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| AAR Business Services & Technology 2018 Business Plan |
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From: Business Services and Technology
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Meeting Date: January 10, 2018

REALTOR® - The best prepared real estate professional with the highest standards.

The following are programs, products, services and activities (PPSA's) with Business Services and Technology oversight.

BUSINESS SERVICES

AAR provides technology tools other than forms delivery as a member benefit only if AAR is in a unique position to provide the tool, or the tool create value statewide, or if the tool advances the real estate industry and the AAR vision. AAR explores, identifies and recruits members who are technologically adept to enhance the goals of the committee. (Strategic Objectives 5.B and 5.F)

Brief description of how the PPSA contributes to achieving AAR's vision: AAR's Business Services provide tangible products members use every day in increasing their professionalism and providing a higher quality of service to consumers.

Importance of PPSA to the critical-to-serve customer: Business Services enhances member's professionalism and prepares them to better serve tomorrow's consumers.

Strategic Focus Points:

| Measurable Objectives | Status |
|---|--------|
| Negotiate discounts for products and services that benefit members and consistently market those offerings. | |
| Market for member awareness and increased use | |
| Pursue partnership and collaboration opportunities to the members how to use business technologies. | |
| Research and inform members on how to choose the right technologies for business through channels of communication. | |
| Create a mechanism for consistent member generated content regarding technology related issues and practices. | |

Tech Helpline®

AAR provides technology tools, other than forms delivery, as a member benefit only if: AAR is in a unique position to provide the tool; the tool creates value statewide; or the tool advances the real estate industry and the AAR vision. AAR investigates and provides information on member or staff recommended products and services that increase efficiency, profitability and digital security of member business operations. AAR negotiates discounts for products and services that benefit members. (Strategic Objectives 5.B, 5.C and 5.D)

Brief description of how the PPSA contributes to achieving AAR's vision: Provides members with a source to minimize computer and device issues with a trusted REALTOR® friendly resource.

Importance of PPSA to the critical-to-serve customer: Provides members with an inexpensive resource for computer and device technical assistance as a benefit.

Strategic Focus Points:

| Measurable Objectives | Status |
|---|--------|
| Usage statistics are compiled and shared monthly. | |
| Market for member awareness and increased use | |
| Pursue partnership and collaboration opportunities to the members how to use business technologies. | |
| Maintain positive member responses | |

zipForm®

AAR controls and provides the delivery of AAR’s forms to the members as a member benefit. AAR negotiates discounts for products and services that benefit members. (Strategic Objectives 5.A and 5.D)

Brief description of how the PPSA contributes to achieving AAR’s vision: zipForm® controls the delivery of AAR’s forms and provides the delivery of AAR’s forms to the members as a member benefit. zipForm® Plus is provided to members as a benefit from NAR while zipForm® Standard and Mobile are provided as benefits from AAR.

Importance of PPSA to the critical-to-serve customer: zipForm® controls risk and enhances member’s professionalism, preparing them to better serve tomorrow’s consumers.

Strategic Focus Points:

| Measurable Objectives | Status |
|---|--------|
| Usage statistics are compiled and shared monthly. | |
| Conduct trainings on a monthly/bi-weekly basis | |
| Pursue partnership and collaboration opportunities to the members how to use business technologies. | |
| Maintain positive member responses | |

AAR eSign

AAR provides technology tools, other than forms delivery, as a member benefit only if: AAR is in a unique position to provide the tool; the tool creates value statewide; or the tool advances the real estate industry and the AAR vision. AAR investigates and provides information on member or staff recommended products and services that increase efficiency, profitability and digital security of member business operations. AAR negotiates discounts for products and services that benefit members. (Strategic Objective 5.B, 5.C and 5.D)

Brief description of how the PPSA contributes to achieving AAR’s vision: AAR eSign provides members with a technology tool through AAR’s unique position to provide the tool. AAR eSign creates value statewide and advances the real estate industry.

Importance of PPSA to the critical-to-serve customer: AAR eSign controls risk and enhances member’s professionalism, preparing them to better serve tomorrow’s consumers.

