

Chapter 2

2.1 Company History

Xynergy Realty was established in 2008 in Melbourne Australia by Ivan Tandyo and Bruce Oliver, who were then joined by Junius Tjetje. The first office was located at 25 Malcolm Street, South Yarra in a location selected for a number of reasons including proximity to the city and relevant demographics since they were targeting Generation X and Generation Y. The name "Xynergy" comes from the generational target and was to meet the needs of a younger, property-engaged client and provide service to match their requirements.



Picture 2.1 Xynergy Realty South Yarra office

Source: Personal documentation

Upon its establishment Xynergy Realty marketed itself as a 'one-stop-property solution' for real estate services and offered the following services: property sales, leasing, rentals, property management, and marketing. The company emphasized client service delivery with a focus on transparency, support long after the deal was done, and strive to focus on building a long-term relationship. These principles helped with the company's initial traction and reputation in the South Yarra community. During the early stages of Xynergy Realty, the company had a focus on networking with local property developers and investors, which grew into strategic partnerships with the goal of local community-based property development. After reaching its initial development milestones, Xynergy repositioned its capacity for development. In 2016, Xynergy Realty

established its second office in Jakarta, Indonesia. This expansion came about in response to growing interest from Indonesian investors in the Australian property marketplace. Xynergy Realty's Jakarta office operates as an offshore administrative support centre, as well as a regional liaison office, providing Indonesian clients with quicker and more seamless accessibility and communications. Additionally, this expansion highlighted the multicultural base of Xynergy and its strategic ambition to build networks internationally. In operating its Jakarta branch Xynergy continues to streamline administrative documentation, and compliance checks for foreign investors, while allowing for a desert and regional language communication to disseminate regulatory expectations of overseas buyers. In 2017, Xynergy opened an office in Oakleigh, targeting Melbourne's southeastern suburbs. The Oakleigh office developed expertise in managing properties for families and long-term investors. This expansion marked a diversification of Xynergy Realty property portfolio, accommodating a broader spectrum of property types including single-family homes, townhouses and investment units.



Picture 2.2 Xynergy Realty Oakleigh office

Source: Xynergy Realty Website



Picture 2.3 Xynergy Realty Altona office

Source: Xynergy Realty Website

In 2018, Xynergy Realty opened a new office in Altona, a growing area in the city's west. The location was chosen after seeing an increase in demand for housing, changes in the local population, and new city planning ideas. In 2019, Xynergy Realty expanded again by opening a branch in Melbourne's Central Business District (CBD). This move helped Xynergy Realty connect better with business professionals and companies. Each office was strategically placed to target different neighbourhood needs and populations. By 2023, Xynergy Realty continued its expansion by opening two more offices. One was in Docklands, a fast-growing inner-city area, and the other in Wyndham, a developing residential area in Melbourne's western outskirts. During this time, they also moved their headquarters from South Yarra to Docklands. This new location aligns with their focus on urban areas and high-density living spaces. The Docklands office mainly serves business clients, young professionals, and owners of high-rise buildings, offering them property management solutions tailored to life in vertical communities and areas where living and working spaces are combined.



Picture 2.4 Xynergy Realty Docklands office

Source: Xynergy Realty Website



Picture 2.5 Xynergy Realty Wyndham office

Source: Xynergy Realty Website

Mid-2024 witnessed the company experience a structural change. The bigger Xynergy Group split, leaving Xynergy Realty Melbourne an independent entity to bring its branches under one roof. By then, there were five operational branches of the company: Altona, Docklands, Oakleigh, South Yarra, and Wyndham. At these centres, Xynergy Realty manages over 2,700 properties in aggregate. Each branch operates with area-specific market awareness and enjoys skilled support with professionals who possess personal knowledge of locality dynamics. This enables the company to function in fluctuating market conditions through the existence of a local model of service and a decentralized mode of operation. This infrastructure, besides ensuring responsiveness to the tenants'

needs, also supports responsive price policies, localized marketing methods, and customized property care practices.

Xynergy Realty's team member represents the multicultural make up of Melbourne's population. The team is able to communicate with clients speaking English, Indonesian, Mandarin, Korean and Hindi. Thus, the linguistic variety facilitates the accessibility of the services provided and the clients' satisfaction, especially of foreign investors. The multi-faceted diversity translates into drive for the teams' collaboration and invention from different angles. Multilingualism facilitates culturally relevant service and acts as a mediator of cultural business expectations within client groups of differing cultural origins. Xynergy Realty integrates digital systems into its routine operations. Platforms such as Property Tree, CoreLogic, REA (realestate.com.au), Domain and other supporting property software and tools. Xynergy Realty provides periodic training to ensure that the employees become experts in the use of such platforms. This investment in technology enables efficient property management practices, particularly for maintenance tracking, collection of rent, and routine inspections. Web-based communication platforms enable posting in real time and transparency to clients and internal stakeholders. Xynergy Realty uses these tools as well for performance audits and data analysis to enable better forecasting and strategic decision-making by departments.

