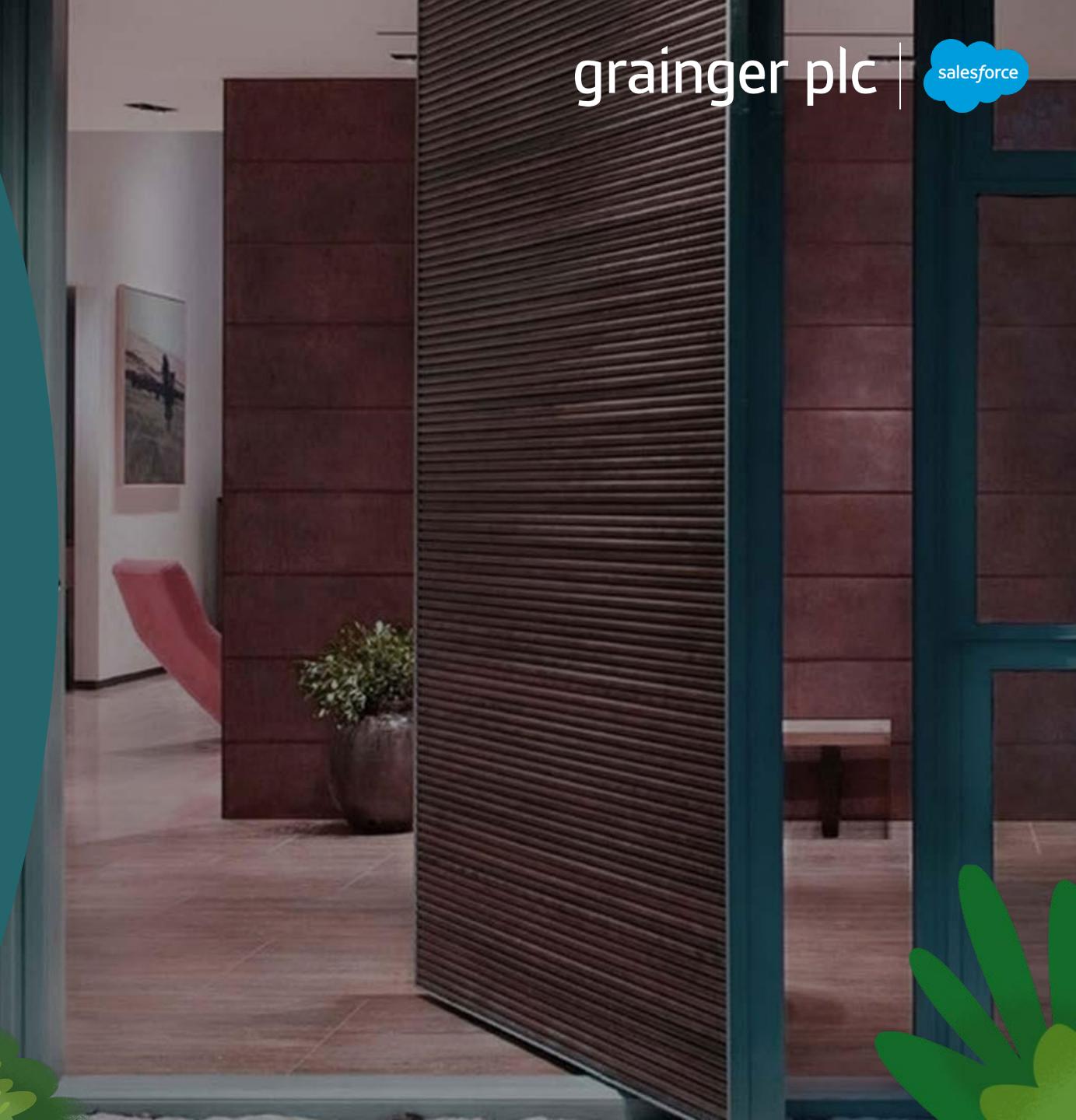
Billing and Financial Insights

Resident Insights & Predictions

SOLUTION & CAPABILITIES



Business Value



Resident & Property 360: Single Source of Truth

“We ultimately need as a business a single view of our customers and properties.”

Resident 360

- All Grainger teams have a single source of truth for resident data
- Full view of the lifetime value of every resident
- Seamless handovers between leasing, tenancy & renewals
- Leverage AI & automation to identify & pursue the most resilient resident and increase customer facing team productivity

Tenancy

- Bridge between the Resident & Property 360
- Streamline change of sharer and renewals process
- Track rent collections, fees/payments, & arrears
- Provide self-service capabilities to residents to deflect and scale

