



outfront

A PUBLICATION OF KELLER WILLIAMS REALTY

THIRD QUARTER 2012, VOL.9 NO.3

Keller Williams Realty ranked "Highest in Overall Satisfaction for Home Buyers and Sellers Among National Full Service Real Estate Firms."



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← P.9



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Associates -

When we announced that Keller Williams Realty was the second-largest company in the United States in 2009, we felt good didn't we? It was truly an awesome moment. And yet, we also knew there was more work to be done. We weren't just going to settle for No. 2.

Our ambitions were bigger, and since then we've been focused on growth and becoming the No. 1 company in North America.

As we march into 2013, our objective is stronger than ever before. We will be the No.1 real estate franchise in North America at Family Reunion in 2013. We will be home to the world's most productive and profitable real estate professionals. And, as a result, we will continue to uphold our promise to you: to build careers worth having, businesses worth owning and lives worth living.

We focus on growth because of you. Your local brand is always the driving force behind this company. Consider the momentum that occurs when a company seizes the No. 1 position in your marketplace. It's huge, right? That's what it's all about at Keller Williams. We are focused on creating that momentum on a global scale to support your local brand so that you can confidently say that you are backed by the No. 1 real estate company in North America.

So what matters when we talk about growth? It's evidence. When you look at the agents who are succeeding in your market, you look at the numbers, right? You look for evidence that only appears by measuring certain performance metrics. In sales that's production, volume, gross commission income, reputation in the marketplace and customer satisfaction.

On the international competitive landscape, we measure our company's performance among other full-service real estate firms by those same metrics. We also measure it, as you know, by agent count. In other words – growth. And Keller Williams, you are busting from the seams with evidence of growth in all measures of success.

When you look at agent count between the years of 2005

and 2011, our competitors were down, some of them losing half their agents. Yet, over the same time period, you grew 35 percent!

The evidence doesn't stop there. Our Keller Williams offices have increased closed volume by 29 percent while all other companies combined slid backward by 46 percent. Our units per agent are up 24 percent, our volume per agent is up 22 percent and our GCI per agent is up 26 percent over the last 12 months. And guess what? Ninety percent of our market centers are now profitable! That is up from 82 percent this time last year.

Aren't those powerful numbers? Doesn't it make you feel good to know that when you combine your efforts with those of more than 77,000 agents our company's success is unstoppable? Keller Williams, this is why we are so focused on growth. This is why you and your regional directors, operating principals, team leaders, MCAs and coaches have been working so hard. Not because we want to be big, but because when we grow as a company everyone gets better, everyone succeeds and together we achieve more.

The next few months are absolutely going to be our biggest climb and we know you can do it. When we put our energy behind achieving one singular goal, everything is possible!

John Davis
Vice President of Growth

YOUNG GUNS

FOUR KELLER WILLIAMS "GEN YERS" NAMED TO REALTOR® MAGAZINE'S "30 UNDER 30" CLASS OF 2012



KEN POZEK



JILLENE SNELL



SCOTT PHILLIPS



STEVEN CHICOINE

They're ambitious, earnest and eager ... and they're real estate's hottest young professionals to hit it big before the age of 30.

While their entries into the real estate industry are all over the map, their success, though not without its own challenges, is rooted in solid models and systems and a fierce determination to achieve more.

Here are their answers and insights on what it takes, what they've done right and what's next.

How did you get into real estate?

Steven Chicoine: When I was 23 I was remodeling buildings with a friend. Then on a whim we decided to take the real estate course. I always loved buildings, homes, business and people, so real estate seemed like it would be a good fit. It turned out to be one of the best decisions of my life.

Ken Pozek: Before getting in full time, I was flipping homes and buying them to rent out to tenants. In 2007 the market was starting to shift and I could see I needed a new opportunity. Since I knew real estate and loved sales, becoming an agent was the natural fit.

Scott Phillips: A year prior to becoming an agent, I started a magazine and Website that focused on promoting "city living" in Cleveland. We distributed it to young professional networks and groups all over Ohio in an effort to showcase Cleveland as a great place to live, work and play. In trying to obtain sponsorships to keep the non profit running, I met the president of the Cleveland subsidiary of Real Living, Inc., and instead of sponsoring my company, she offered me the job of building the "downtown office" of

Realty One Real Living, Inc. In 2008, while trying to recruit a young competitor of mine from Keller Williams, I realized that in fact I was a better fit for his company than he was for mine. Jake Lohser brought me to KW in May of 2009 and together we opened the Downtown Cleveland Business Center.

Jillene Snell: At the age of 17 I began managing a small real estate firm. I moved to Keller Williams Realty three years later because I felt that my growth and opportunities would be much more substantial. After working as the DOFI, broker's administrator and real estate agent, Ben Kinney chose me as his first hire for the Home4Investment Team.

What's your best advice for a young agent getting into the business?

Chicoine: Join a top team. Learn how they structure their business, leverage their activities and employ systems to sustain results.

Snell: Steven is spot on. I would also add that it's important to take charge of your career by exhibiting any behavior other than passiveness. Read *The Millionaire Real Estate Agent*. Create a 411 Action Plan and meet with someone weekly to hold you accountable. Time block for lead generation and schedule your appointments around it. Practice scripts every morning without fail. Most importantly, remember that the difference between an average and an exceptional agent is that they are doers. Implement, even if the conditions are not perfect – put what you learn into practice and be consistent with the path you've chosen.

If you had to get a deal written right now, what's the first thing you would do?

Pozek: In our area, inventory is tight and multiple offers are sprouting up everywhere. What that means is that time is of the essence. So, the first thing I'd do is call the listing agent to see if there are any other offers on the table. I've also started bringing disclosures and a blank purchase agreement with me so we don't lose time getting our offer to the listing agent.

Phillips: Keller Williams has taught me to leverage a large portion of my business; that includes closing deals. With limited exception in 2012, I have not actually touched a purchase agreement, though we've closed \$10,000,000 YTD. So, if I had to get a deal closed tomorrow, I'd call my business coordinator, Abby, and have her write something up for the buyer or seller.

What's the smartest thing you've done over the past year?

Chicoine: Believe it or not, the best thing I've done is buy a three-unit to live in. Now I live for free and the renters pay my mortgage, which allows me to invest more money into my business.

Pozek: I'm going after more traditional business versus REO accounts, which used to make up a large portion of my business. I realized that unless I had the big accounts like those with Freddie Mac and Fannie Mae, I wasn't going to be able to replicate my 2010 numbers. Now REO is just 5 percent of my business, and that's the way I like it!

Snell: Attending Recruit-Select multiple times was huge for me. The individuals you hire can make your business exceptional, or keep it average. To have an exceptional business, first you need to leverage yourself by hiring, and second by hiring that exceptional person using the Activity Vector Analysis (AVA).

Phillips: Hiring is so important. I've hired two listing specialists over the past two years. They act as our "community sales associates" and handle all of the responsibilities associated with listing and selling the largely new construction homes we secure.

What has been your most significant challenge?

Pozek: Lack of inventory. Forty percent of my business is still buyers. Two to three years ago, I'd take a buyer out and they'd have 35 homes to choose from. Now it's "here's the four homes that match your criteria, and by the way, there's multiple offers on all of them."

Phillips: When I "give up" part of my job to someone else, I tend to want to "show and tell" every step to them. Keller Williams taught me to hire "capacity talent," and I am learning that the people I hire are often more qualified to do their jobs than I am! So I've created objective accountability trackers that they can fill out every week and discuss with me, so I feel confident that they're doing the necessary work, but I stay out of their way while they do it.

Snell: My biggest challenge is learning to balance building a strong business, but also building personal relationships for retention. A great leader knows how to get everyone on board with an idea, and I continue to work on building my leadership skills so that my team knows I have their back and am here to support them.

Where's the greatest opportunity in the current market?

Chicoine: Low prices and low rates are driving rental and waterfront property sales.

Pozek: Listings have and will always be the best opportunity. The question we have to ask ourselves constantly is "Where is the current market headed?" In our market, for example, REOs, short sales and expireds were huge from 2007 to 2011. Now that those have started to dwindle, we're seeing more traditional sellers hitting the market. So I've shifted from cold calling banks and expireds to FSBOs and just listed/just sold calls.