During its sixteen-year trajectory, Xynergy Realty has demonstrated strategic responsiveness and adaptive capacity to changing regulations and real estate market trends. Continuous improvement is achieved by regular examination of working procedures and implementation of best practice within the industry. Each department is encouraged to professionally develop, which means there is consistency in services and operational efficiency. Xynergy Realty also makes regular market studies and in-house seminars to make sure staff competency is aligned with evolving client needs and Melbourne real estate trends. Xynergy Realty's growth policy is one of equilibrium between innovation in services and maintaining core principles. Each growth has been market analysis and client demand-driven, not opportunistic growth. The company continuously examines city planning models and economic indicators to guide next-location strategies and service changes.

As of 2025, Xynergy Realty will continue to focus on property management and real estate services innovation through the utilization of digital platforms, improving efficiency in operations, and building a close relationship with clients and stakeholders. This emphasis on client-based and system-oriented practice sets Xynergy Realty apart from transaction-based competitors that prioritize only financial returns.

2.2 Vision and Mission

Xynergy Realty's vision and mission function as strategic frameworks that guide its operations, organizational culture, and stakeholder engagement. These statements outline the company's aspirations and ethical principles, providing a foundation for goal-setting and decision-making processes within the real estate sector. Their formulation reflects a long-term orientation that integrates client expectations, market dynamics, and internal performance benchmarks.

2.2.1 Vision Statement

Xynergy Realty is dedicated to becoming a leading provider of property management and real estate services, offering end-to-end solutions that optimize the long-term value of client property holdings. The vision is to be recognized as highly professional, client-service oriented, and innovative in doing business through the real estate landscape. Xynergy Realty positions itself as a strategic partner to clients, providing tailored support to property owners, investors, and residents. Its business model centres on deep market knowledge, customized advisory services, and a dedication to enhancing property performance. International growth and digital innovation efforts are fuelled by this long-term vision. Technology investments, professional training, and intercultural skills allow the agency to evolve in competitive contexts. The vision also prioritizes ethical responsibility, transparency, and service excellence as central components of brand identity.

2.2.2 Mission Statement

The company's mission is to provide investing in real estate to a wide range of clients, from beginning investors to veteran landlords, more affordably and with ease. Xynergy Realty aims to provide end-to-end service along the property ownership lifecycle by blending data-driven methodologies, open communication,

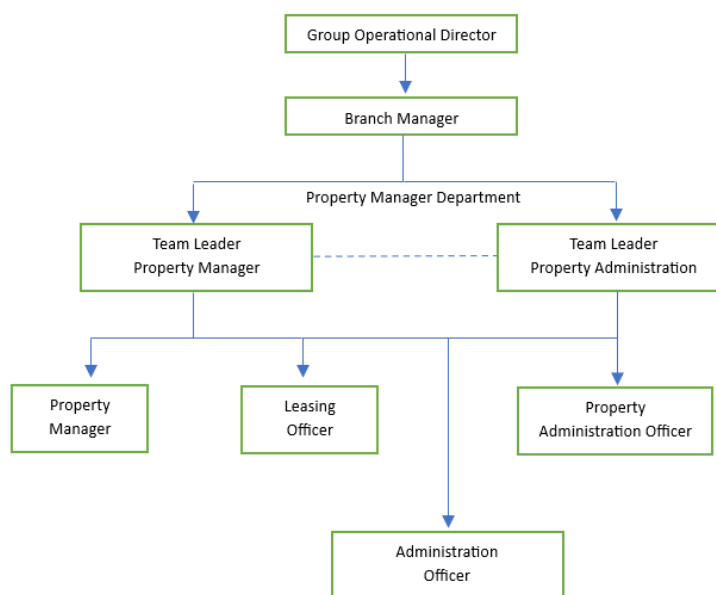
and active delivery of service. To translate this mission into practice, Xynergy continually reviews its internal procedures and adapts to legislative changes, technology, and market innovation. All departments work together to ensure service effectiveness, client satisfaction, and compliance with regulations. The mission is also reflected in the agency's core values. Xynergy Realty provides support to charitable causes and promotes social responsibility alongside business. Moreover, this mission facilitates client empowerment through the provision of tools and knowledge necessary for informed decision-making in a more complex property environment.