Property 360

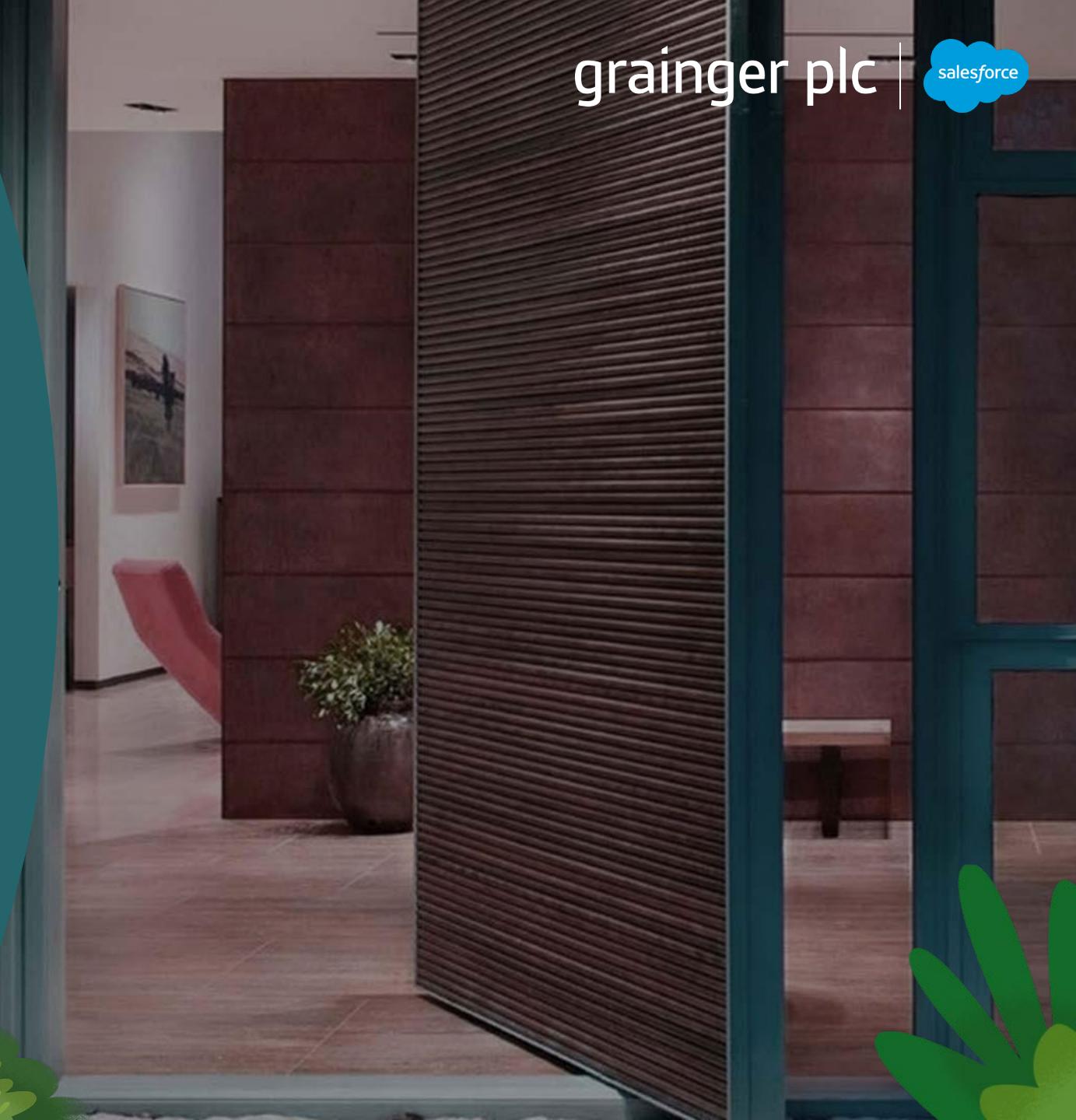
- Single view of all property related data (Blocks, Units & Assets)
- Feedback loop between property management & onboarding
- Carbon Accounting & Sustainability insights aligned with Property
- Real-time view of cost to serve/maintain and compliance



Business Value Map for Grainger

Business goal	Benefit areas	Capabilities delivering the benefits	Value drivers / KPIs
Deliver sustainable business growth	Standardisation of operations	Resident 360 - Single View of Residents & ability to track engagement across the business	Case resolution and team productivity
	Efficiency gains and team productivity	Property 360 - Single View of Property, Unit, Asset & Tenancy information linked with Residents	Employee satisfaction
	Contractor management	Carbon accounting and Net Zero reporting as part of property 360.	Customer retention
	Customer experience across full lifecycle	Procurement & Supplier Management to drive efficiency, performance and resident experience	CSAT
	Improved and seamless service quality	Connected, personalised experience across all channels with Marketing Cloud	Rental Growth
	ESG, safety and compliance reporting	Seamless app experience with single Leasing Portal & MyGraingerApp	Operating and overhead costs
	Reduce operational costs connected to lack of visibility	Consolidated case management, asset management, & job/task management solutions with Field Service	Data accuracy and real time reporting
	IT expenditure supports growth	iPaaS solution to simplify architecture & create reusable connections	Cost of IT integrations and upkeep
		Leverage more data, automation, and AI to scale operations without scaling headcount with CRM Analytics	
Be prepared in the event of market changes		Reduce integration and technology maintenance cost by delivering a simplified architecture with single platform	
Enable automation & data driven decisions			