Phillips: There is a magnificent experience gap between the baby boomer generation and generation Y in this business. In fact, I believe that 50 percent of our industry will retire in the next five years. If people my age can build efficient teams and systems, the business will be theirs. Look at your "top 10" agents in your area. How many of them have 30-plus years of experience? Who's going to replace them? At Keller Williams, we are blessed with models for creating a succession plan, but the other 900,000 agents out there may not be in that position.

What's next for you?

Chicoine: I want to build my team to the 7th level. I want to coach and help them become the best they can be based on their unique strengths. I want them to be proud to be a part of our team. And then, I want to travel the world speaking to young teenagers about career motivation!

Pozek: Now that my family is growing, I realize that time is truly my most valuable asset. So it's time to start growing my team and build a staff that can get me off the 60-plus hour work week. My two hires will be a buyer agent and an assistant.

Phillips: As the team gets better and better working without me every day, I'm going to turn my focus to coaching football professionally. My intention is to help the Cleveland Browns win a Super Bowl (finally) in some capacity. In the meantime, my plan is to continue to build and develop our market centers and the New Homes Team.

Snell: Like Ken, we're also seeing a decrease in the number of REOs, and canceled and expired listings are few and far between. Over the next year we'll be focusing on finding motivated sellers. To capture those clients we'll be transitioning to more traditional forms of marketing such as direct mailers, radio, door knocking and email marketing systems. **kw**



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- Josh Berkley, Realtor®

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HOW ONE HIGH-PERFORMING
TEAM'S SYSTEMATIC
APPROACH TO CUSTOMER
SERVICE IS FUELING A MASSIVE
REFERRAL BUSINESS.

By Gwen Moran





Russell and Verna Rhodes

Russell Rhodes was having a bad day. A clerical error made while he was out of the office caused confusion when a seller received misinformation about a commission agreement with the buyer agent. In the original conversation, closing costs were waived. Now the seller was going to have to bring money to the table, to the tune of \$8,500. Hearing about the situation, Rhodes stepped in without hesitation and said, “We’ll make it right for you.” He showed up to the closing with his own check in hand for the amount due.

Delivering customer value has always been at the root of a successful real estate business. And no one is executing it better than The Russell Rhodes Team. Their relentless focus on and dedication to delivering exceptional experiences for every single client has catapulted them to the top of their market and the entire Keller Williams system.

In 2011, the team; comprised of Russell, his mother **Verna Rhodes**, 14 agents and seven administrative staff members; closed 357 transactions totaling \$109 million with more than \$2.5 million in gross commission income (GCI). By August 2012, the team had already ousted those numbers, closing 361 transactions totaling more than \$112 million in volume and more than \$2.6 million in GCI. Today, roughly 70 percent of the team’s business comes from a robust referral engine – the result of a systematic approach to customer service.

A Focus on List Cultivation

At nearly 450 contacts, The Rhodes Team’s database is surprisingly small for such a successful group. Its strength, however, lies in their ability to methodically leverage their database while continually generating leads – a lesson Rhodes learned when he joined his mother’s already established real estate business in 2001. Rhodes’ background in corporate America had taught him a lot about delivering customer value and managing teams, but it was Verna’s long – standing experience that showed him the power of referrals and repeat business. Coincidentally, the two concepts go hand-in-hand. It was that early synthesis that led to The Rhodes Team’s current customer service systems.

A client’s first experience starts through their customer management system. The administrative staff manages detailed lists of prospective and current clients which power the team’s long-term prospecting program. Those annual activities determine their day-to-day lead generation actions, so that on any given day, someone is receiving a touch from The Rhodes Team. Touches range from an online newsletter, a post-sale survey, a gift, birthday card or a phone call.

“The first few years of the program were really about refining a system that had legs,” says Russell. “Our staff kept track of every detail about a prospective or current client. When he or she indicated they were looking for more information than one of our touches could answer, they would be added to a list of contacts I would call individually to find out where he or she was in the sales cycle and what our team could do to help at that point in time.”

Over time, the team has polished their contact management system to track and convert leads at an even higher level. In addition to the touches, The Rhodes Team has a communication protocol to safeguard against any pitfalls that might occur throughout the buying or selling process. Agents work with administrative staff to update client information after any emails, phone calls or meetings. This step helps when, for instance, a prospect turns into a buyer, at which point the administrative staff assigns an appropriate action plan. Thursday staff meetings also give the team a chance to discuss any challenges, opportunities or ideas which helps streamline any gridlocks that could cause the customer service experience to falter. “Our systems are consistent, predefined, repeatable and automatic,” says Russell. “They are powerful and deliver results.”

Power Systems with People

Of course, none of these activities could function at such a high level without a dedicated team of people focused on the same goals. Which is why The Russell Rhodes Team

"Our systems are consistent, predefined, repeatable and automatic."

takes great pride in screening any prospective agents. "We look for people who have a commitment to service and who understand the 'give before you get' mindset," he says. Rainmakers are always welcome, he adds, but they have to share the customer service values of his team. Russell is open to admitting the challenges that arise with such a high-performing team but also knows those same issues are often a growth opportunity. "When people who perform at a high level really care, there are going to be disagreements," he says. "Whenever there's an issue, we bring people together to talk about it and work through it, whether someone is just having a bad day or it's a bigger issue. It works for us."

Check in with Customer Satisfaction

The Rhodes Team's formula for referral success really boils down to meticulous attention to detail, regular follow-up, and an unrelenting commitment to figuring out customer needs and serving them flawlessly. Part of that process is in asking how they feel about their buying or selling experience. "Ask tough questions and pay attention to the answers," says Russell. Shortly after a closing, clients receive a survey that requests honest feedback. Positive comments are great, but it's the negative ones that offer the biggest insights. "I can either be defensive about it or grow from

it," he says. "At this point, I'm more concerned about the negative publicity. In a neighborhood where I sell 50 to 60 homes per year for the past 10 years, a bad job could cost me over a half-million dollars."

Think Beyond the Basics

With a solid team of top-producing agents and staff members servicing leads at a high level, Russell turned his attention to another core customer service component: surpassing expectations. But instead of "plussing" aspects of his services, he added an unexpected set of amenities. "I noticed other agents providing moving trucks and other amenities related to the real estate process," he says. "I thought it was a great idea but wondered why we had to limit it to just the moving part. Why not acquire a host of items that clients might need and allow them to be borrowed at any time?" Today, The Rhodes Team's Customer Appreciation Program lends clients tables, chairs, chafing dishes, power washers, air compressors, tile cutters and even a frozen margarita machine. In addition to his Customer Appreciation Program, Russell also hosts several events for his best clients. Roughly 200 of them are invited to order free pies around Thanksgiving. "We always get business from that event," he says. At Christmas, he and his team deliver popcorn to clients, and at Easter, clients have been known to get hams, flowers or even a Waterford crystal vase. "Clients are delighted and it just reinforces the ongoing value and benefit of doing business with our team," says Russell. "The more I focused on what I could do for them rather than what they could do for us, especially in the form of referrals, the more our business grew." kw



The Rhodes Team

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Sell More Homes with Video Marketing

It's no secret that buyers and sellers are consuming video more than almost any other online media channel – a rise that is likely the result of the smartphones which make playing video in the palm of our hands easier than ever. In fact, it's rare that a small-business owner doesn't have a video introducing their product or service on the home page of their Website with the goal of gaining more customers, increasing sales and growing their business. And it's a strategy real estate agents can't afford to ignore. Here we present a short, how-to guide to kick-start and even bootstrap your way to more leads through video.

By the Numbers

Online video
is on the rise
in 2012

In 2012, online video
viewers will reach

169.3
million.

12%

of agents have a
YouTube channel.

78%

of sellers want
their agent to have
a video presence.

Mobile (smartphone
and tablet) video
viewers will reach

54.6
million.

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Smartphone video
viewers will reach

51.2
million.



Source: eMarketer, 2012

“The Video Narrative Is a **POWERFUL THING”**



Tony Giordano

Tony Giordano, team leader of the LA-Brentwood market center and author of *The Social Agent: The New Era of Social Networking*, sat down with the *OutFront* editorial team for an informative and insightful discussion on video marketing for real estate.

You are passionate about video marketing. Why is it a great business-building tool?

Video tells a story that is far more digestible than words on a Webpage. In real estate, we are the brand and video allows us to talk to potential and current clients in a way that, if done right, creates a visceral and memorable experience.

