modern
MESSAGE

Lessons Learned from
Overhauling the Product
While Scaling the Business

Mike Ivey is an entrepreneur and currently cofounder, COO, and Head of product at Modern Message - an engagement platform for apartment communities. Launched in 2013, Modern Message works with thousands of apartment communities across North America. Mike is married with 3 kids whose ages are 5, 3, and 5 months.

Lesson #1
You are your most important product

How it Feels
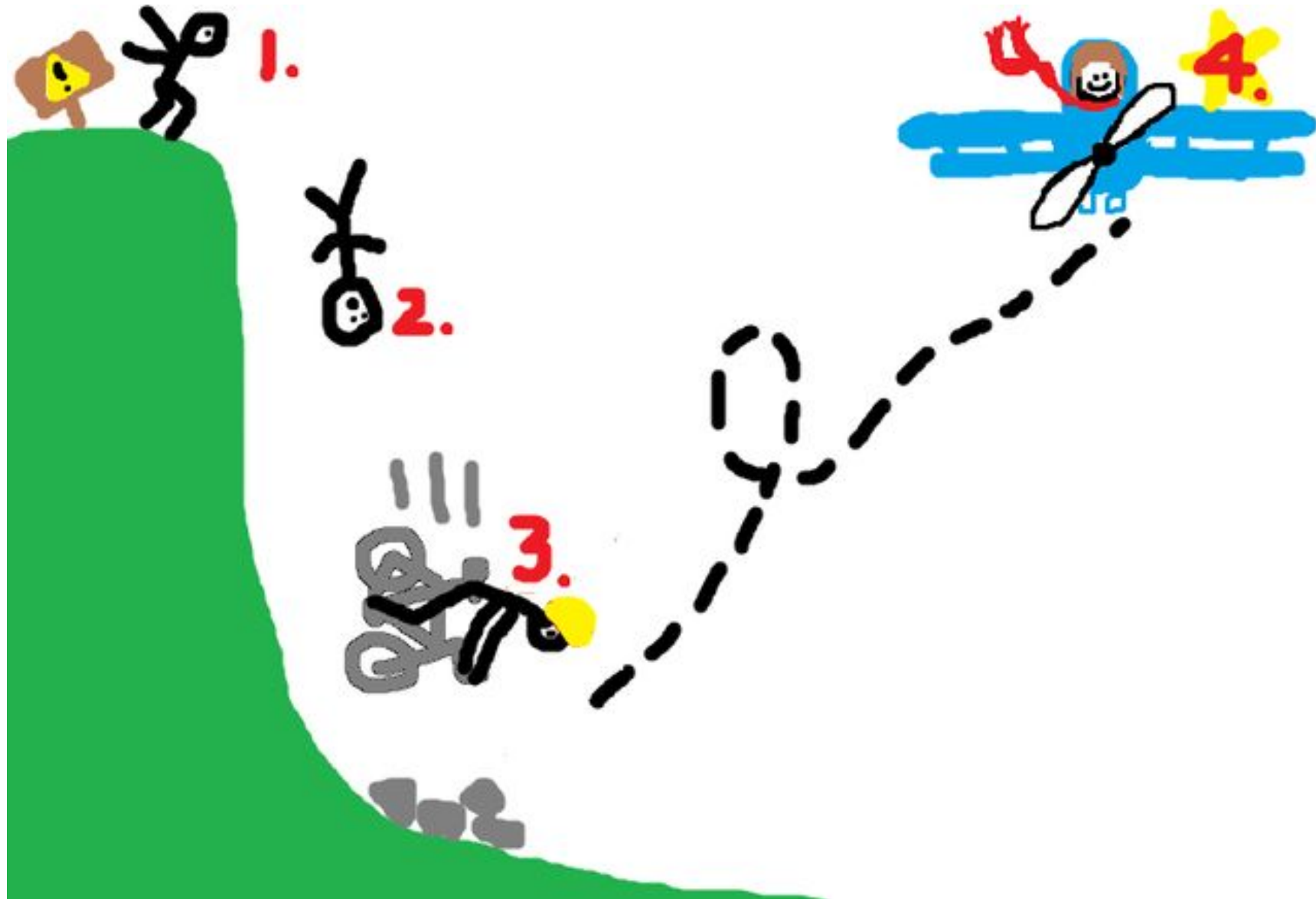
EVERYTHING YOU WANT
IS JUST
OUTSIDE YOUR
COMFORT ZONE

ROBERT ALLEN

WEEKLY PLANNING
Week of _____

FIVE MOST IMPORTANT TASKS OF THE WEEK
If these were the only tasks you completed, during the week, you'd be satisfied.