Next Steps



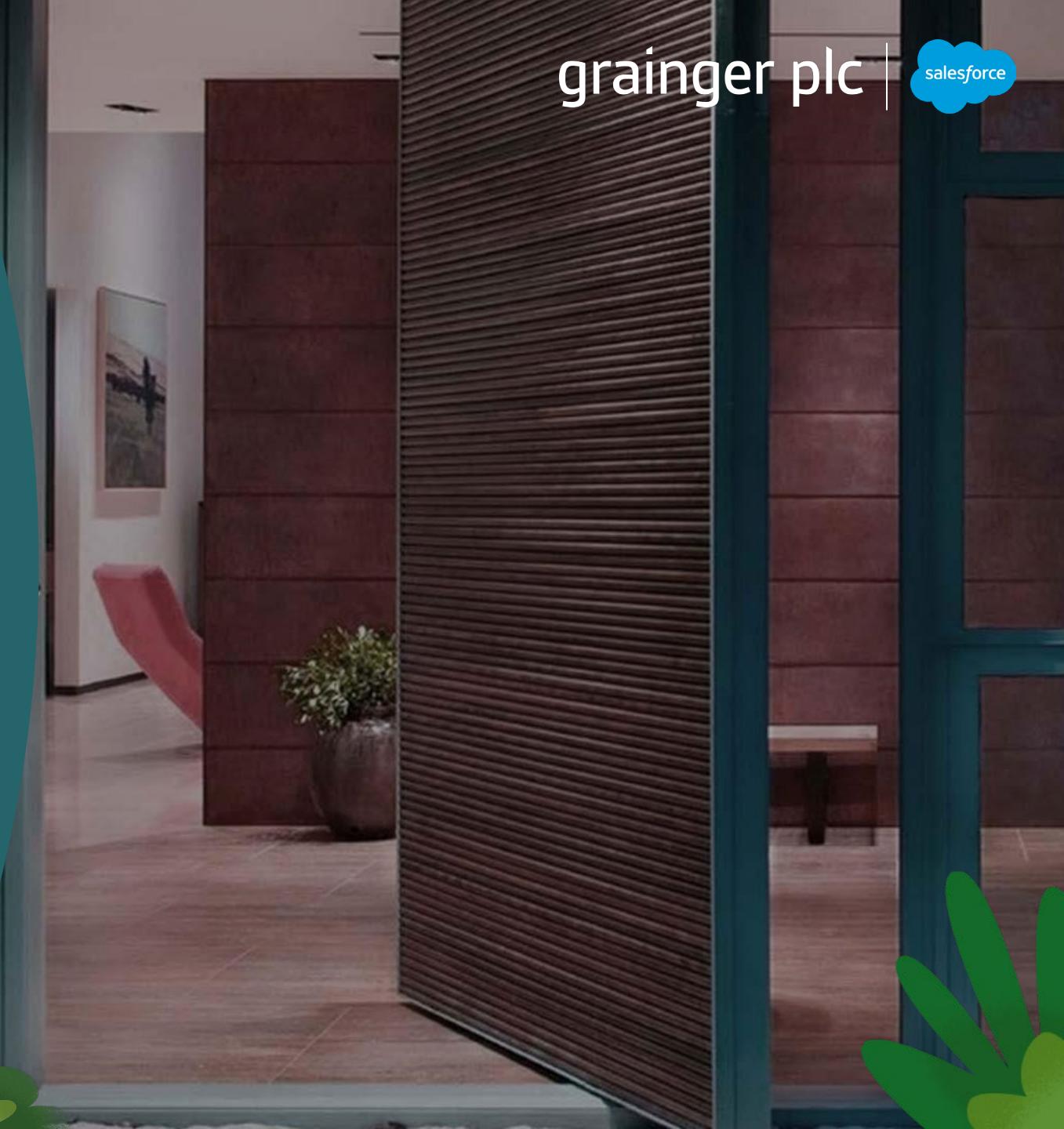
Next Steps

- Feedback from team
- Understand key priority areas and timelines
- Work with partner to lay out implementation options