Where should an agent start?

Counter to popular belief, a meaningful video doesn't start with a video camera; it actually starts with a goal and a script. After that, I like to tell agents to start with a high-quality, professional video of themselves. This is the “trailer” on who you are as an agent.

How much does a video like that cost?

A video with a high production quality is going to run you between \$1,000 and \$2,000. But divide that initial investment over the two to four years that you will use it and the benefits far outweigh any cost and are certainly less expensive than billboards or TV ads.

The DIY approach is arguably just as powerful. Where does that fit into the strategy?

DIY is great when you need to create a short narrative about a listing. Before an open house, I might record a video of me saying something like, “Hey everyone! This is Tony. Behind me is a new listing that will be on the market in the next couple of days! Stay tuned for the professional video and call me for details!”

What gadget(s) are you using to record your DIY videos?

iPhone, iPad or comparable smartphones such as a Droid have great video cameras. For a more steady shot, I recommend investing in a mount or tripod. The GoPro camera is also really popular right now with sports, and I can see how agents could get creative with that type of shot.

What is your recommended length of video?

“Gone in 60 seconds ...” is the name of the game. And I don't mean a sports car. Unless it's your company video or it is educational in nature, a minute is just enough. In fact, studies show that viewers lose interest after 60 seconds.

What about listings? We've seen some long videos on upper-end luxury listings.

I think you can push those videos to 90 seconds because, well there's more home to show! Just be sure the video is all about house. Viewers don't want you talking at them in every single shot.

So Tony, I'm an agent. I've gotten my promo video up there. But it has zero views. How do I build up my YouTube channel to look more substantial?

I'd look up videos that have to do with real estate and add them to my channel. The Keller Williams YouTube channel has dozens of videos that would engage the consumer. Take the “Seller Secrets” video series. Just go to the bottom of any of those videos and hit the “Add to Playlist” button when you're logged into your channel. Does CNBC have a video on your local real estate market? Add it! Meanwhile, leverage your other online marketing channels to let people know that you've created a new video about your services.

What marketing channels would you recommend?

Post it to YouTube and then share it on Facebook. Since YouTube it's owned by Google, which is the No. 1 search engine in the world, videos that are tagged correctly are more likely to show up when someone searches for based on those terms. Facebook is a no brainer because you've got a captivated audience made up of your raving fans. **kw**

Tune into the latest videos from KW at (www.youtube.com/kellerwilliams).

5 Videos to Make Now

1. THE "TRAILER"

Make a great first impression with a video about who you are as a real estate agent. Why did you get into real estate? When did you realize you were meant to help people buy and sell homes? What is your value proposition? You might even interview one or two clients about their buying or selling experience. Barb Dopp, associate with the Boise (Idaho) market center, does an excellent job of executing this technique with a "meet the team" video on her Website: BestBoiseIDAgent.com.

2. THE "INFORMATIONAL"

If the "trailer" is key when introducing yourself, the "informational" video is crucial when you want to answer some of those common, but important questions that buyers or sellers have about the way you do business. "Informational" videos might include "Why Choose a Real Estate

Agent?" "How We Sell Your Home Faster and for More Money," or "How to Find Your Next Home on Our Website."

3. THE "DATA DRIVEN"

Real estate is a local business – so don't let the national news fuel your clients' water-cooler conversations. Each quarter, record a "data driven" video on the state of your local real estate market. Introduce yourself, recap the previous quarter's numbers and make your expert predictions and projections for the next three months. Remember to explain the meaning behind industry "jargon" and always use the "what's in it for me?" (WIIFM) mantra. In other words, explain why your perspective matters to them.

4. THE "CHEERLEADER"

What does a happy client plus a video camera equal? A perfect opportunity

to capture the "cheerleader." Video testimonials of satisfied clients are powerful glimpses into your business philosophy. It lets your sphere of influence know that you not only make customer service a top priority, you get the job done!

5. THE "COMMUNITY-CENTRIC"

Your community is ultimately the lifeblood of your business. And it's important to recognize the unique value it offers its residents. The "community-centric" video can take several forms. First, it can be interviews with local businesses in and around the neighborhood you serve. Or it can be videos of you talking about your favorite park, neighborhood hangout or even promoting an upcoming community event. Tell a brief story and end with a call to action. Finally, the "community-centric" video is your chance to share how you give back to those who give you so much!



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Finding Riches in Niches

THE AUSTIN REAL ESTATE EXPERTS GET BIG BY STAYING SMALL



Greg Young

Meet **Greg Young** and **Matt Menard**. Five years ago, these two Austin, Texas-based real estate agents decided they didn't want to be all things to all people. Instead, they chose to focus on a finite group of consumers; a niche they each had two decades of experience serving: the new home industry. By all accounts the strategy was risky. At the time, construction on new homes had dropped almost overnight and their efforts could have pigeonholed them into a stagnant market. But the duo stuck it out, relentlessly concentrating on developing their already-established connections to churn up business.

Fast forward five years, and the two – now under the banner of the Austin Real Estate Experts – are still quietly celebrating their uncompromising approach. In fact, Young and Menard ranked No. 1 in sold units for teams in 2011 for the entire Keller Williams system. How exactly did their “less is more” attitude catapult them to \$80 million in closings last year? To use their own words: “We stuck with what we knew best, branded ourselves and got plenty of face time.”

Let It Stew

Agents can be lured in a lot of directions when launching or diversifying their real estate business. Some dive right in,

trying out every trick in the book and expecting immediate results. Others make a choice, narrow their focus and stay the course; making tiny corrections along the way. Young and Menard are proof that the latter scenario is far more fruitful and that an all-or-nothing attitude doesn't always work.

“Greg and I spent many years on the construction and development side of the new home industry,” says Menard. “When we got into real estate, we felt like those relationships were too valuable to ignore and [so we] focused on serving their needs.” The obvious target: first-time home buyers. “We farmed through our relationships with centers of influence rather than specific neighborhoods.” Then they waited. Each year their database surged with a crowd of happy, new homeowners who either benefited from the first-time home buyer tax credit or the low, new-home prices. “Working these very specific markets allowed us to focus our energy, develop our expertise and become truly proficient at helping them find their first home,” says Young.

Today, they say their No. 1 source of business is still first-time home buyers, but their client base has evolved. Now they're receiving referrals from past clientele. “Once we established ourselves among this niche and branded ourselves, things just took off.”

A “Brand” New You

In order to keep drumming up new business, and as their team grew, they had to set themselves apart from the competition. “The Austin area market has 20,000 to 25,000 sales a year and 5,000 to 6,000 agents,” they explain. “This is not an equal opportunity industry, so we went after our unfair share.”

To that end, the duo branded themselves as the Austin Real Estate Experts.

“We're differentiating ourselves in such a way that people feel uncomfortable not using us,” Menard says. “We think being casually acquainted with someone is a lousy reason to pick a real estate agent. You should pick an expert, someone who knows their numbers and is going to sell your house in a guaranteed number of days.”

Young puts it in perspective. “If you had to have open heart surgery tomorrow, are you going to go with your neighbor who's an alright doctor or an expert? Not that we're surgeons, but we don't take for granted our responsibility and the liability we have to interpret the buying and selling process on behalf of our clients.”

Menard and Young regularly expand their brand's

expertise by sending it out over the airwaves every week in the form of the Austin Real Estate Experts television show, which launched four years ago.

"We noticed there was a void in the market for local real estate programming," Young says. "I think consumers are a little voyeuristic in that they like to peek inside different homes." While there is a lot of entertainment value in HGTV programming, they say it rarely focuses on our market. "So we saw it as an opportunity to brand ourselves as local experts."

Initially, the show had an informative format centered on a sit-down discussion on local real estate topics. As they gained a captive audience, Young and Menard slowly integrated their featured listings. That single, slight adjustment has netted them big results over time. "It's a huge competitive advantage," says Young. "We may go head to head with another listing agent, but we can close with, 'and we'll put your home on TV!' That's a differentiator others can't match."

Play the Field

Young and Menard have always used a different approach to lead generation. Even today, the pair applied their "less is more" mantra, spending only 30 minutes in the office



Matt Menard

| Niche-Buster!

MYTH: "Farming limits me to one area or specialty."