1. _____ ☐
2. _____ ☐
3. _____ ☐
4. _____ ☐
5. _____ ☐

TASKS OF SECONDARY IMPORTANCE
Do these only after you have completed the above tasks.

6. _____ ☐
7. _____ ☐
8. _____ ☐
9. _____ ☐
10. _____ ☐

ADDITIONAL TASKS
Do these only after you have completed the above tasks.

11. _____ ☐
12. _____ ☐
13. _____ ☐
14. _____ ☐
15. _____ ☐

COMMITMENT
What one action will you take to make this week more productive?
_____ ☐

What is Modern Message

Mission

Rewarding Experiences

Core Focus

Engagement Platform for Apartment Communities

Thesis

An Engaged Community is a More Valuable Community

WAG! PAW-STUME CONTEST!

And the winner is...
HOLLY & MAUI!

Maui

Congratulations to Holly & Maui of Davie, Florida! Holly has won:

A YEAR OF FREE DOG WALKS FROM WAG!

Wag!

♥ ◯ ◁   ⊡

6 likes

communityrewards 🙌 Congrats to Maui and @goldenalphachick for winning the Community Rewards Halloween Pet Photo Contest sponsored by @wag 🐾

#communityrewards #wagwalking #elanmaison #maui #hotdog #keepplaying

5 HOURS AGO

_chead Maui the HOTdog! So funny! 😂   ♡
5h   3 likes   Reply

communityrewards 1 year of free dog walks   ♡
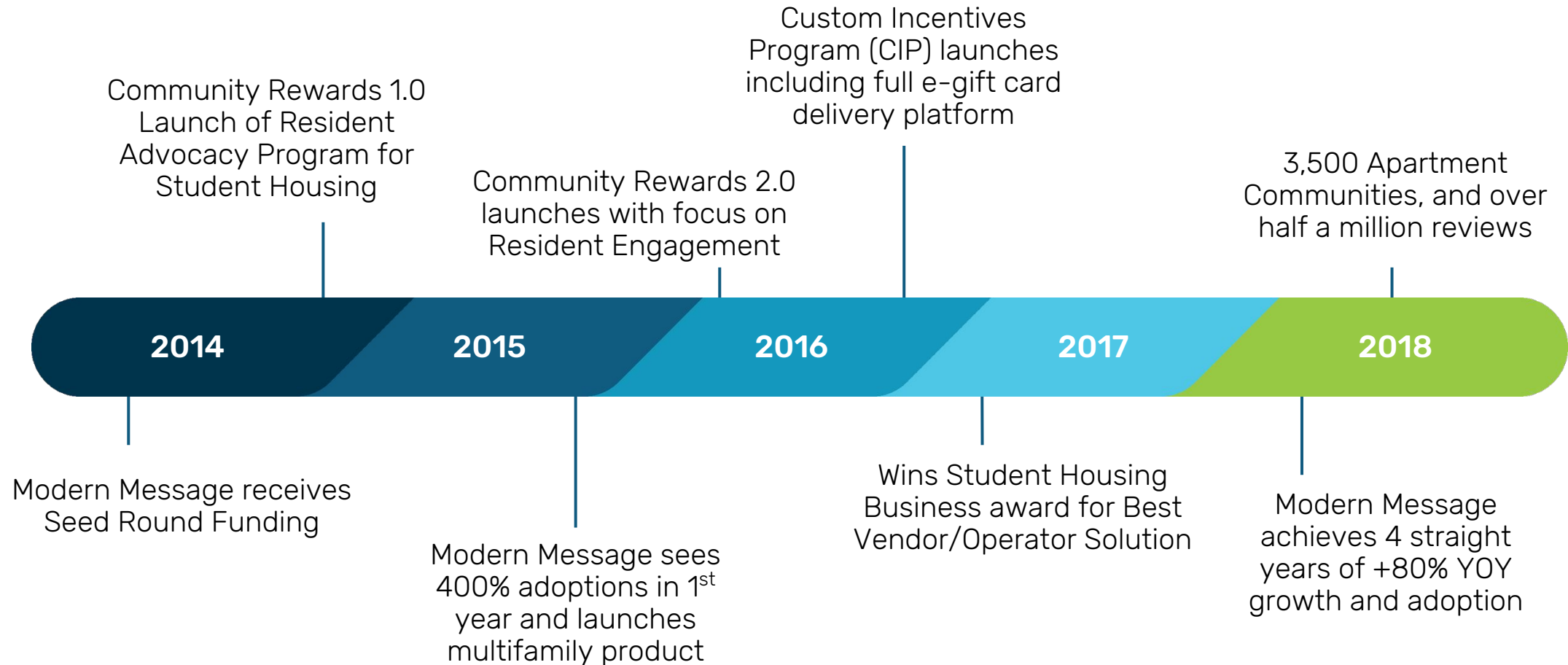for Maui 🙌
5h   Reply