Strategic Focus Points:

| Measurable Objectives | Status |
|---|--------|
| Usage statistics are compiled and shared monthly. | |

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|---|--|
| Conduct trainings on a monthly/bi-weekly basis | |
| Pursue partnership and collaboration opportunities to the members how to use business technologies. | |
| Maintain positive member responses | |

AAR Single Sign-On

AAR provides technology tools, other than forms delivery, as a member benefit only if: AAR is in a unique position to provide the tool; the tool creates value statewide; or the tool advances the real estate industry and the AAR vision. AAR investigates and provides information on member or staff recommended products and services that increase efficiency, profitability and digital security of member business operations. AAR negotiates discounts for products and services that benefit members. (Strategic Objectives 5.B, 5.C and 5.D)

Brief description of how the PPSA contributes to achieving AAR’s vision: AAR Single Sign-On provides members with a technology tool through AAR’s unique position to provide the tool. AAR eSign creates value statewide and advances the real estate industry.

Importance of PPSA to the critical-to-serve customer: AAR Single Sign-On controls risk and enhances member’s professionalism, preparing them to better serve tomorrow’s consumers.

Strategic Focus Points:

| Measurable Objectives | Status |
|---|---------------|
| Usage statistics are compiled and shared monthly. | |
| Conduct trainings on a monthly/bi-weekly basis | |
| Pursue partnership and collaboration opportunities to the members how to use business technologies. | |
| Maintain positive member responses | |

SOFTWARE DEVELOPMENT

AAR will develop and monitor software that will help AAR maintain data to better understand member needs, communicate more effectively with members and maximize adoption of AAR programs and services.

Brief description of how the PPSA contributes to achieving AAR’s vision: AAR’s Business Services provide tangible products members use every day in increasing their professionalism and providing a higher quality of service to consumers.

Importance of PPSA to the critical-to-serve customer: Applications provided by AAR allow members to work effectively and efficiently.

Strategic Focus Points:

| Measurable Objectives | Status |
|--|---------------|
| Develop and maintain data and access to data for AAR purposes. | |

Enhanced Member Profile

AAR develops and maintains data, beginning with an enhanced member profile, to better understand member needs, communicate more effectively with members and maximize adoption of AAR programs and services (SP: 5.E).

Brief description of how the PPSA contributes to achieving AAR’s vision: The Enhanced Member Profile provides the tools to communicate the right message to the right people in methods that reach out, inform and engage the membership.

Importance of PPSA to the critical-to-serve customer: The Enhanced Member Profile is a necessary tool to provide information on members to effectively communicate and coordinate information.

Strategic Focus Points:

| Measurable Objectives | Status |
|--|---------------|
| Provide data analytics of AAROnline.com members logged-in. | |
| Develop “Enhanced Member Profile” through RAMCO AMS. | |
| Maintain RAMCO as the data warehouse for the Enhanced Member Profile | |

IT RESOURCES AND SECURITY MANAGEMENT

AAR will develop and monitor software that will help members' access to AAR's forms as a member benefit (SP: 5.A) and maintain data to better understand member needs, communicate more effectively with members and maximize adoption of AAR programs and services (SP: 5.E).

Brief description of how the PPSA contributes to achieving AAR's vision: This program contains basic support items for the network and communications infrastructure of the association.

Importance of PPSA to the critical-to-serve customer: This is an "enabling" program that provides for development and delivery of essential customer benefits.

Strategic Focus Points:

| Measurable Objectives | Status |
|--|---------------|
| Data and voice systems uptime is better than 99%, excluding planned maintenance periods | |
| Security exploits conducted against AAR receive urgent attention and appropriate measure taken to prevent reoccurrence | |
| Build an effective disaster recovery infrastructure to allow immediate phone and email recovery | |

Phone

AAR's Information Technology resources will ensure that phone communications are secure and reliable, allowing AAR to communicate more effectively with members (SP: 5.E).

Brief description of how the PPSA contributes to achieving AAR's vision: The phone system is an integral part necessary to communicate with members. The system is essential to each area of AAR, providing a direct link to/from members, ensuring AAR's ability to fulfilling its vision.

Importance of PPSA to the critical-to-serve customer: The phone system is a necessary tool to provide members with a channel to effectively communicate and coordinate information.