TRUTH: A farm can be one of your most productive sources for business, but it does not have to be your only source.

From 2007 to 2011, Greg Young and Matt Menard of the Austin Real Estate Experts set their sights on dominating the first-time home buyer and new home development market. Their biggest takeaway on staying small: "By staying small you aren't actually limited to one area or specialty. A farm gives you efficiency with your time and money. It focuses your business in ways you wouldn't be able to if you were all things to all people. Once you gain a major share of your farm, you can grow the boundaries or expand to another specialty."

It's paid off big. They ended 2011 with \$80 million in production and have already posted 219 closed units amounting to more than \$44 million in closed volume as of October 2012.

each day. "That's not to say we don't put in long hours," Young remarks. "But because we work with builders and specialize in the entire Greater Austin area, most of our lead generation takes place in face-to-face meetings and in the car."

"Gary Keller believes in three hours of lead generation per day," Menard continues. "I think people can lead generate however they want as long as they're productive." Their lead generation technique is not necessarily traditional, but they hold true to the principle that they need to spend 15 hours a week doing it.

"We're also very relationship oriented," Young adds. "We want to be a resource for our clients past the initial deal. If someone has a question after we signed the contract, we want them to call us; commission or not."

To keep those relationships rewarding for clients, Menard and Young call, for instance, about refinancing options if interest rates have changed. They also invite clients to laid-back social gatherings such as lunch meetings, coffee breaks and Young's annual crawfish boil, which doubles as a client appreciation party.

"Business can be fun," Menard says. "Break some bread. Take time to care about their lives and what matters to them."

"That's the stuff that gets you referrals down the road," Young adds. "If you first think to help people, everything else works out." kw



One Roof, Many Departments

ONE TEAM'S METHOD FOR MARKET-PROOFING THEIR REAL ESTATE BUSINESS



Scott Smith

Scott Smith just wrapped up a meeting with his REO department. Though it's not unusual for the group of top-producing real estate agents to get together, this meeting was called for a very different reason. Smith wanted to take a hard look at the next five years of the Indianapolis, Ind. market and determine what his team needed to do to stay ahead of the curve.

The result: the group is going to explore adding property management as yet another tier to The Scott Smith Team's multidepartmental business strategy.

Smith, a longtime proponent of the multidepartment real estate business model, launched his real estate business on a part-time basis 22 years ago. With a past in engineering, his analytical approach to business led him to the foreclosure and real-estate-owned (REO) property markets. What began as a small but lucrative niche grew when the number of REOs in Indianapolis started to trend higher than the overall national average. With more business than ever and a small-but-able team, Smith recognized the need for more structure and joined the Indy Metro South market center in 2004, citing the company's focus on systems and culture as the reason for his move.

Four years later, Smith got his first taste of diversification when he saw companies shutting down and banks selling out to other banks. He quickly added a housing and urban development (HUD) team, which is common in his market place, as well as a traditional real estate team to leverage more revenue streams. The strategy worked. By diversifying at the exact right moment, he was market-proofing his business and even growing.

Today he has a robust team of real estate agents and staff running the day-to-day business of the three departments. "For each one there are team managers, buyer and listing specialists, billing, closing and client coordinators, and administrative assistants," he says. "It's a well-oiled machine." The systems they have in place keep the wheels churning without sacrificing service to clients. As a result, Smith has raised his transaction volume 200 percent over the past two years and, year to date, the team has closed \$2.28 million and expects to close between 400 and 500 transactions.

Systematizing Change

By all accounts, Smith makes expanding into other markets look easy. But at the core of his business model are several lessons that come from more than two decades of experience. First, he says agents need to master their current niche and ensure a healthy revenue stream before making the leap to the next target market.

For Smith, that meant learning and mastering his teams' systems for successfully closing large quantities of REO and foreclosure properties. "Once I had mastered the process and built the relationships, I passed that knowledge down to team members who could execute the strategy on a day-to-day basis. Once they had nailed it, I leaped into the new niche; once again learning and mastering the systems that would allow us to effectively lead generate for and close those types of transactions."

Next he set out to put the proper personnel in place to run the two new departments. "If you've got loyal people you can depend on, that's 90 percent of the battle," Smith says. His advice – after setting his HUD and traditional business' systems and standards – he found the right people "who I could trust to get results with my business model." Of course, keeping everyone in each department on track is important too, and Smith imposes weekly team meetings to go over numbers. "I monitor how many hot leads they are working and how many they are closing. When the conversion ratios are lower than expected, I look at where training, or lack thereof, may be the culprit. Then we make sure to get people in the right class and cross-train with other agents, which is easy when your company offers such a strong model that promotes mastery," he adds.

Market Proofed

Predicting the future is impossible, but Smith believes in looking at the numbers and the market to determine where the next stream of business will come from. Capitalizing on a short-lived niche is important, he explains, but in order to stay at the top of his game it's important to put roots in something that may offer a more stable pipeline of business.

"If you are in an area that's going to fade out in five years, you can't just hang on to it. You have to ride that wave as long as you can, but that doesn't mean you shouldn't be getting into something else at the same time," Smith says. "You have to decide what direction you are going to go and start moving." kw

Planning for EXPANSION

Do you already have a solid team in place? Are you ready for another niche that brings in additional revenue? Expanding your real estate business with new departments is an excellent opportunity to grow your business and your market share. Here are some tips based on The Scott Smith Team's track record of success.

1. SPECIALIZATION LEADS TO GROWTH

Scott Smith's decision to specialize in REOs and foreclosures in his early years was arguably unconventional. But sticking to one niche ultimately led him to a myriad of other types of clients including more traditional buyers and sellers. Out of those clients grew new departments, and a 200 percent increase in production.

2. EXPANSION IS MOST SUCCESSFUL WHEN IT'S NATURAL AND ORGANIC

In 2008, as the market crashed, Smith saw an opportunity to specialize in REO even further through HUDs. Already versed in the process of acquiring and closing REO properties, the transition to HUD wasn't a huge leap. In fact, it was a natural progression that kept the ramp-up period short.

3. IMPLEMENT AN ORGANIZATIONAL MODEL

The Organizational Model in *The Millionaire Real Estate Agent* is what Smith recommends agents follow when expanding teams.

4. MICROMANAGEMENT DOESN'T WORK

At the forefront of your business is the sales team, in the middle, your lead generation team, and behind it all the administrative and support members. When these members have been trained on their corresponding department's systems and standards, you're able to move away from the nitty-gritty and allow your business to be run successfully by others.

5. PIONEERING A MULTIDEPARTMENT REAL ESTATE TEAM TAKES TIME

Agents who want to be in real estate for the long haul should realize that expansion can take years.



RISK MANAGEMENT

Multiple departments in one real estate business can sometimes present unique legal issues. Be sure to check with your broker and local real estate board before launching an additional division.



The Scott Smith Team

How to Nail Your Internet Marketing Strategy



Three Words: Capture, Connect, Close

You can lead a consumer to your Website, but can you turn him into a client? Turns out, it's not as complicated as it seems. In fact, it's no different than the traditional lead generation model.

When he graduated from Purdue University in 2005, **Ryan Dallas** knew he wanted to get into sales. He was drawn to real estate because of its gritty, innate complexities; he wanted a challenge that could be overcome with top product knowledge and selfless customer service. He joined a successful RE/MAX team in Champaign, Ill., as a buyer agent, but branched out on his own within the first year. When the paperwork started to slow him down, he hired on an administrative assistant, followed by two buyer agents. Since then, The Ryan Dallas Team has grown to nine full-time members and in June, after seven years with RE/MAX, Dallas decamped to Keller Williams Realty, seeing it as the more progressive company. He brought his team and 95 listings with him, and with \$16 million in closed volume at the end of July, he has his sights set on 300 homes by year-end.

Dallas' boom is due in large part to his insistence on erasing the lines between Internet and traditional leads. Dallas explains, "Internet-leads are real people. We can't view them as strangers, but rather future homeowners." On average, 1,700 monthly visitors, mostly drawn from



Ryan Dallas

Craigslist or pay-per-click placements, check out his Website: ChampaignRealEstateFinder.com. Less than five minutes pass before visitors are asked to register – enough time for them to look through one or two houses and imagine themselves in a new home. Each month



Brock Fletcher

about 150 or more folks do so and, once registered, Dallas and his team go to work converting about 5 percent into appointments within the month.