2.3 Company Culture

Xynergy Realty promotes a collaborative and inclusive organizational culture. The agency encourages knowledge sharing, cross-departmental cooperation, and mutual support among employees. Rather than emphasizing rigid hierarchies, the company values flexibility and collective responsibility in daily operations. The organization operates on the principle that effective teamwork directly contributes to client satisfaction and organizational resilience. Communication within the organization is characterized by openness and constructive feedback. Employees are encouraged to express opinions and offer suggestions, fostering an environment of trust and respect. Management practices emphasize approachability and mentorship, contributing to employee engagement and workplace cohesion. Regular team meetings, one-on-one coaching sessions, and informal check-ins provide platforms for dialogue and the exchange of ideas. New staff receive structured onboarding, while also being given autonomy once they are familiar with their responsibilities. This balance between supervision and independence promotes both accountability and confidence. The company also places importance on employee well-being. Initiatives such as birthday celebrations and reasonable working hours reflect the agency's efforts to maintain work-life balance. The firm also provides opportunities for skill-building, including certification support and access to external training programs. Professional conduct and respect for clients are emphasized in both internal and external interactions. Front-line staff receive training to ensure that client engagements are professional and efficient. The emphasis on consistency in service quality supports the company's reputation within Melbourne's competitive real estate market.

Employees are also evaluated based on key performance indicators that align with company values, reinforcing the culture of excellence and responsibility. Xynergy Realty's corporate culture integrates values of collaboration, accountability, and inclusivity. This environment supports innovation, staff retention, and organizational resilience in a rapidly changing industry. The cultural emphasis on mutual respect and shared responsibility enhances the ability of teams to manage crises, respond to client concerns, and contribute to continuous service improvement. This cultural orientation, when combined with professional integrity and strategic foresight, contributes to Xynergy's long-standing reputation as a client-focused and forward-thinking real estate agency.

2.4 Organisational Structure



Picture 2.6 Organigram

Source: Personal documentation

a) Group Operational Director.

The Group Operational Director is a Senior Executive which in this case will be overseeing 5 branches of the Xynergy Group. Group Operational Director is responsible for monitoring several KPIs for all of the branch. The major concern of this upper-level position is to make sure that each of the branch hit their target which sometimes demand adjustment of strategies mid-quarter if required. The Group Operational Director can take a decision that can affect multiple branches or the entirety of the Xynergy Group. Other than that, Group Operational Director is also responsible for offering mentorship and support to Branch Manager in order to help them grow the team. The position will report to the executive leader (CEO/Co-Founder) on operational metrics and initiatives directly. Most importantly, perhaps, Group Operational Directors identify opportunities for growth while continually looking for means to streamline operational effectiveness across the company topology.

b) Branch Manager

Each branch is overseen by a Branch Manager who reports to the Group Operational Director. The Branch Manager is in charge of daily operations like managing staff, approving lease agreement variations, and resolving higher-level tenant or client issues. While they don't micromanage individual departments, they are the final decision-maker for the majority of the operational concerns for the branch.

c) Team Leader Property Manager

The Property Management division is managed by a Team Leader Property Manager. In addition to managing their own portfolio of property, the team leader directly assists and oversees Leasing Officers and Property Managers. The role includes assisting with complicated cases for tenants, escalation assistance, and also ensuring compliance of a legal and procedural nature within the team. Their senior status denotes experience and authority in settling property matters.

d) Property Manager

Property Managers are responsible for the day-to-day management of rental properties. This includes tenant and Rental Provider communication, coordination

of maintenance issues, handling of rental payments, periodic property inspections, and enforcement of lease requirements. They are generally the primary point of contact for clients and work under the guidance of the Team Leader when issues fall outside standard operating procedures.

e) Leasing Officer

Leasing Officers are primarily focused with property inspections. They carry out routine, ingoing, outgoing, and open inspections of residential properties. They do not deal with documentation or follow-ups like Property Managers. It is a very field-based role that assists the leasing cycle by reporting on the condition of properties and ensuring that properties are up to standard before move-ins or move-outs of tenants.

f) Team Leader Property Administration Officer

The Property Administration group is led by the Team Leader Property Administration Officer. This member performs administrative tasks like other officers but has some additional duty for coordination of task work assignments, deadline monitoring, and support towards overall documentation correctness. The leader works closely with both the Property Manager team as well as with the remainder of the administration staff to provide operating continuity.