goldenalphachick @communityrewards   ♡
thank you so much!! I have a little one
who had a heart transplant last year so
this is such an appreciated win... More
than I can explain. Thank you again! Love
from Maui and Family. 💗
30m   1 like   Reply

MODERN MESSAGE HISTORY

Community Rewards 1.0
Launch of Resident
Advocacy Program for
Student Housing

Custom Incentives
Program (CIP) launches
including full e-gift card
delivery platform

Community Rewards 2.0
launches with focus on
Resident Engagement

3,500 Apartment
Communities, and over
half a million reviews

2014 **2015** **2016** **2017** **2018**

Modern Message receives
Seed Round Funding

Wins Student Housing
Business award for Best
Vendor/Operator Solution

Modern Message sees
400% adoptions in 1st
year and launches
multifamily product

Modern Message
achieves 4 straight
years of +80% YOY
growth and adoption

RECENT AWARDS

2017 Best Vendor / Operator Solution

2017 **#738** Fastest Growing Company in the US

2017 **#63** Dallas fastest Growing Company

2018 **#8** Hottest Startup in Dallas / Fort Worth

2018 #**1,153** Fastest Growing Company in the US

2018 **Aggie 100** Fastest Growing Companies -
3rd consecutive year
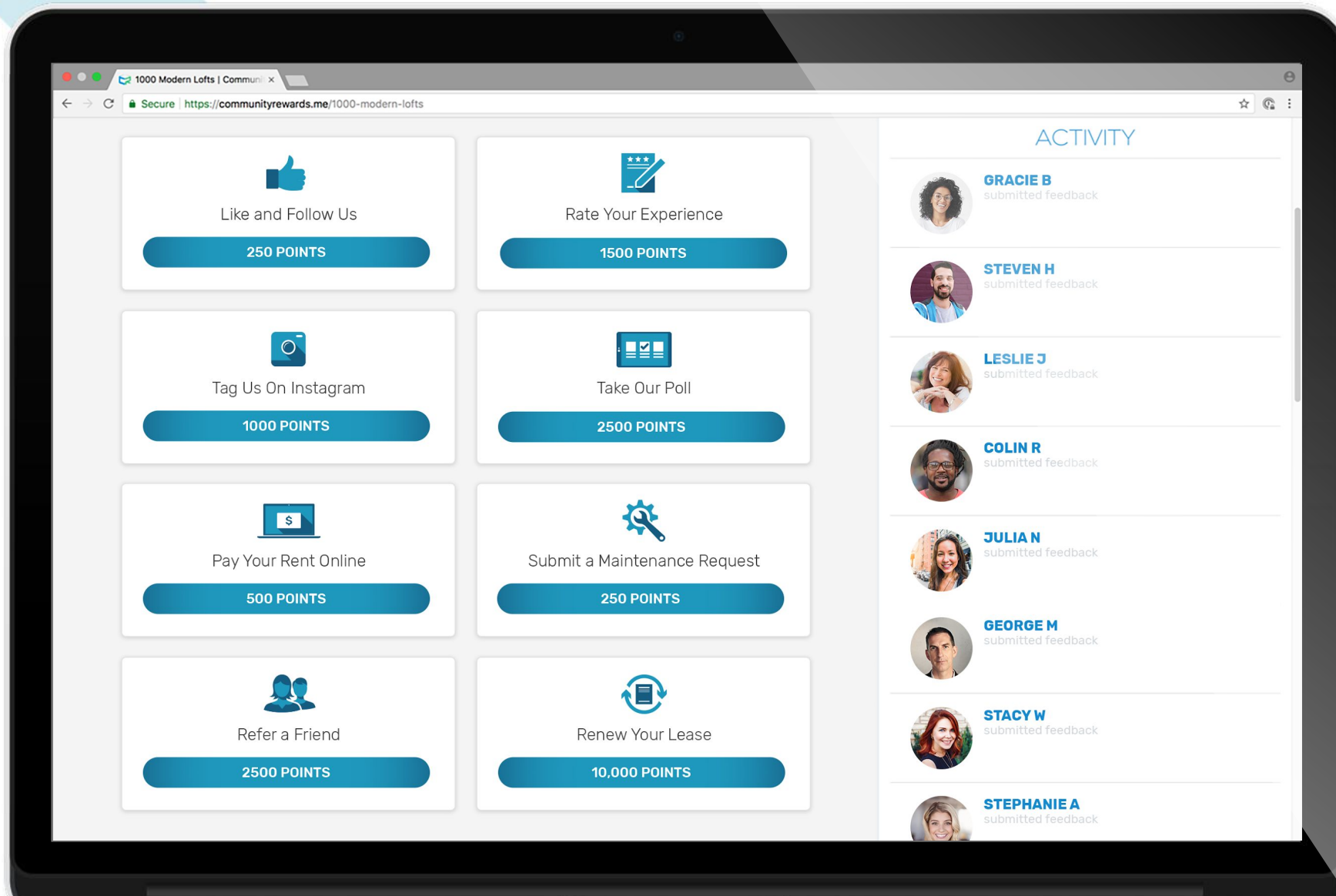
Inflection point

