

**YOUR NEW LOGO!** How to put it to use in your branding. Page 4

# outfront

Q4 2013

**kw**

KELLERWILLIAMS®

HOW to BUILD a

# great TEAM



◀ William Bustos' first attempt at the team model left him with less than lackluster results. Now he shares why he didn't give up on getting big and how his rock star team of talent will close just over \$47 million in 2013.

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# outfront

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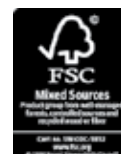
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Maverick. Innovator. Leading edge. Fastest growing. From its hometown Austin, Texas, beginnings 30 years ago to its current position as the No.1 real estate franchise in North America, Keller Williams Realty has experienced an evolution of epic proportions. As is true with many growing companies, times change. As Keller Williams Realty and its associates have adapted to new industry and consumer demands, it became obvious that it was also time to revitalize, revamp and rethink the company's brand position in the industry.

On Oct. 18, 2013, in celebration of its 30th birthday, Keller Williams Realty revealed its new logo, launching an international rebranding campaign.

The announcement was a huge milestone for the real estate industry and for the 93,000 Keller Williams associates who are now poised to attract today's brand-savvy consumers.

*OutFront* magazine sat down with Ellen Curtis, executive director of marketing and communications, Keller Williams Realty, Inc., for an exclusive interview on the philosophy behind the new identity. **kw**

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## A BRAND-NEW EVOLUTION FOR KELLER WILLIAMS

**OF:** Why did the company decide to revamp the old Keller Williams logo? What does the new logo do that the old one didn't?

**Curtis:** Our old logo certainly withstood the test time of time and every brand has to evolve to meet the changing needs of its partners and its clients. Remember that when our original logo was designed 30 years ago responsive Websites, mobile apps, Twitter avatars and Facebook



**Ellen Curtis**  
Executive Director  
of Marketing &  
Communications

cover images didn't exist. Because of all these new mediums, a simpler, modular, more flexible approach was called for. Our new branding allows for that.

**OF:** When did you start developing the new logo?

**Curtis:** We've been discussing and working on concepts for the update for more than a year. Because our 30-year anniversary was approaching, it was important to us to roll it out in celebration of how far we've come as a company.

**OF:** What does the new KW logo say about the company?

**Curtis:** We've simplified the design to be in alignment with the brand philosophy that Gary Keller has instilled in every corner of our company: "We stand behind our agents, not in front of them." This new design is a reflection of that. We also believe that it's a look that

will resonate with today and tomorrow's home buyers and sellers and reinforce our agents' position as forward-thinking, sophisticated and tech-savvy.

**OF:** What does that mean for agents?

**Curtis:** It lets our agents shine. Meaning it's a complement, not competition, to the brands our agents choose to build for themselves. We know that real estate is a service business – and that consumers do business with specific real estate agents, not franchises. That's why we allow our associates to build their own brand in the way they see fit. We succeed through them and they are the brand.

**OF:** In addition to the logo, what other products will be a part of your rebranding campaign?

**Curtis:** Moving forward, all our marketing materials, our Websites, our mobile app as well as our suite of online marketing tools, technology products and myMarketing materials will be revamped with the new logo. Of course, this is an evolution, so our associates don't have to immediately stop using the existing logo.

**OF:** What else will this new campaign say about Keller Williams?

**Curtis:** That our agents are smart, tech-savvy, service-oriented professionals who raise the bar in the real estate industry. That we're ready to take on our next phase of growth and attract the next generation of real estate professionals. And that we're positioning ourselves to become the No. 1 real estate company in the world first in agent count, then transactions and volume.

► Download your new logo at (<http://bit.ly/kwlogos>)

## THE MOST EFFECTIVE DIGITAL BRANDING TACTICS USED BY MARKETERS TODAY

Email Marketing - 63%

Content Creation - 28%

Lead Management - 13%

Organic Search (SEO) - 39%

Social Media Marketing - 28%

Blogs / Blogging - 19%

Paid Search (PPC) - 35%

Marketing Analytics - 17%

Conversion Rate Optimization - 15%

Mobile Marketing - 7%

Brand recognition is often thought of as the way you portray your business or organization visually, but it's more than that. Your brand is what you do and how you do it. Your brand is how you communicate with the world and what differentiates you from the competition.

There are many mediums to communicate your brand and build a following with consumers. To reach them, today's marketers are using a combination of email, paid search, organic SEO, content and social media.

# The Big Download

Agents at the Beverly Hills market center put their new branded apps to work during a KW Mobile Search App Day.