Strategic Focus Points:

| Measurable Objectives | Status |
|--|---------------|
| Enhance disaster recovery infrastructure to maintain phone system in event of local physical failure | |
| Maintain a secure and reliable phone system | |
| Troubleshoot problems in a quick and efficient manner. | |

Network

AAR's Information Technology resources will ensure that the network infrastructure is secure and reliable, allowing AAR to communicate more effectively with members and each other (SP: 5.E).

Brief description of how the PPSA contributes to achieving AAR's vision: Provide resources which support the entire network and infrastructure of the association. A major part of this is securing AAR's networks against unauthorized access, physical damage/failure and providing for restoring the infrastructure in the event of a major disaster. Components of this program include AAR's Internet connections, data backup and restoration, maintenance of Internet firewalls and switches, support for our membership system, and consulting fees for technology and security issues.

Importance of PPSA to the critical-to-serve customer: This program provides resources that enable nearly all programs within AAR.

Strategic Focus Points:

| Measurable Objectives | Status |
|--|---------------|
| Establish disaster recovery infrastructure to maintain phone system in event of local physical failure | |
| Maintain the network to ensure it remains secure and reliable | |
| Conduct vulnerability study and remediation by June 2017 | |

BUSINESS SERVICES AND TECHNOLOGY SUPPORT

AAR's Business Services and Technology area will provide top notch technical and customer support to its members.

Brief description of how the PPSA contributes to achieving AAR's vision: This program contains basic support items for other programs within this committee, as well as programs in other areas. Included are things such as copying, postage, subscriptions and supplies. It supports the vision indirectly by providing resources critical to accomplishing the goals of other programs, products, services, and activities. Specialized training/continuing education of staff and travel of staff to meetings and conferences are included in this budget.

Importance of PPSA to the critical-to-serve customer: This is an "enabling" program that provides for development and delivery of essential customer benefits.

Strategic Focus Points:

| Measurable Objectives | Status |
|--|---------------|
| Staff and committee leadership review use of resources via monthly financials | |
| At year-end, income and expense for this committee's overall budget are within 10% | |

MEMBER COMMUNICATIONS

AAR creates and maintains a consistent, coordinated system of communication management for all areas of the association. Efforts in this area include investigating and implementing communication methods to increase the effectiveness of AAR's efforts to inform, engage and reach out to the membership.

Strategic Focus Points:

| Measurable Objectives | Status |
|---|---------------|
| Disseminate pertinent, relevant and timely industry and association information, (i.e.; social networks, website, video, newsletters, etc.). | |
| Create and update Communications and Public Relations plans for the organization based on members' interests and the coordinated efforts with area managers, local associations, and the Executive Committee by January 2017. | |
| Customize website content for individual users based on user-selected topics and actual use of the site. | |
| Print and digital collateral adheres to the AAR brand and is member centric and speaks to AAR's value proposition. | |
| Communication statistics are compiled and shared monthly. | |
| Organize information on the website for easy search and access by members. | |
| Implement a system to determine the preferred communications methods of our members and communicate with our members via segmented content by May 2017. | |
| Provide a consistent voice at AAR which will speak to advocacy efforts with a focus on consumer outreach and education to the public and members by making at least two posts to HomeOwnershipMatters.com/Arizona in 2017. | |
| Solicit community outreach efforts conducted by REALTOR® members and recognize them through an annual award. | |
| Promote the value and the "why" of the REALTOR® brand to our members by conducting a statewide consumer-directed event in 2017. | |
| Social media channels are managed and monitored to ensure a steady rise in engagement and alternate sources for members to receive information. | |
| Develop a system to foster discussions with member association for the purpose of delivering timely and relevant content by April 2017. | |
| Engage in regular outreach to members to elicit discussions by posing monthly questions on social media. | |
| Meet or exceed real estate industry email open and click-through rates with The Voice. | |
| Conduct member and consumer research as needed to provide information to decision makers by fielding at least two email surveys in 2017. | |
| Communicate the value and success of REALTOR® associations throughout the state by placing at least ten mentions in print or broadcast media in 2017. | |
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