Lesson #2
"Get closer than ever to your customers..." — Steve Jobs

Product Principles

Focus on the user

Everything we do should solve a problem or fill a need for our residents, property managers, or the buyers of our product.

Community Rewards Today

THE BRIXTON

Brixton is a Class B Property located near the highway in Addison. It is filled mostly with young families and empty nesters. It is a quiet community with a wealth of untapped social potential.

SKYE TURTLE CREEK

SKYE at Turtle Creek is a Class A Property located in Uptown next to a dog park and the Katy Trail. It is a highly social community filled with lots of singles and young couples. Residents are having lots of fun living there.

INTEREST LEVEL

INTEREST LEVEL

POINTS & REWARDS

POINTS & REWARDS

LIVING WITH PREEXISTING FRIENDS
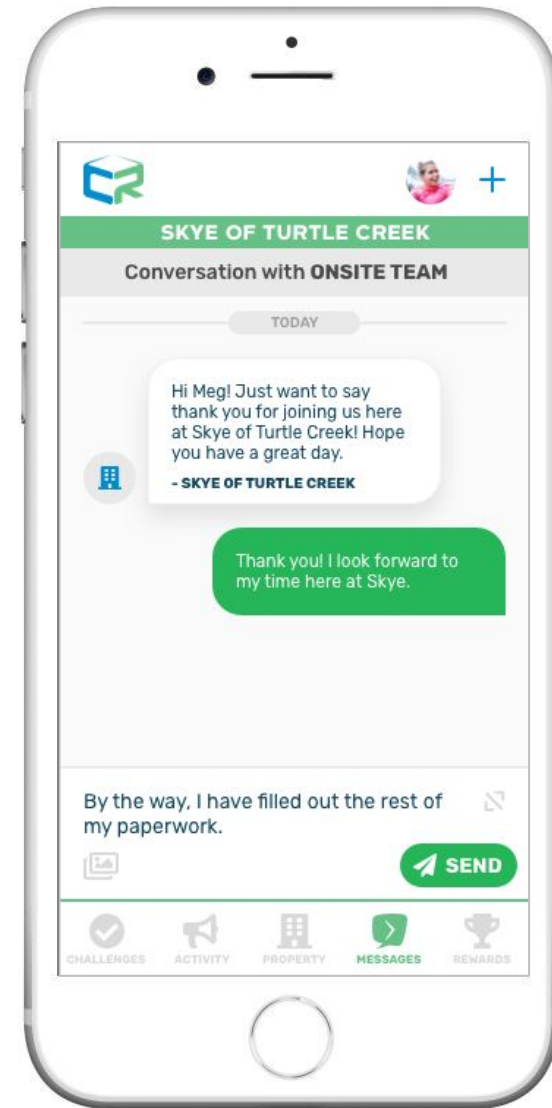
LIVING WITH PREEXISTING FRIENDS

MEETING NEIGHBORS

MEETING NEIGHBORS

CONTACTING STAFF

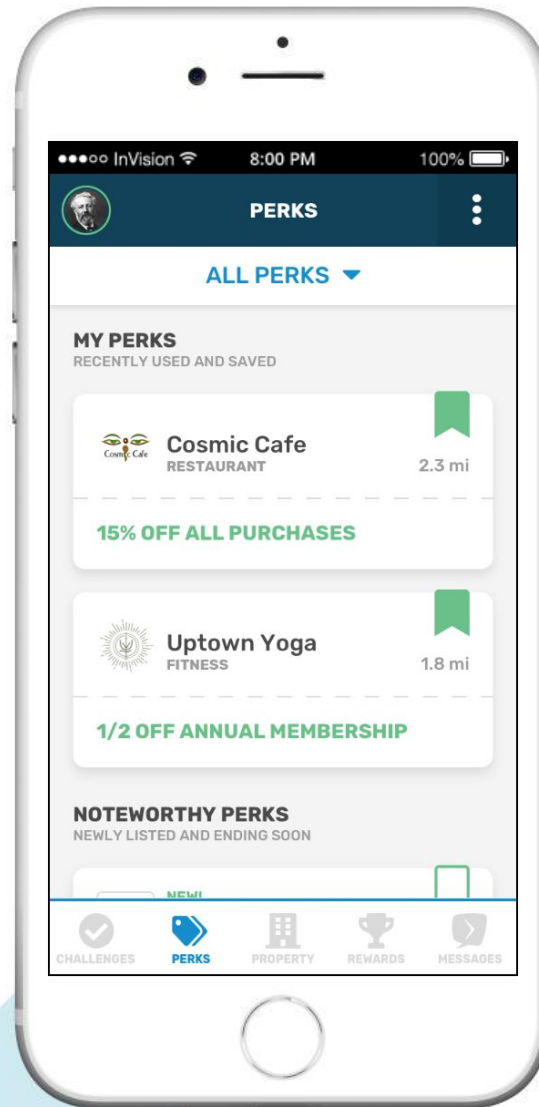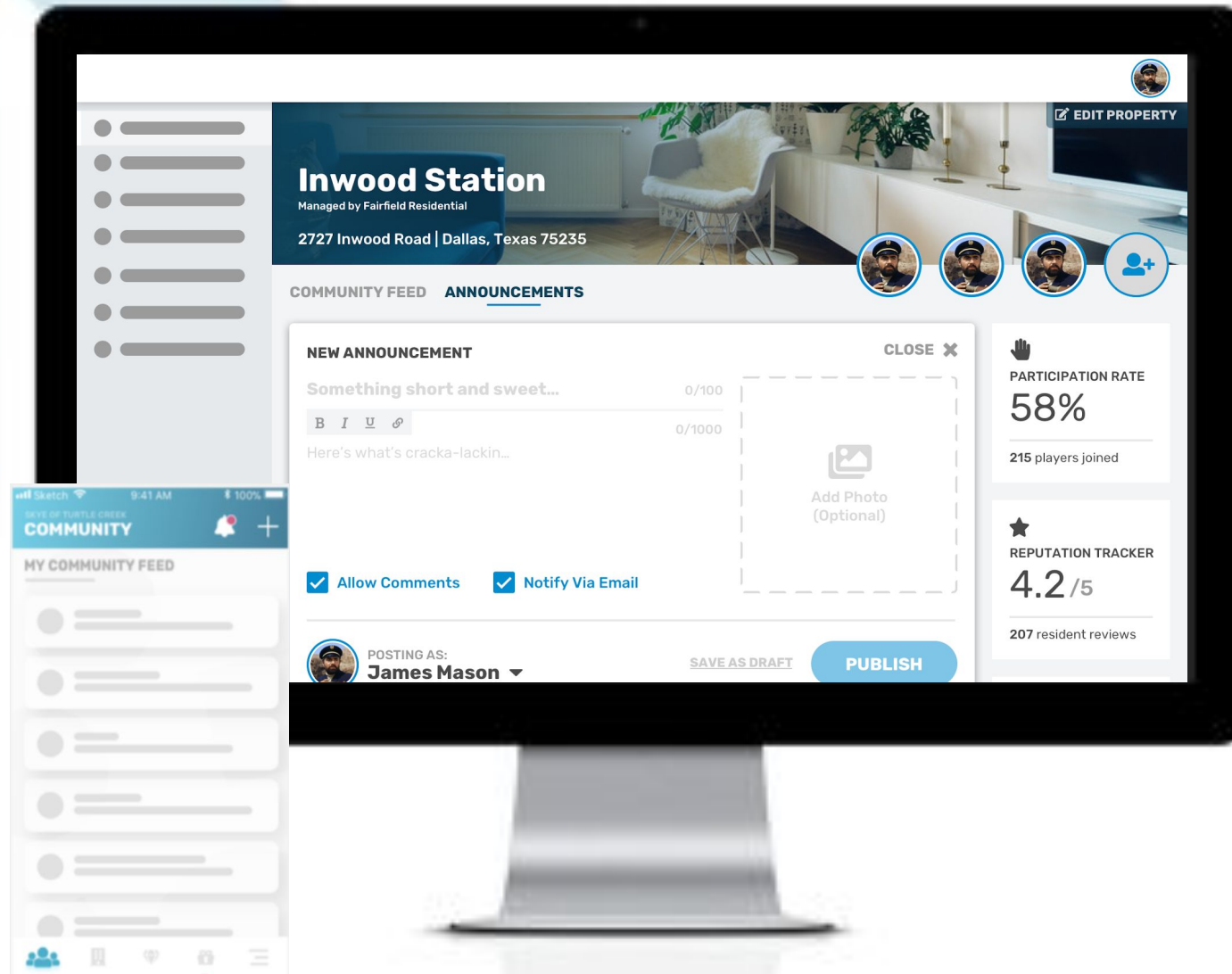**CONTACTING STAFF**