Brock Fletcher, associate with the East Lansing (Mich.) market center, shares a similar story. For seven years his small firm – which specializes in big agriculture and large pieces of vacant properties – was just that: small. Though he managed to ink an average of 15 deals per year, his database was flimsy and the referral pool way too shallow. “I had been starting over every single January. I would literally sit by the phone and pray that someone would call.” He knew technology was the next step to keeping his relationships in check, yet competing against larger, regional brokerages made it difficult to scale or afford powerful systems.

So in 2010, he joined Keller Williams Realty, teaming up with **Jeff Burke**, broker and co-owner in the East Lansing market center, to create The Selling Team. Today, Fletcher and his team – comprised of one administrative assistant and two interns – don’t wait for consumers to pick up the phone or stumble onto The Selling Team’s eEdge Website, BrockFletcherGreaterLansing.com. Instead, they follow a similar strategy to Dallas, posting daily on their local Craigslist and leverage online, pay-per-click ads. Their eEdge Website prompts users to register after viewing two properties. “We find home shoppers want to be deep-linked into a specific home search on our eEdge site.”

It’s working. Right now they’re capturing about 250 quality leads per month, he says.

Capture the Lead

Dallas implements six-hour shifts of what he calls “Agent

on Duty” to field all the inquiries that flow in during those hours. Because the first day is most important in the lead conversion process, it’s critical to touch those leads as quickly as possible. “On average, we respond in 15 minutes or less, and often catch up with someone while they’re still looking at listings,” he says. His back end system helps the on-duty agents track call and response times and gives Dallas and his sales manager, **Rick Willberg**, the tools to hold the agents accountable to their leads. As Dallas explains it, their process of having only one agent managing the Internet leads rather than assigning them in a round-robin style has been instrumental in increasing the team’s appointment conversion rate.

Fletcher also emphasizes the importance of getting to the contact fast. “Once the lead registers, the information is automatically dropped into my eEdge myLeads database and I receive a text alert,” he says. Almost instantly, one of his staff members puts the lead into an eEdge group and assigns them to one of the eEdge myMarketing 8 x 8 drip campaigns; a process that keeps his rapidly growing database organized. Then it’s up to Fletcher to turn those leads into appointments. “Once a week for eight weeks a letter goes out asking for the opportunity to earn their business,” he says. The team averages about two new appointments from the follow-up marketing plan each month.

Connect with a Quality Lead

What constitutes a priority lead? Dallas believes it’s the ability to talk to them on the phone. Even if they won’t be shopping for a home for six months, making the contact, generating and keeping interest through an automated

AVOID THESE FIVE INTERNET MARKETING MISTAKES!

follow-up and action plan is an opportunity to gauge their motivation and offer other services. "Internet leads are real people. Every touch sends a signal. Even if we don't hear from them now, our assumption should be that we will." For every lead captured, The Ryan Dallas Team employs the 10 Days of Pain, a concept covered in the Keller Williams e-Book *Soci@l: Attract Friends, Followers, and Connections to Your Business*. At its core, the 10 Days of Pain is an aggressive and systematic plan to determine a buyer's motivations. Dallas then employs systems to remind his team to call and email his database. "I believe this is something every agent simply must have. With technology, pen and paper don't work anymore. No client wants to feel like a number. Ironically, the way to avoid that is through technology."

Fletcher uses the elaborate eEdge dashboard to track stats and client readiness. "I'm finding that about 2 percent are ready to make a purchase," he says. The rest are put on an appropriate myMarketing plan or campaign, are called once each quarter and are farmed in the future. Because of that consistent communication, The Selling Team has seen an increase in its buyer conversion rates, past client referrals and has become one of the top teams in their market center. "I'm not a 'techie', but I can start a campaign or customize and use the 33 Touch component to send professional communications to my database in just a few minutes."

Close the Gap

When it comes time to consult with a buyer or seller, both the The Ryan Dallas Team and The Selling Team use scripts. They let clients know that they exist solely to help them find what they are looking for and provide them with a service that they will quickly find value in. One of Dallas' favorite scripts: "I see you've looked at a lot of homes in the \$150,000 - \$200,000 range. We have a lot of homes in that range that would typically go for a lot more. There are some excellent buys in that range that are close to popular parks and pools. Can I show you a few this week?"

Once he's able to sit down face-to-face with a client, Dallas hones in on a buyer's wishes, wants, needs and restrictions to perfect the transaction. Using a flat-screen TV and a private conference room, agents can narrow down to less than a dozen ideal homes. "We want to sell within 6-10 homes viewed. If we do our job right, we fully expect to have our client in their new home in 45-60 days." kw

No. 1: Waiting for visitors. If you had a party, but didn't tell anyone, would they show up? Probably not. In the same respect, if you aren't pointing consumers to your Website via online and offline marketing efforts, you don't stand a chance at even beginning the process of capturing, connecting and closing. There are multiple methods that are proven to generate traffic (and potential transactions). Turn to page 119 of *SHIFT: How Top Real Estate Agents Tackle Tough Times* for a solid strategy to market your Website.

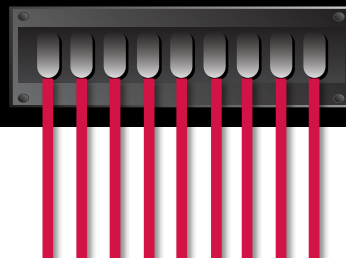
No. 2: Your Website is all about you. The truth is buyers don't really care if you have a Website. They just want to look at all the homes for sale and research neighborhoods to live in. Sellers want to know the value of their home and the sites where it will be marketed for sale. "Buyers don't care about our team's stats," adds Ryan Dallas. "They care about a home they want to buy. We're there to show them how we can help them accomplish that."

**There's one caveat to Mistake No.2: Buyers and sellers MUST have an easy way to get a hold of you in exchange for a compelling offer. Whether it's your phone number, email address or an online form, these points of contact should be easy to find and in plain language.*

No. 3: Waiting to call. When it comes to capturing online consumers, speed wins the contest almost every time. Top real estate agents say calling a prospect within the first 24 hours generates the highest conversion rate. However, if you're unable to delegate that task to someone on your team or a customer service center, an auto-response email that is warm and service oriented is a great alternative.

No. 4: Giving up on partial leads. Sometimes you have to do some extensive detective work to unravel leads with fake names but real email addresses, or real email addresses with fake numbers. "We take every lead to exhaustion," Dallas explains. And it pays off. Dallas recently finalized a sale from an Internet lead who originally signed up with an expletive, four-letter first and last name. "We foiled that plan and never gave up!"

No. 5: Ignoring analytics. Have you ever wanted to be a bug on the wall of your buyer? Analytics is sort of like that in that it allows you to measure when and how often people revisit their saved searches or view properties online. Periods of increased activity is your queue to reach out, reconnect, offer assistance and, most importantly, get an appointment.





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“Why I Invested in Real Estate”

Behind every property is a wealth-building opportunity. The authors of *HOLD: How to Find, Buy, and Rent Houses for Wealth*, the final book in the Millionaire Real Estate investor series, look at what it takes to build a stable foundation to grow you (and your clients') financial futures.



JIM AND LINDA MCKISSACK

Investors for more than 20 years.

Jim is the operating principal of the Denton market center. Linda currently serves as the regional operating principal at Ohio Valley, regional investor at Florida-South and operating principal of the Aubrey (Texas) market center.

OF: Jim, the book emphasizes how important it is to choose the right team, partnerships or relations in real estate. What makes you and Linda such a great investment team?

Jim: Choosing the right partner takes T-I-M-E. Linda and I talk about our goals and share a similar focus. We are two highly productive, separate people with one similar purpose. Just make sure before you enter a deal that your partner is the type of person you want to do

business with because there's nothing worse than a bad partnership.

OF: Linda, tell us about one of your successful real estate investments.

Linda: When we first started investing in real estate, our plan was to buy enough properties that when it was all paid off some day, the cash flow would be what we lived off of in place of our income. The first investment property we ever bought was a fourplex next to a college. Today, we own it free and clear – and it brings in \$1,200 per month!

OF: What was your biggest takeaway going through the writing process of *HOLD*?