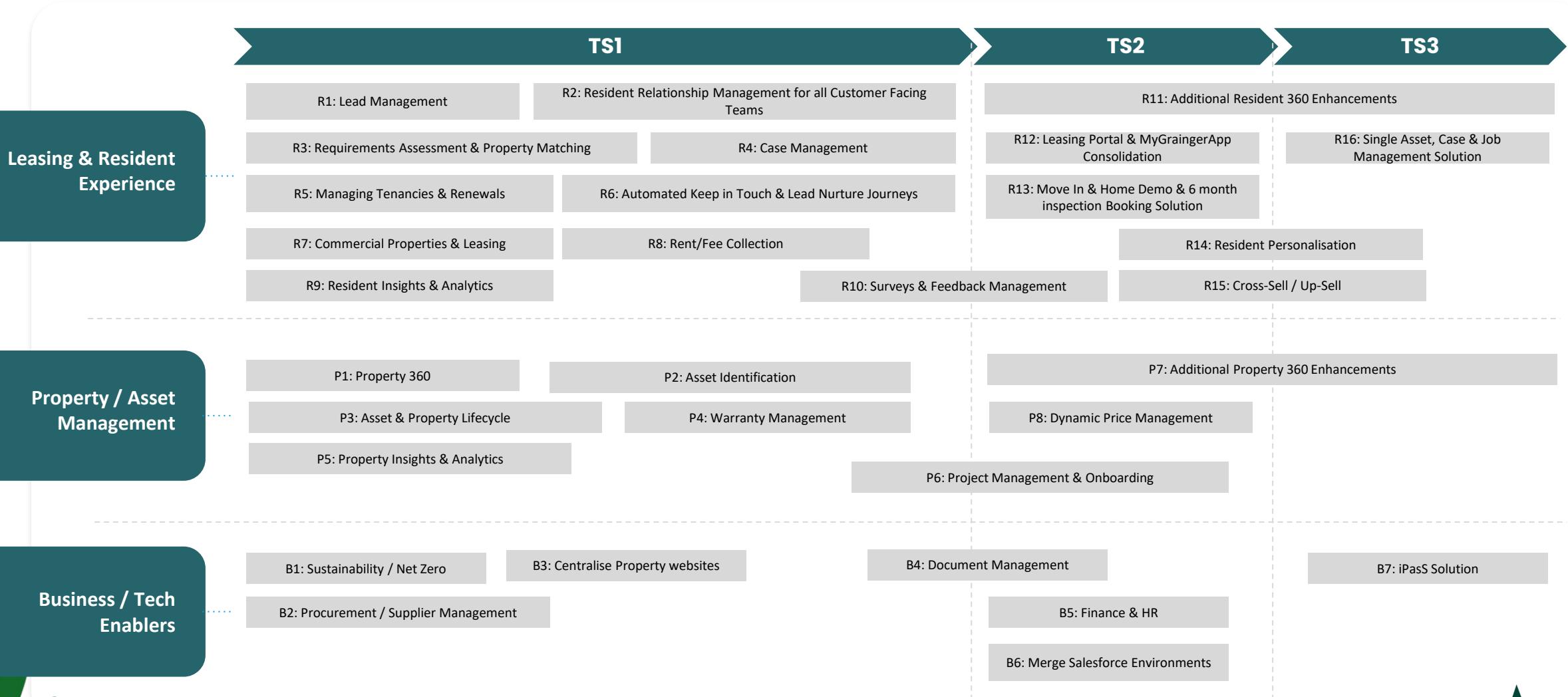
Next Steps

- ESG Module Demo with Core Team (12/18)
- Feedback session (early January)
- Agree priority areas to review with board as required

Appendix



Grainger Transition State Roadmap



Initiative Descriptions

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Area	Identifier	Capability / Initiative	Definition
Leasing & Resident Experience	R1	Lead Management	Bring in Lead Scoring, deduplicate & centralise lead automation rules, bring in Marketing Engagement from Marketing Cloud & align with Property 360
	R2	Resident Relationship Management	Provide all customer facing teams with the ability to view more information about residents and allow them to continue to maintain and augment the information (i.e. potential red flags, preference management, etc...)
	R3	Requirements Assessment & Property Matching	Provide and easy to use interface to facilitate matching available properties to the requirements of potential residents
	R4	Case Management	Case Management for On site & Customer Service Teams - complaints
	R5	Tenancy & Renewals Management	Managing Tenancies & Renewals - renewal recommendations
	R6	Lead Nurture & Retention	Automated Keep in Touch & Lead Nurture Journeys out of existing Marketing Cloud - dependent on resident 360 data
	R7	Commercial Leasing	Provide the commercial team the ability manage commercial properties and the end to end leasing and renewals process
	R8	Rent/Fee Collection	Visibility to into the resident financial status to highlight arrears processes, trigger notification and provide insights to the customer facing teams.
	R9	Resident Insights & Analytics	Embedded reporting to highlight key resident metrics such as lifetime spend, tenancy and service data, likelihood to renew..etc.
	R10	Feedback Management	Enhance feedback process by leveraging data points throughout the end to end resident process.
	R11	Additional Resident 360 Enhancements	Ability to augment the Resident 360 view by adding additional capabilities based on learnings from TS1
	R12	Resident Self-Serve	Consolidate the technology behind the Leasing Portal & MyGraingerApp. Provide residents visibility into their financial accounts
	R13	Booking Management	Provide residents and customer facing teams the ability to book appointments for Move In, Home Demo, 6 month inspections and other appointments