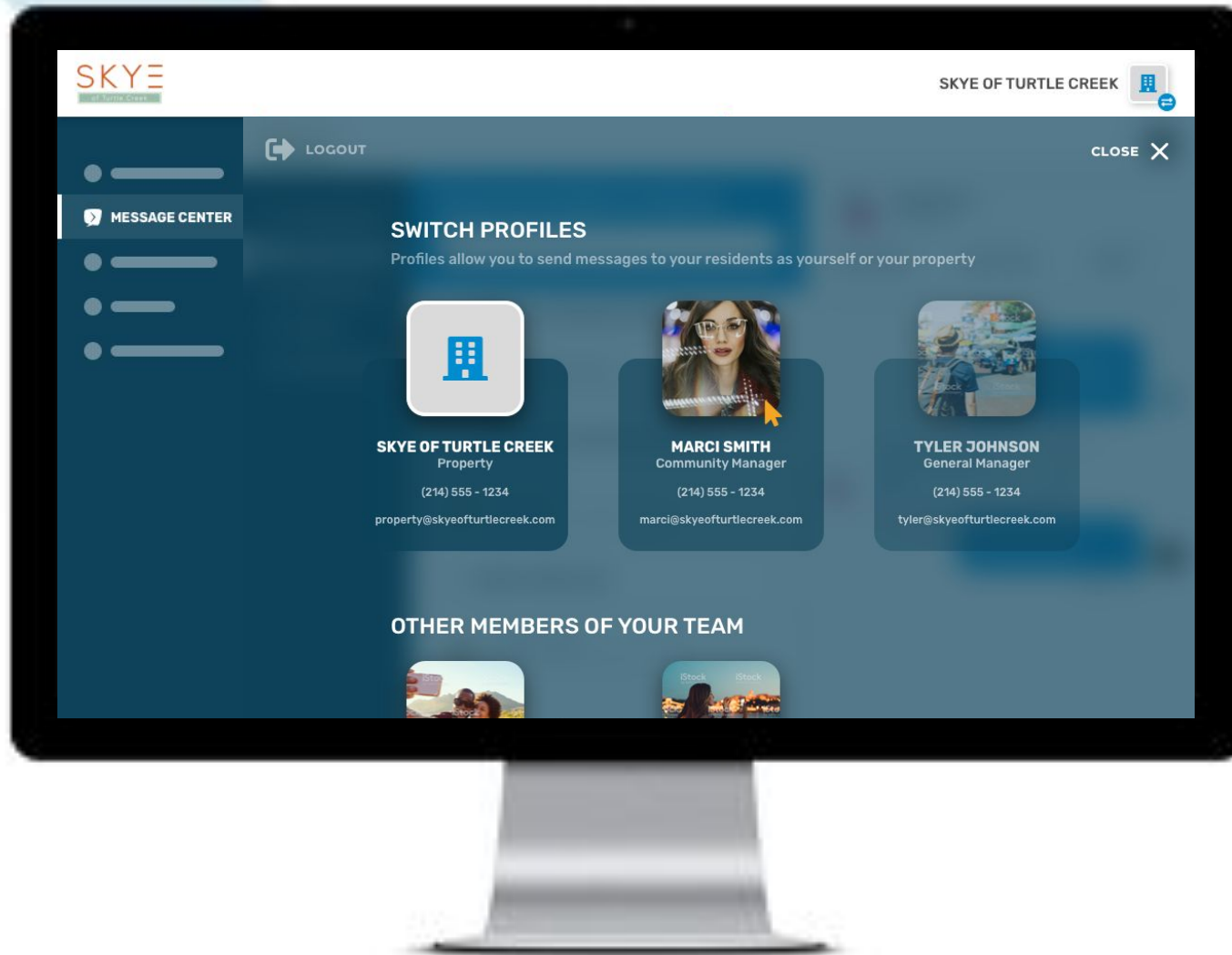# Personalized | Community