Jim: During the writing phase, we [the authors] were out talking to a lot of

people about investment careers in life. We would ask questions like, “What are you going to do when you quit working?” My biggest aha was that maybe one out of every 25 people we talked to had even thought about a plan for their future. This astonished me! Society today is so into immediate gratification that no one is looking five, 10, 20 years out. Yes, these are hard topics to talk about – this is big boy stuff. But what we found is if you take the time to ask the questions, people are surprisingly open to having the discussion.

Linda: More than anything I want readers to have hope and take action in creating their futures. And I want to make sure they know to never, ever give up!



JENNICE DOTY

Investor for 10 years

General manager of the Integrity First Realty – Mesa/Gilbert and Scottsdale – Integrity First market centers.

OF: Why do you recommend real estate as a way to build wealth?

Doty: Where else can you invest money, get a high rate of return, have a tenant pay down your debt, write off expenses, depreciate over 27 and a half years, exchange it for more properties, and some day own it free and clear and have cash flow? Personally, I still want to acquire more properties and I wish I would have started sooner.

OF: What is one piece of advice you can share with long-term investors?

Doty: My advice would be to stick with your strategy. Don't panic, even if the market or the economy changes. There will always be tenants needing to rent. Even if rents are low, they will come back and, over time, your investment will pay off.



STEVE CHADER

Investor for more than **40 years**
Operating principal of the Integrity First Realty – Mesa/Gilbert and Scottsdale – Integrity First market centers, KWU International Master Faculty

OF: Why should someone look into real estate as a method for building wealth?

Chader: Leverage. You can purchase six-figure assets with a relatively small amount of cash. Leverage makes it accessible. And your growth is compounded on the asset's value, not the cash invested. Leverage accelerates your growth. Real estate is the most powerful tool for an average person to build wealth.

OF: Can you share with our readers a powerful example about successful, long-term investment?

Chader: When I first started helping people learn how to invest in real estate, we lived just outside of the busiest Air Force base in Arizona. People moved here, studied on the base, became pilots and left. When they moved, most who had purchased a house were selling. Once they learned how to keep their home as a rental, many of them built a large amount of wealth. They even came back to continue buying, and some held their properties for 15-20 years.



JAY PAPANAN

Investor for **7 years**
Co-author of the Millionaire Real Estate series with Gary Keller, collaborated on the bestseller FLIP, and serves as Keller Williams VP of publishing.

OF: Working alongside Gary for 11 years now, what are your top three take-aways on building your wealth?

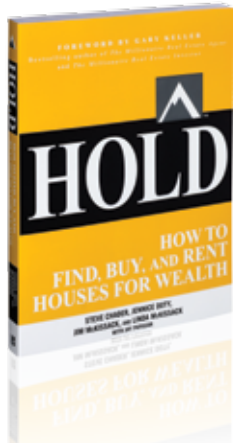
Papasan: First, it's not about how much you make – it's about how much you save. This applies in your personal and professional lives. In business, it's not about how much revenue you bring in, but how you handle your expenses. Second, it's better to let 10 good ones get away than take one bad. And Gary lives this in all areas – business, investments, new hires, etc. He is relentless on his criteria. Third, he has taught me and my family to think big in all areas. If you ask big questions, you'll change your trajectory.

OF: Can you share an “aha” investment moment?

Papasan: My wife Wendy and I had an epiphany in '04 after I had been working on *The Millionaire Real Estate Investor*. We didn't want to be employees forever. While we love our jobs, we realized they don't have to be where our money comes from. That's when we made our first financial investment plan: Have a million dollars in net worth and \$75,000 in passive income in 10 years. It ended up taking only six years. If you set goals and are willing to live on less than you earn, wealth building can happen faster than you think.

OF: What is the one thing you would like readers to take away from *HOLD*?

Papasan: One of the best lessons readers can learn is to keep a lid on their lifestyle as their income increases, and invest the difference. *The Millionaire Real Estate Investor* changes your mindset. *HOLD* shows how to take action. This is your guidebook. **kw**



HOLD: How to Find, Buy, and Rent Houses for Wealth is available for order on



"Wanted to pass along a compliment. I listed a home this weekend and my client just so happened to drive by another one of my listings. She liked the sign. It's so much better than some of the other ones she's seen. These things matter. Thanks for doing a great job on my order."



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From Survival Mode to Double-Digit Growth

How agents at the Boise, Idaho, market center fought through failing markets to become the No. 1 brokerage in closed transactions for the entire nation.

When all else fails, sometimes the only road left is the one that takes you back to the beginning. For the Keller Williams Realty Boise Market Center, finding their way back from the dark days of 2008 to their crowning in 2011 (when they became the No. 1 brokerage in closed transactions among every real estate office in the country on the 2012 REAL Trends "The Thousand Report") was about getting back to basics.

"The day we announced the news our agents jumped up and down and whooped and hollered," says **Carla Thompson**, team leader. "It was an amazing feeling to get that validation that our agents' hard work over the past four years had taken us to the very top of our industry."

Getting there, like all uphill battles, took time, focus and an attitude that challenge is not to be feared. It didn't hurt that in response to the downturn, Keller Williams Realty's co-founder and chairman, Gary Keller, released *SHIFT: How Top Real Estate Agents Tackle Tough Times*. And that's exactly where they started their full-throttle success strategy.



Agents with the Keller Williams Realty Boise Market Center

"We took the 12 tactics from *SHIFT* to heart really early on," Thompson explains. With the support of her talented and passionate Associate Leadership Council (ALC) they taught the principles on a daily basis. "Many of our agents got on top of the short-sale market," Thompson says. "In one county alone, short sales were as high as 80 to 90 percent of our market. Agents dug in and learned the rhythm of the market of the moment. It was such a valuable listing opportunity. Within a year we were controlling the short-sale inventory."

ALC member **Jill Giese** echoes Thompson's sentiments. "It's amazing how relevant that book was and still is." Giese was the brainchild behind the second productivity-boosting strategy for the Boise market center: evening mastermind sessions for all agents, regardless of the company affiliation. Meeting once a month, the group reviewed tactics from other regional mastermind events. Then it evolved. "We started reading *SHIFT* – for some of us a second time – and brought in other timely tools that really clarified the steps we all needed to take to thrive." Agents from outside companies were really surprised by their willingness to share information about their businesses. "Our careers were on the line so we were addressing real challenges to overcome whatever obstacles came our way. That was powerful," she adds.

Success through Culture

When things got really tough, associates leaned on culture to carry them forward and keep them focused on the bigger picture. "We have an extremely strong culture that helped us identify opportunities to serve each other and our community," echoes ALC member **Deanna Salazar**. "You've got to remember," she adds, "behind every short sale was a family who was suffering and they needed our support to push through."

The Boise market center demonstrated that commitment to their community through its KW Cares activities, which raised more than \$180,000 in goods for six different charities in two years.

Big Ambition

Throughout it all, the agents at the Boise market center held strong to the mission of building careers worth having, businesses worth owning and lives worth living.

"While there is no doubt that learning to be a strong listing agent is paramount, I truly feel that nothing can replace some of the personal and leadership development," Salazar adds.

BARB DOPP

"Today, I run my real estate team like a small-business owner – a lesson I learned and embraced when I joined Keller Williams Realty."



Barb Dopp

Boise agent **Barb Dopp** closed 120 deals in 2011 and is on track to close another 240 in 2012. Dopp, a stay-at-home mom who entered real estate in 2005, joined Keller Williams Realty in July 2009, and has since become a cultural leader who is always willing to share her knowledge with other agents. Now she is expanding that audience to *OutFront*.

Why Keller Williams Realty?

I was overwhelmed with the amount of business that was coming in. I'm a very compliant person. You show me the pattern, and I'll follow it exactly. I realized that Keller Williams had a path for me.

You were a stay-at-home mom before you got into real estate. How did you get those first couple of deals?

I worked by referral in my first

brokerage. I mailed out 100 letters to people I knew and called every one of them and said, "Do you already have a real estate agent? If not, I would like to be that person."

Despite the market, your business has really taken off. What's the key to performing at a high level?

Consistent lead generation. I know it sounds trite, but it's truly a habit that breeds success at the highest levels. I make 10 phone calls, send out five handwritten notes and add at least two people to my database every day.

How do you measure improvement over time?