Initiative Descriptions Cont

grainger plc



Area	Identifier	Capability / Initiative	Definition
Leasing & Resident Experience	R14	Personalisation	Ability to personalise the end to end digital experience for residents leveraging Marketing Cloud Personalisation
	R15	Cross-Sell / Up-Sell	Consider cross Sell partnerships like contents insurance, gyms and perks neighborhood and can leverage next best action to prompt which residents to target
	R16	Asset & Job/Task Management	Visibility of the Asset, Asset hierarchy, Asset documentation and insight into related work orders.
Property & Asset Management	P1	Property 360	Centralising property and asset data to have a single source of truth. Further enhanced by leasing, service, marketing, and ESG data.
	P2	Asset Identification	Ease of onboarding assets onto a platform pre PC & updating post PC
	P3	Property & Asset Management	Ability to manage properties from onboarding to managing Health & Safety, Compliance, Risk, repairs, financials
	P4	Warranty Management	Ability to track warranty information, trigger notifications and manage key documents.
	P5	Property Insights & Analytics	Embedded property insights to highlight key metrics across the property lifecycle. Ability to blend in external market data for comparison.
	P6	Project Management & Onboarding	Centralise project milestones, key dates, risk and mitigation strategies in relation to a property.
	P7	Additional Property 360 Enhancements	Ability to augment the Property 360 view by adding additional capabilities based on learnings from TS1
	P8	Property List Price Management	Ability to manage unit level pricing and account for renewal price increases to match market conditions.

Initiative Descriptions Cont

Area	Identifier	Capability / Initiative	Definition
Business & Technology Enablers	B1	Sustainability Management	Replace existing end of life carbon footprint accounting system and integrate with Property 360
	B2	Procurement / Supplier Management	Leverage Account and Opportunity Management of manage suppliers and perform bid and tendering processes
	B3	Centralise Property Websites	Consolidate the 26 property microsites into a single site to enable property searching across the portfolio
	B4	Document Management	Restructure documents to mirror property and asset hierarchy and integrate into Property 360
	B5	Finance & HR	Replace Qube with SaaS finance system and implement an HR system instead of using spreadsheets
	B6	Merge Salesforce Environments	Consider merging the two Salesforce environments
	B7	iPaaS Solution	Implement an iPaaS Solution like MuleSoft to bring reusability into architecture

Grainger Business Capability Map - Descriptions

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Market Properties & Attract	Qualify, Apply & Convert	Move-In/Serve				Retain & Recommend
LEAD GENERATION/CAPTURE Attract and capture prospective residents who are interested in renting with Grainger	LEAD MANAGEMENT Lead management is the process by which leads are qualified, nurtured, routed, worked and converted to accounts and opportunities. Eligibility checking is part of the qualification.	RESIDENTS RELATIONSHIP MANAGEMENT Tools & strategies used to build relationships with residents. Ability to manage details & related information regarding a person.	RESIDENT SELF SERVE Publishing of formal knowledge, moderating and nurturing of crowd sourced knowledge from the community to empower customers, resolve issues, and deflect the direct cost of service. Provide direct contextual channel for issue resolution, profile management and other loyalty services. Booking Events.	CONTRACTOR/SUPPLIER MANAGEMENT The process of hiring, supervising, and overseeing contractors and service providers for various tasks, including maintenance, repairs, renovations, and construction, to ensure quality, timeliness, and cost-effectiveness in property management and improvement projects. Includes managing agents.	RENEWAL MANAGEMENT Process of engaging existing residents to encourage a renewal of a property.	
LEAD NURTURE Process of nurturing potential residents	REQUIREMENTS ASSESSMENT & PROPERTY MATCHING The process of matching prospective residents with properties.	REQUEST/ CASE MANAGEMENT Management of the lifecycle of a service request through to resolution, including the ownership of the request, traceability of resolution, and related interactions. Process automation to assign, route, guide, escalate, and other business processes.	OMNI-CHANNEL CUSTOMER CARE Ability to manage interactions between service requester and provider from a variety of customer service channels.	JOB & TASK MANAGEMENT Work orders define the discrete pieces of work needed to complete a job. Work orders are defined by status and service related entitlements such as service contracts, warranties, repairs, maintenance, ppm. Replacement. Includes Facilities Management.	RESIDENT MOVE-OUT Resident off boarding involves several important activities such as lease termination, property inspection, security deposit return, and any necessary cleaning or repairs to prepare the property for the next resident	
DIRECT MARKETING Using owned & operated channels & platforms (direct mail, email, events, mobile apps, social platforms & websites) to deliver marketing messages that are coordinated & highly personalized.	VIEWINGS MANAGEMENT The scheduling of a physical viewing event of a unit with grainger team with a resident(s)	KNOWLEDGE MANAGEMENT Provide the ability to capture and distribute reusable, relevant and accurate knowledge content across one or more channels internally and externally to residents and partners	SLA TRACKING AND MILESTONES Service Level Agreements between Contractors and grainger or set forth with the residents/commercial tenants & Milestone Management.	FACILITIES MANAGEMENT utilities, understanding how the building works and operates and drives efficiencies	RESIDENT RETENTION The process of retaining a resident into a different grainger unit at the point of renewal.	
PAID MARKETING Using paid channels & platforms to deliver marketing messages that are coordinated & highly personalized driving brand awareness and lead generation.	VIRTUAL VIEWINGS MANAGEMENT A Virtual viewing, is an event that involves potential residents interacting in an online environment on the web, rather than meeting in a physical location.	COMPLAINTS MANAGEMENT Ability to distribute and track correspondence related to investigations or resolutions of resident complaints.	CLAIMS MANAGEMENT The process of documenting and reporting incidents, coordinating with insurance providers, and managing the claims process from initiation to resolution.	CRISIS MANAGEMENT An incident is an event that could lead to loss of, or disruption of a property. Incidents can become a crisis depending on the severity.	CROSS-SELL / UP-SELL Providing ability to identify new revenue generating opportunities.	
CAMPAIGN MANAGEMENT Approach used to design campaigns including use of direct & paid marketing channels, lifecycle marketing and how those campaigns are overseen throughout the campaign lifecycle.	OFFER / AGREEMENT MANAGEMENT Manage the lifecycle of tenancy agreements and other contracts from creation through signatures and potential amendments. Streamline property eligibility checks for prospective residents ensuring compliance with regulatory and financial requirements as well as finding the ideal candidate. This also includes lease agreements, heads of terms, and other contracts for commercial purposes as well	RENT/FEE COLLECTION Collection of rent from resident for the use of the property. Including the management of arrears process (late payment process). Service charge collection and ad hoc collection.	CHANGE OF SHARER The process of changing residents under the current tenancy contracts.	IDENTITY VERIFICATION The process by which the operations teams confirm the identities of new residents	REFERRALS MANAGEMENT Manage the referrals from residents and partners	
MARKETING & CAMPAIGN ANALYTICS The analysis of the effectiveness of marketing campaigns and assets to determine how well they achieve their objective versus the cost. Measurement to support Performance-Based Marketing goals.	INITIAL PAYMENT MANAGEMENT Record initial deposit and payment that had signed a new letting.	INTERNET OF THINGS (IOT) DEVICE MANAGEMENT The ability to provisioning, configuration, operation, version management, control, and monitoring IoT devices.	FEEDBACK/ SURVEYS/ VOICE OF THE RESIDENT (VOC) The request, collection and management of customer satisfaction, net promoter and other survey results after key interactions.	RESIDENT MOVE IN Onboard a new resident into a new unit supporting technical setup (i.e. app), sending materials, and assisting with move-in		