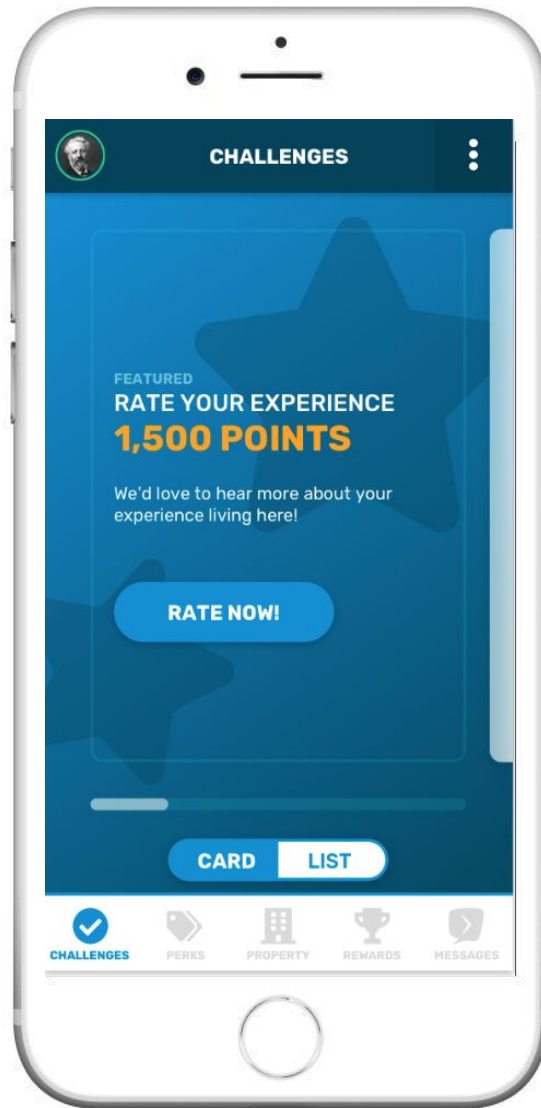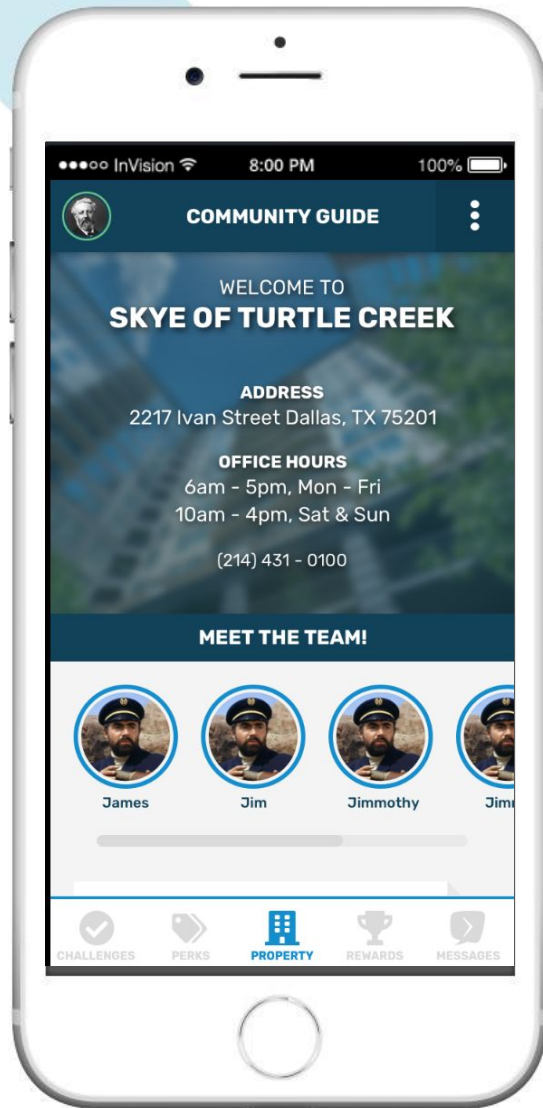
Perks Program