g) Property Administration Officer

Property Administration Officers handle tenancy documentation, lease renewals, system upkeep, and internal record-keeping. They ensure that all paperwork and communication related to property management is timely, accurate, and compliant with company policy. Their work is instrumental in aiding Property Managers and maintenance of the backend systems that keep things in order.

h) Administration Officer

The Administration Officer, which is the author's role, cross-cuts across different departments. Under the department of Property Administration, this role involves dealing with incoming and outgoing letters, taking out monthly review and inspection details of rents, extracting internal papers, and supporting weekly meetings. It is a role that is tasked with the performance of routine duties as well

as active coordination between team leaders and departments. The Administration Officer serves as a bridge between internal operations and external service delivery to ensure administrative flow is stable and responsive.

While the Melbourne headquarters handles the bulk of property-related services, the Jakarta office supports administrative and financial operations. All reporting lines from Jakarta feed directly into the Melbourne structure, ensuring that decision-making remains centralised and operational standards are maintained across both locations. This organisational structure allows Xynergy Realty to maintain a high level of service while ensuring internal accountability and task clarity across its various teams.

2.5 Overview of Company Activities

Xynergy Realty is a Melbourne, Australia-based multi-disciplinary real estate company. Since its establishment, Xynergy Realty has offered extensive services in the field of real estate, encompassing property sales, residential and commercial property management, marketing initiatives, and consulting services to clients. While every department at the agency is a crucial component of the business's overall performance, the Property Management Division is the operational hub of the company because of its constant, daily interaction with property owners and tenants.

In the rental property market, Xynergy Realty manages property listings on the leading websites including realestate.com.au (REA), Domain, Ignite, and 2Apply. Online sites simplify the application process for rental properties for potential tenants. Once the application of a tenant is processed and approved by the landlord, the administrative personnel enter the client details into Property Tree, which is a cloud-based property management software that is commonly utilized in the Australian real estate market. Property Tree provides the agency with the capacity to administer lease administration, track rent payments, issue notices of arrears, note inspection dates, and view property owner profiles. It increases the effectiveness of internal processes and allows agents and administrative staff to manage and monitor many properties at once.

Xynergy Realty also offers services to international clients, especially foreign investors seeking a sound and transparent property management company

in Australia. In these instances, Xynergy Realty serves as an intermediary by offering property owners periodic performance reports, handling maintenance or repair services, and adhering to applicable local tenancy legislation. The writer has been fortunate to help with problems regarding international tenants seeking rental houses and landlords who remain abroad, thereby showing the capability of the agency to operate beyond boundaries and conduct communication effectively.

On the sales side, Xynergy Realty markets properties through various online media. Prospective buyers usually contact sales agents directly, and when a sale is made, the buyer's details are entered into Property Tree for administrative record-keeping. Sales customers, unlike rental clients, may require less frequent contact after settlement but accuracy of data and legal documentation is still crucial during the transaction.

The Marketing Department is responsible for ensuring the company's brand exposure and marketing of property listings via online mediums, such as social media, video presentations, and search engine advertising. Meanwhile, the Accounts Department manages the financial side of property management. This involves preparation of monthly statements for landlords, trust account maintenance, rental payment reconciliations, and preparation of documentation for end-of-year tax obligations. These departments operate effectively together to deliver high levels of service and operational efficiency.

The team at Xynergy Realty are encouraged to collaborate on tasks that require group participation, and a workplace culture is fostered that supports such collaboration. Each member is assigned their own separate and individual responsibilities, and areas of work do cross-support each other. The cross-support often requires the collaboration of more than one member of a department when they are required to do so, and collaboration can be frequent at the end of the month when many scheduled functions occur in the practice of real estate property management, i.e., rent reviews, inspections, reports, KPIs, etc. The company's digital tools can be relied upon to provide a variety of systems that use data such as Google Sheets, Excel etc, and this supports consistent engagement with standards to remain orderly. In conclusion, Xynergy Realty's operations manifest a structured, technological, and client-oriented outlook in establishing its position as

an innovative leader in Real Estate Property Management. Melbourne is also one of the world's most culturally diverse cities, allowing for the practice and growth of the benefits to their clients from diverse backgrounds. Xynergy Realty services provide more than simply and phenomenally buying and selling properties, these services provide clients a full-service model of engagement to support both its local and overseas clients managing, maintaining, and maximizing their real estate investment.