Asset Onboarding & Management

ASSET IDENTIFICATION The process of uniquely recognizing and labeling physical or digital assets within an organization. Asset registration.	PROPERTY/ASSET LIFECYCLE MANAGEMENT Comprehensive approach to managing an asset's entire lifecycle, from acquisition to disposal. It involves planning, maintenance, optimization, and tracking to maximize value and efficiency while minimizing costs and risks.	PROPERTY/ASSET MAINTENANCE (PPM) A continuous process for improving the availability, security, reliability and longevity of assets.	PROPERTY/ASSET INSPECTIONS The process of regular assessment and examination of physical assets to ensure safety and compliance with regulations. Move-in/Move Out Inventory.	ASSET/PROPERTY DISPOSAL The process selling of individual vacant assets or investing sales. Evaluation of an asset for a potential buyer.	ASSET REPORTING & ANALYTICS Usage analytics are used to collect, analyze, present, and visualize data on the use of software applications to understand the adoption of specific assets.
APPROVAL PROCESSING Approval Processing (for anything from invoices and budgets to marketing campaigns and web site content) allows organizations to create consistent, standardized work. An approval process is a type of workflow which involves one or more steps, whereby a group or a particular individual typically performs some form of...	WARRANTY MANAGEMENT The ability to easily create, administer, process, and track warranty coverage and activities against property assets.	BUDGET / FINANCIAL ACCOUNTS MANAGEMENT Budget management is the process of administering and overseeing the finances related to managing individual properties	DEBT COLLECTION / DEBT RECOVERY MANAGEMENT Manage the process of collecting and recovery outstanding rental payments/service fees from residents and other external parties		