Like Gary Keller says in *The Millionaire Real Estate Agent*, "it's red light, green light." I look at the overall business plans that are in motion and track them back to closed deals. If we know it generates leads, appointments and closings, then we continue to use and improve upon that strategy. I also measure it through leverage. As the business improves, i.e., our team closes more deals, there is a greater need for more help – and that's a sign that we're getting better.

What do you do now that you didn't do early on?

Today, I run my real estate team like a small-business owner – a lesson I learned and embraced when I joined Keller Williams Realty. Before I was doing everything myself. Now the business is highly leveraged with talented agents and staff members. I also enrolled in KW MAPS Coaching, which has brought an entirely new level of accountability to my business.

Office culture is often overlooked. But you're tapped in.

Being at every team meeting is a top priority for me. I make sure my schedule is open for nearly every single one. The information tackles challenges I face in all areas of my business. **kw**

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Taking the High Road to More Productive Agents

From the moment the Greater Des Moines market center opened its doors in March of 2012, the 48 agent-and-growing franchise has been living and breathing the Keller Williams philosophy – “Integrity: Do the Right Thing.”

Within the first few months of business, the Greater Des Moines market center (KWDSM) received some unlikely media attention over commission splits. Sixty-year-old Iowa Realty, the largest brokerage in Iowa, was refusing to pay commissions to Keller Williams buyer agents. Though the zero-split controversy has made headline news among industry insiders, it is far from the start-up market center’s defining story. (See below for recent updates.)

“We are all focused on growing our businesses and serving our clients at the highest level possible,” says **Brian Wentz**, team leader. “We have agents who have nearly doubled their production since joining Keller Williams after Mega Camp last year. We also have agents who have been in the business for years who are rejuvenated by the culture and positive energy at the market center.”

Walk around the office long enough and you’ll hear agents talking about moving from “E” to “P,” following their “411s” to implement new systems from the “MREA.” It’s music to Wentz’s ears. “Even before we formally launched, agents were meeting weekly to dissect *The Millionaire Real Estate Agent* (MREA) and learn how the ideas and systems presented in the bestselling book can take them from an entrepreneurial mindset to a purposeful one (E to P).”

“Businesses come in all shapes and sizes,” Wentz adds. “Because some people are starting small and others are integrating larger business-wide changes, we meet regularly to review their 411 Action Goal Worksheet to ensure that they are on track to meet their annual, monthly and weekly

goals.” This shift, say the agents, is helping to change their way of thinking from that of a sales career to one of a real estate business.

When asked what gaps have been filled since coming to Keller Williams Realty, **Dave Steinick** said it would almost be easier to ask him about what gaps haven’t been filled. “The tech support and marketing programs in eEdge are groundbreaking. Before today, I was managing my contact list with multiple spreadsheets.” Now he’s not only managing a list, he’s receiving Internet leads, putting them on appropriate marketing campaigns and setting more appointments; all of which have led to him closing more than \$1 million in production so far this year. **Beth Ernst** is also impressed with the technology. She had developed a contact management and lead generation system and had been augmenting and fine-tuning it for years when she discovered that eEdge “made life easier and faster.”

Steve Seamen calls the move to Keller Williams Realty a “rebirth.” The company’s business models have given him the discipline and tools to take his real estate business to the next level. And he’s done just that. In only three months he has tripled his production. **Jenny Moats**, a brand-new agent, explains that she was just as excited about KWDSM as she was about getting into the business. “I can see that if I am consistent and follow the models they are teaching me, that I will be successful.” In the first eight months in the business, she’s sold five homes and taken three listings. kw

Associates with the Greater Des Moines market center



The WI4C2TS at Work

While Iowa Realty steadfastly refuses to split commissions with Keller Williams buyer agents at the time of print, consumers are unaware that KWDSM associates aren’t getting paid. In a news story about the dispute released by Inman News, Wentz stood firm, “We intend to do the right thing for our consumers, and represent their interest on any home purchase that fulfills their needs.”

In response, the new market center formed an inspiration fund to ensure agents receive financial gain for their sales. The owners are reinvesting six months of profit back into the plan. Agents are voluntarily matching 50-50. When an Iowa Realty property is sold, the payout is 25 percent or a minimum of \$1,000.

It's all about
*leads, listings,
leverage and
accountability.*

1.

Leads

Brian Wentz "Lead Generation in Progress" stop signs are posted all over the office to help agents protect their time. We also have training on effective lead tracking and follow-up systems, so that no lead is lost."



Brian Wentz

Dave Steinick "I was in the process of building a Website, but quickly found it was too expensive. When I activated eEdge, I had a Website with the push of a button. I love the lead capture function. Business is happening while I'm on appointments, sleeping or fishing."

Jenny Moats "While at the pool with my kids this summer, I had someone register with their phone number on my eEdge Website. A few minutes later, she left a note saying she was interested in looking at a particular house. I called the contact and wrote a contract two days later."

Steve Seamen "I review what contacts are looking at on my eEdge Website. There's a certain point at which you realize they may want more information. That's when I use the system to send a specific message."



Steve Seamen

2.

Listings

Moats "I've sold five houses and have three listings in the eight months that I've been in real estate. Marketing those listings are a great opportunity to get my name out there and earn more business. In fact, nearly 600 people went to my eEdge site from one listing alone."



Jenny Moats

Seamen "I carry a schedule with me at all times so that I know the number of appointments I must achieve each week to meet my goal of \$10 million in production. I also meet with Brian every two to three weeks to talk about how my production is stacking up to my goals."



Beth Earnst

3.

Leverage

Beth Earnst "Leverage has made all the difference for my business. I made my first hire without the Recruit-Select process and failed miserably. After I took the course, my second hire was flawless and I now have a great team that includes an administrative assistant, transaction coordinator and listings specialist."

Steinick "I attribute a lot of my recent results to the Organizational Model. I've known for a long time that I'm not an administrative person, so I have [generated enough business] to hire an assistant, a full-time buyer agent and two part-time buyer scouts. I also have a network of contractors that have been instrumental in pushing my business forward. The idea is to succeed through others."

4.

Accountability

Moats "The 411 helps me structure my days down to the hours and minutes. From there I keep a daily list of contacts made, contacts added to my database, handwritten notes sent, appointments, listings, buyer agency contracts and contracts."