NEW DASHBOARD EXPERIENCE

The NEW dashboard tool is designed to improve communication with your Residents.

- Communicate Property announcements
- Gather meaningful Resident feedback
- Promote Community events

MESSAGE CENTER

- **Team Inbox** assists the entire office to stay "in sync" Resident responses

- **Staff profiles** provide a more personalized experience

- Analytics help you understand performance across your portfolio **to deliver exceptional customer service**

Lesson #3
Don't Lose Sight of Who You Are

"Once you get traction, suddenly everything is an exciting opportunity. A long-term plan forces you to make good decisions with limited resources."

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CORE VALUES

We Believe.

We Continuously Learn.

We are Open and Honest.

We are One.

We are Fun.

Lesson #4
Decentralized Command

"To grow successfully, keep pushing the decision making down through the ranks, so that the people closest to the work can make high-quality, responsible calls. Not localizing problem-solving is a secret killer of companies."

Product Principles

—

Ideas come from everywhere

Discovery is how we come up with solutions to the problems we are attacking which is an active and ongoing collaboration between internal / external stakeholders, product, UX, and engineering.

Create New

Dashboard

North Star Metric

Objectives

Ideas

PROCESS

Workflow

Learnings

Health New

Calendar

SETTINGS

Team

Integrations

Preferences

GROWTHHACKERS

University

Community

Modern Message ⌄ 💡 Ideas ⌄

IDEAS
[Placeholder] WAG! Growth Executed Perk
Ken Hanson 23 days ago

-

🔗 0   💬 0

IDEAS
[WIP Email] Segmented Community vs. Rewards
⊕ Increase Action Rate

Luke Garrison about 1 month ago

7.0

🔗 0   💬 0

IDEAS   RETENTION
Personalization based on student housing segments

Ken Hanson 2 months ago

5.3

🔗 0   💬 0

IDEAS   ACTIVATION
New users are more interested in $10
⊕ Increase Action Rate

Kyle Parsons 3 months ago

6.0

🔗 0   💬 0

IDEAS   ACQUISITION
Account Creation First
⊕ Increase Auth Rate

Andrew Miller 3 months ago

-

🔗 0   💬 0

IDEAS
Deliberate communication of commitment to CR on LP
⊕ Increase Auth Rate

Ken Hanson 3 months ago

7.0

Product Principles
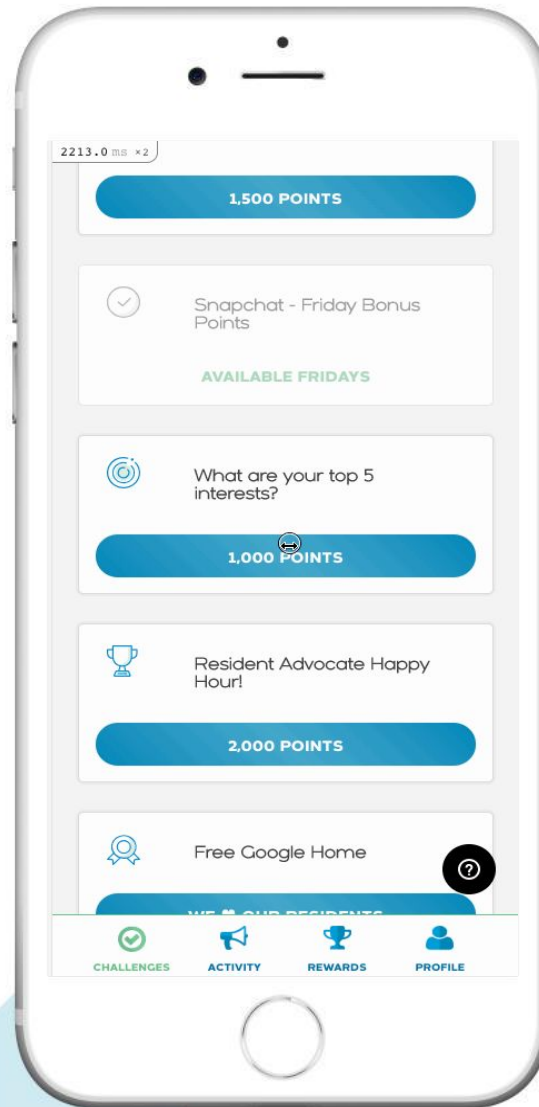
—

Data Driven & Outcome Oriented

Features on roadmaps (output) are replaced by business problems to be solved (outcome). The goal is product/market fit.

Product Principle

—

Think big, start small
No matter how ambitious the plan, we have start somewhere.

Personalization

Lesson #5
There are no sacred cows

Product Principles

Share everything

Timely retros, collaborative design, open discussion, exchange and re-interpretation of ideas, leads to unexpected and innovative outcomes.