Grainger Business Capability Map - Descriptions

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Business Enablers

Business Enablers				
RESIDENT 360 Resident 360 - Encompasses all the information in relation to a resident	PROPERTY 360 Property Inventory, Who is renting the property, how much have we spent on this property, what is the price of the property. Includes the tenancy relationship between the property and resident.	PREFERENCE & PRIVACY MANAGEMENT Providing customers with the ability to convey & update their marketing communication preferences. Includes ensuring that customers are satisfied with the recency & frequency of messages they receive.	CUSTOMER COMMS / TRANSACTIONAL MESSAGING Deliver real-time, personalized, and critical messages to their customers. This enables secure and timely communication for activities such as order confirmations, account alerts, and one-time passcodes, ensuring a seamless and trustworthy customer experience.	EVENT MANAGEMENT Event Management is the application of project management to the creation and development of small and/or large-scale personal or corporate events such as festivals, conferences, ceremonies, weddings, formal parties, concerts, or conventions. It involves studying the brand, identifying its target audience, devising the event concept, and coordinating the technical aspects before actually launching the event.
BRAND MANAGEMENT Relates to the "Grainger" way of doing business.	APPOINTMENT MANAGEMENT Coordination of appointments and activities related to the transition of a new resident into a residential property (i.e. home demo, move in, key pick up, etc...)	PROPERTY PRICE MANAGEMENT Manage the setup of property prices and ongoing adjustments driven by market conditions and valuation changes to maximise value.	DOCUMENT MANAGEMENT The process of managing both documents provided by the resident and property documents.	GOLDER THREAD (BUILDING SAFETY) MANAGEMENT Evidence that all structural risks and fire safety risks are being managed
PROCUREMENT Sourcing, acquiring, and managing goods, services, and materials to meet an organization's needs. It encompasses supplier selection, contract negotiations, cost control, and supply chain management, aiming to optimize quality, cost-efficiency, and supply reliability.	HR & LEARNING/DEVELOPMENT Attracting, developing, and retaining talent within an organization. It encompasses recruitment, onboarding, training, performance management, and employee engagement initiatives. This capability plays a key role in nurturing a skilled and motivated workforce, driving organizational growth and success.	POLICY MANAGEMENT / RISK MANAGEMENT Policies that govern the business and policies for the buildings.	BUSINESS PROCESS OPTIMISATION (BPO) Analyzing, redesigning, and automating workflows to streamline operations, eliminate bottlenecks, and deliver faster, more reliable outcomes. It enables businesses to adapt and thrive in a rapidly changing market by optimizing their internal processes for maximum effectiveness.	MARKET RESEARCH An organized effort to gather information about target markets and customers to identify and qualify new service or product offerings. Identify and analyze needs of the market, market size, competition through qualitative (focus groups, interviews) and quantitative (surveys, secondary data) techniques.
ESG MANAGEMENT Carbon footprint accounting, social responsibilities.... etc.	FORECASTING MANAGEMENT Ability to budget, plan and forecast from a finance perspective to integrate corporate strategy and execution.	TECHNOLOGY & OPERATIONS Client experience and operational efficiency through technology to run a more effective practice.	LEGAL / CONTRACTUAL OBLIGATIONS The legal responsibilities of each party involved in a contractual agreement. In a contract, both parties will exchange an item or service of value, the expectation is that one party will make a payment for the value of the item or service once certain expectations are met in order for the exchange to be properly completed.	FINANCE Managing the company's financial resources, including budgeting, financial planning, accounting, and decision-making related to investments and capital allocation.
PROJECT MANAGEMENT Management of large scope of work and maintenance of the asset. Will have to go for board approval. ex: major work, refurbishment., re-development				