TOP 50

PRODUCING TEAMS*

	Name	City, State	GCI	Units
1	The Rhodes Team	Dallas, Texas	\$1,082,700.11	159.00
2	Lysi Bishop Team	Boise, Idaho	\$747,906.01	107.75
3	Joe Rothchild Realty	Katy, Texas	\$742,540.34	149.00
4	Ben Kinney/Home 4 Investment Team	Bellingham, Wash.	\$741,637.35	130.49
5	The Kink Team	The Woodlands, Texas	\$718,532.54	49.85
6	Agent Alliance	Mission Viejo, Calif.	\$708,606.80	70.50
7	Sands Group	Santa Monica, Calif.	\$704,437.32	9.67
8	Pilon/Hamilton Team	Ottawa, Ontario	\$698,945.44	100.00
9	The Buehlers & Associates, Inc.	Flower Mound, Texas	\$659,756.60	122.00
10	Eng Garcia Properties	Washington, D.C.	\$636,545.51	44.00
11	The Bash Group	Prairie Village, Kan.	\$626,952.29	62.00
12	The Belt Team	McLean, Va.	\$622,342.27	47.00
13	The Heller Real Estate Group	San Diego, Calif.	\$618,424.88	49.00
14	Sharon Ketko & Associates	Plano, Texas	\$609,752.28	43.34
15	Jeff Glover & Associates	Plymouth, Mich.	\$589,851.20	143.00
16	The Jan Richey Team	Frisco, Texas	\$574,446.30	45.00
17	Steven Cohen Team	Boston, Mass.	\$552,314.48	39.95
18	Jennifer Young Team	Chantilly, Va.	\$539,681.55	89.00
19	The Kendra Todd Group	Seattle, Wash.	\$532,564.46	110.60
20	WestOne Properties, LLC	Portland, Ore.	\$529,591.83	79.00
21	The Best Team	Whitby, Ontario	\$517,641.25	7.00
22	The Mark Z Team	Novi, Mich.	\$511,197.73	98.00
23	The Sue Adler Team	Summit, N.J.	\$494,024.52	32.00
24	Adam Merrick	Peoria, Ill.	\$477,591.81	116.00
25	The Franke Team	Conroe, Texas	\$456,085.36	86.90
26	The Gene Arant Team	Austin, Texas	\$449,760.55	43.00
27	The Mark Spain Team	Alpharetta, Ga.	\$439,928.49	118.00
28	Gulfshoreslife.com Real Estate Sales Team	Fairhope, Ala.	\$433,372.47	53.00
29	Jeff Stearman Team	San Clemente, Calif.	\$432,655.80	34.72
30	Armstrong Real Estate Group	Nashville, Tenn.	\$431,339.26	64.35
31	The William Bustos Team	Midvale, Utah	\$429,480.88	86.00
32	Alchemy Real Estate Group	Seattle, Wash.	\$427,522.59	34.00
33	The Norberg Group	El Cajon, Calif.	\$422,458.53	31.00
34	Bouma Group	Ann Arbor, Mich.	\$421,276.10	71.00
35	Kevin Blain Team	Visalia, Calif.	\$420,839.88	119.00
36	Menkiti Group	Washington, D.C.	\$415,056.62	35.25
37	Precision Group	Fort Collins, Colo.	\$410,319.95	94.00
38	Ron Cathell Team	McLean, Va.	\$402,654.66	16.50
39	Big City Properties	Katy, Texas	\$400,300.66	112.00
40	CyMack Group	Worthington, Ohio	\$399,341.93	60.10
41	The Battiste Team	Danville, Calif.	\$396,336.28	27.25
42	The Rider Elite Team	Scottsdale, Ariz.	\$393,731.36	81.00
43	The Soda Group	Sarasota, Fla.	\$391,869.00	42.00
44	Rock Realty Group	Los Angeles, Calif.	\$389,198.07	16.50
45	The Michaels Team	Oxnard, Calif.	\$386,835.92	13.25
46	The Rachel Kendall Team	Raleigh, N.C.	\$385,382.13	48.00
47	Jansen Coastal	Largo, Fla.	\$383,415.35	37.00
48	PacifiCal Realty Group	San Diego, Calif.	\$382,599.88	42.10
49	Mike Clarke Group	Toronto, Ontario	\$382,455.27	40.05
50	The Bartlett Real Estate Group	Austin, Texas	\$378,570.25	34.00

TOP 50


PRODUCING AGENTS**


TOP 35


STAKEHOLDERS***

	Name	City, State	GCI
1	Lipe Medeiros	Miami Beach, Fla.	\$732,989.80
2	Paul Chiolo	Ocean City, N.J.	\$598,731.53
3	Brian Frere	Tulsa, Okla.	\$572,345.59
4	Becky McConnell	St. Petersburg, Fla.	\$551,793.00
5	Juliana Lee	Palo Alto, Calif.	\$478,513.59
6	Megan Tierney	Palo Alto, Calif.	\$444,000.00
7	Christopher Dyson	West Hollywood, Calif.	\$387,200.00
8	Rob Kittle	Fort Collins, Colo.	\$378,812.48
9	Angela Green	Richardson, Texas	\$376,488.14
10	Michael Livingston	Houston, Texas	\$353,478.07
11	Michael Eisenberg	Beverly Hills, Calif.	\$337,500.00
12	Lee Ziff	Beverly Hills, Calif.	\$311,991.44
13	Scott Gaertner	Phoenix, Ariz.	\$307,475.00
14	Richard Stone	San Diego, Calif.	\$295,262.50
15	Ward Shifman	Newton, Mass.	\$294,891.87
16	Ashley Stucki	Austin, Texas	\$287,712.01
17	Leslee Coppock	Tampa, Fla.	\$284,513.79
18	Henry Garcia	Studio City, Calif.	\$284,112.50
19	Mark Tyoran	Westlake Village, Calif.	\$280,015.00
20	Enrique Tejera	Miami Beach, Fla.	\$274,135.35
21	Richard Schulman	Los Angeles, Calif.	\$269,370.88
22	Scott Bishopp	Reston, Va.	\$265,000.00
23	Andrew Mortaza	Burbank, Calif.	\$262,117.00
24	Chris Cormack	Ashburn, Va.	\$256,925.41
25	Tom Grass	Houston, Texas	\$253,184.31
26	Sheri Bienstock	Los Angeles, Calif.	\$249,632.50
27	Laren Jansen	Largo, Fla.	\$249,153.55
28	Anne King	Palo Alto, Calif.	\$248,516.98
29	Paige Martin	Houston, Texas	\$237,080.37
30	Anna Kilinski	Atlanta, Ga.	\$235,197.60
31	Marcy Moyer	Palo Alto, Calif.	\$235,069.83
32	Cindy Hill Slater	Studio City, Calif.	\$229,295.85
33	Jennifer Springer	Bonita Springs, Fla.	\$227,422.18
34	Britt Galloway	New Orleans, La.	\$224,178.92
35	Germain Villeneuve	Scottsdale, Ariz.	\$221,256.02
36	Peter Drossos	Park Ridge, Ill.	\$220,665.59
37	Dee Shultz	Austin, Texas	\$219,632.50
38	Don Pelletier	San Diego, Calif.	\$216,802.50
39	Tom Daves	Roseville, Calif.	\$216,008.60
40	Stephen Saltzman	Santa Monica, Calif.	\$215,575.00
41	Ben Bacal	West Hollywood, Calif.	\$214,585.00
42	Robert Ross	Wellington, Fla.	\$210,826.25
43	Mike Hicks	Idaho Falls, Idaho	\$209,003.40
44	Mark E. Devlin	Campbell, Calif.	\$204,440.00
45	Jack Coden	Miami Beach, Fla.	\$200,514.50
46	Peggy Pfohl	Duluth, Ga.	\$200,284.28
47	Christina Nguyen	Palo Alto, Calif.	\$196,385.74
48	Jane Reitz	Boston, Mass.	\$196,298.75
49	Timo Rivetti	Santa Rosa, Calif.	\$195,559.68
50	Zana Dillard	Atlanta, Ga.	\$195,538.66

	Name	Market Center	Associates Sponsored
1	Dustin Dohr	Las Vegas SE /Henderson	14
2	Tony Troxel	La Jolla	13
3	Joe Gluckman	Heritage	12
4	Amy Jacobellis	Beaumont	11
5	Stephanie McClimon	Houston Metropolitan	8
6	Karelyn Geiger	Kansas City - Northland	7
7	Ryan Dallas	Champaign	7
8	Jim Watson	NYC - Manhattan	7
9	Brian McKendry	Horsham	7
10	Sam R. Rodriguez	La Quinta	6
11	Hal Schlegel	Anaheim Hills /Yorba Linda	6
12	Juliana Vallee	Keller-Williams Elite Realty, Brokerage	6
13	Brian Hirtle	Keller-Williams Realty	6
14	Verzell Page	Detroit	6
15	Cheryl Waitt	Bedford-Manchester	6
16	Richard Brodtkin	Las Vegas SW	6
17	Melissa Krchnak	Rancho Cucamonga	5
18	Kathy Gras	Denver Central	5
19	Jeffrey Borham	Clearwater	5
20	Bonnie Robinson	Miami Kendall	5
21	Lynn Chapuis	MS Gulf Coast-Biloxi	5
22	Brent Cantrell	Greater Springfield	5
23	Tanya Mahmood	NYC - Manhattan	5
24	Ian Wolf	Morristown	5
25	Kenny Klaus	Integrity First Realty - Mesa/Gilbert	5
26	Elizabeth Riley	Austin NW	5
27	Robyn Graham	Tulare County	4
28	Kevin Cooper	Elk Grove	4
29	Sam Rasoul	San Diego North Inland	4
30	Richard Schulman	L.A. Westside	4
31	Austin Drisdelle	Keller-Williams Realty	4
32	John R. Bradford	Lake Norman - Cornelius	4
33	Lisa Belcher	Myrtle Beach South	4
34	Scott Sammons	Boulder	4
35	Daniel Polimino	Denver Tech Center	4

 *Based on transmittals received for the Second Quarter 2012 (April through June 2012). Closed transactions identified with specific teams.

 **Based on transmittals received for the Second Quarter 2012 (April through June 2012). Closed transactions identified with the specific agent.

 ***Associates with the most growth at the first level of their profit share tree. Second Quarter 2012 (April through June 2012).



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