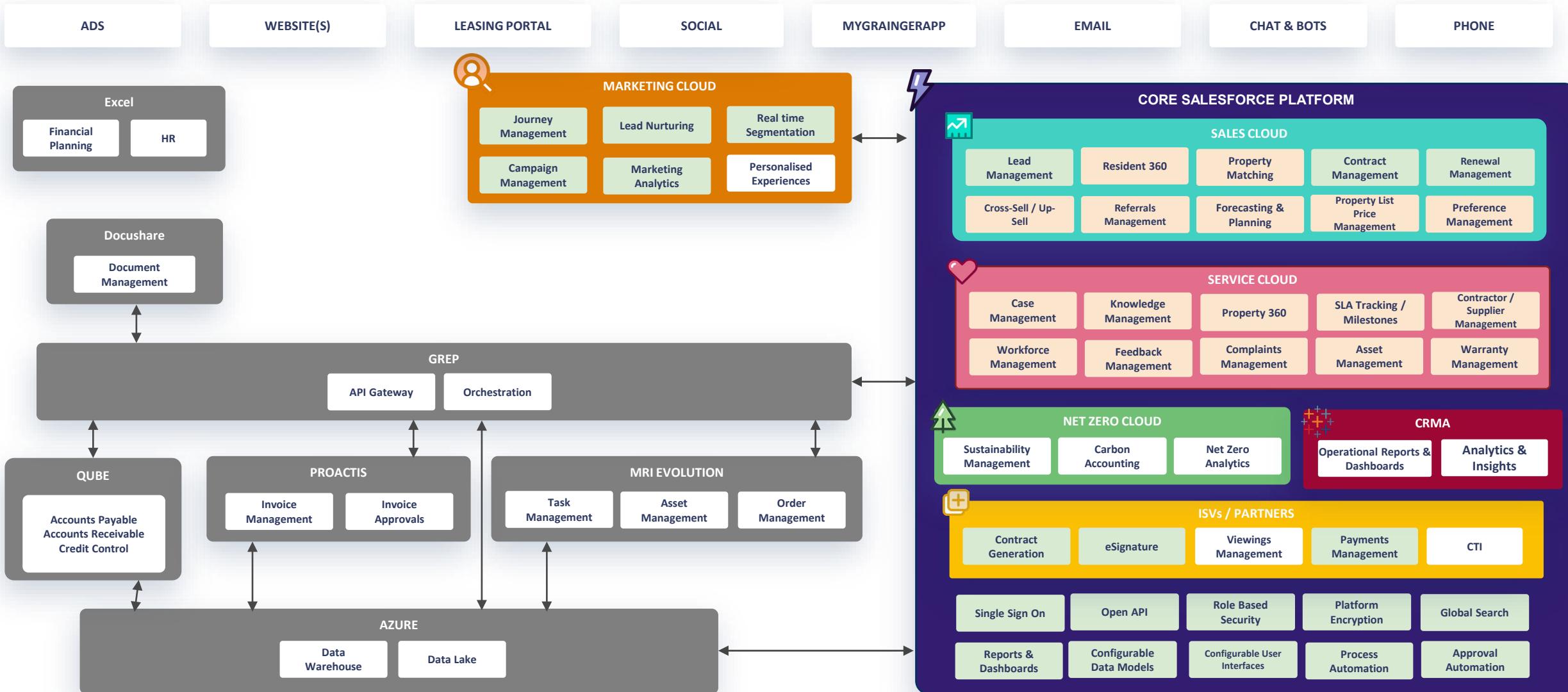
TS1 Grainger Future State Architecture

Salesforce Colour Legend

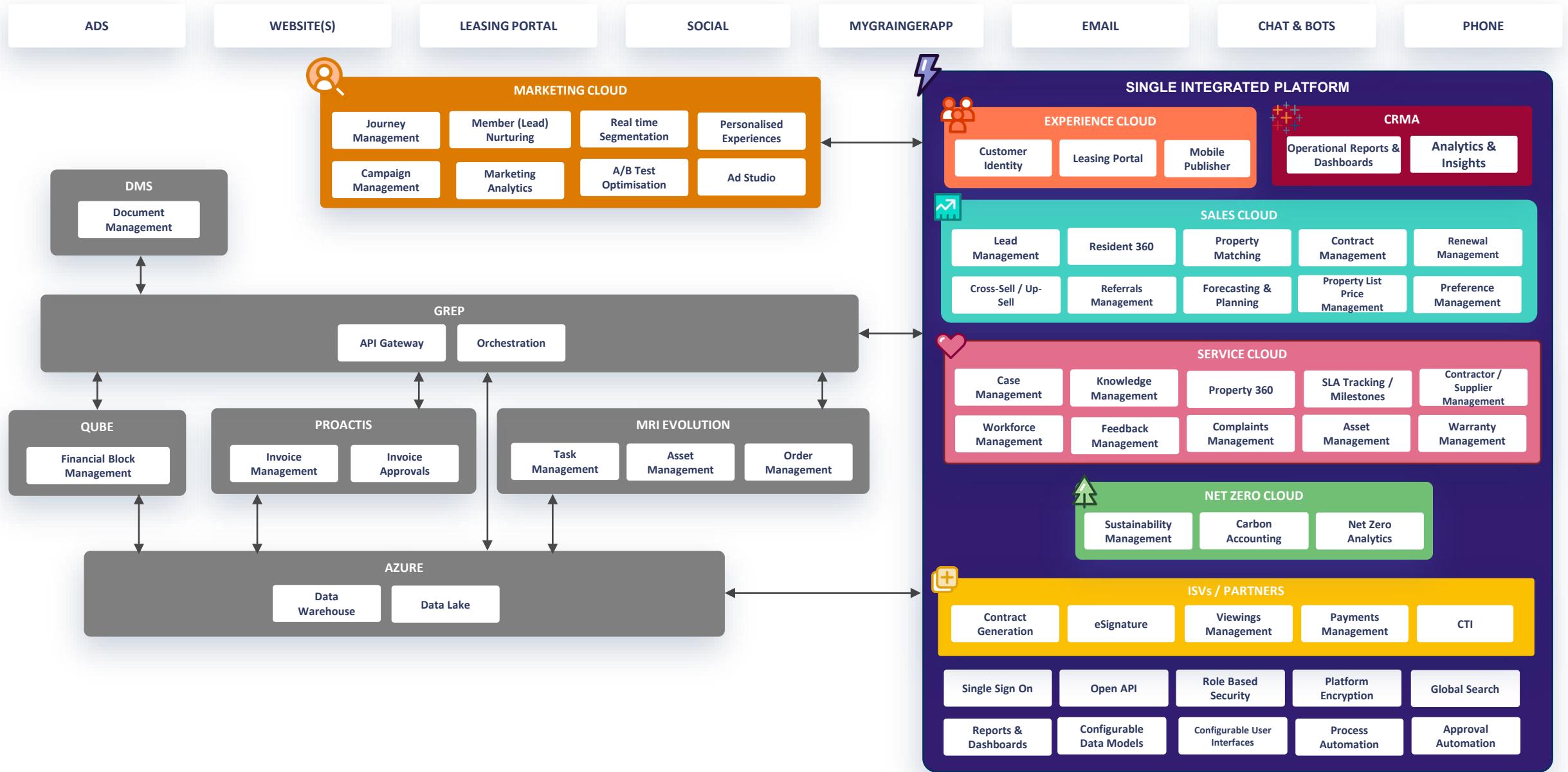
New (licenses required)

Capability already available but configuration / build required

Capability leveraged today (opportunity to expand)



TS2 Grainger Future State Architecture



Grainger Future State Architecture