It had been less than a week since **Claudette Babalian**, market center administrator (MCA) at the Beverly Hills, Calif., market center, had installed the KW Mobile Search App when she got a promising lead into the market center. It didn't take long before she had an idea.

Knowing that busy agents don't often have the time to immediately embrace new technology, and understanding that millennial real estate agents are digital natives and see touch-screen technology as fundamental, she created and hosted a KW Mobile Search App Day – a one-day experience to help agents see the pioneering app as an effective component in their business strategy.

To help drive adoption of this new technology, Babalian dressed up the training room, turned it into an event center, offered some finger food, invited some escrow and title affiliates, and took agents step by step through the installation process.

Babalian brought in **Mike Dronge**, an agent active on Facebook and Twitter who was an early adopter of the app,

to share his positive experience with his peers. The pair did an interview-style question-and-answer session to demonstrate how user-friendly the installation and use of the app can be. Dronge links the app to his email signature and shared some of the feedback he gets from his clients.

Of the market center's 380 agents, Babalian estimates that 50 percent of active agents attended and successfully installed the app that day. "It was a drop-in event," says Babalian, "Thirty agents at a time came into the room for a quick explanation of the app and hands-on help with the installation. They were on their way within minutes. It was as simple and effective as that."

When calls or meetings kept some agents from stopping by the training room, Babalian went office to office peddling the good news of the app and showing agents how to download it. Because many of the market center's agents are part time or live internationally for a portion of the year, Babalian is planning a second KW Mobile Search App Day for January 2014. **kw**







Danny Batsalkin

“This tool helps our agents provide immediate and pertinent response time to today’s demanding consumers.”

# Q&A

with **Rob Aigner**, team leader,  
Beverly Hills market center

**OutFront:** What does the KW Mobile Search App mean for your agents' productivity?

**Rob Aigner:** It's yet another great tool that Keller Williams has provided for our agents that simply makes them perform and look better in terms of serving their clients.

**OutFront:** And their ability to capture more leads?

**Rob Aigner:** In this day and age, acceptable response time is minimal. The consumers' tolerance for any lack of immediacy has vanished. This tool helps our agents provide immediate and pertinent response time to today's demanding consumers.

**OutFront:** Why do you think a technology-centric market center is better for everyone?

**Rob Aigner:** Aside from the immediacy it provides and the cost savings related to paper, printing and the like, it also makes a strong impression on the client that Keller Williams and its agents are on the cutting edge.

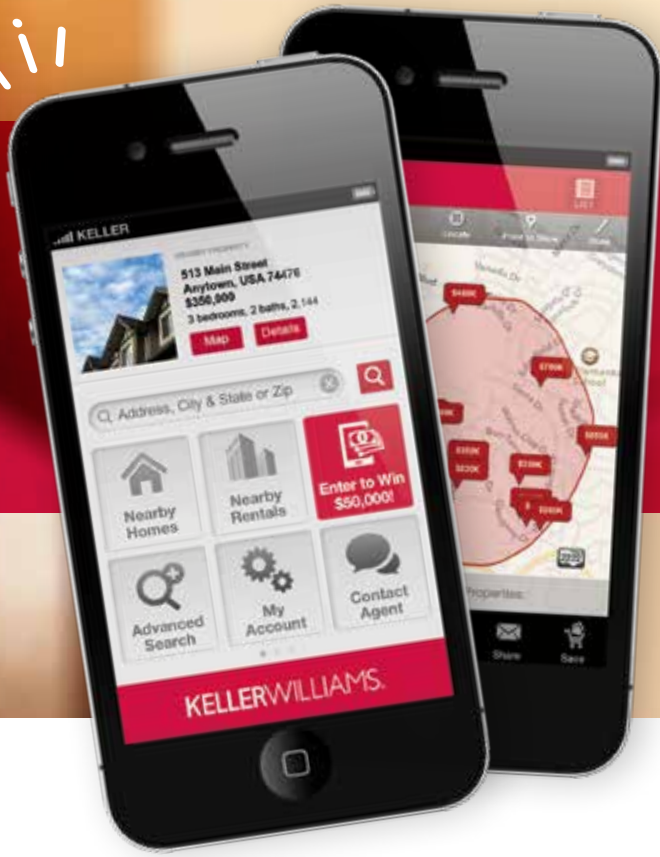


Rob Aigner

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# A Day in the Life with KW Google Apps

Individual agents and multifaceted teams have one thing in common: You want to keep the leads coming in and your clients happy. In order to do that, it's critical to know who's doing what, where and when, when everything is moving and changing so quickly. KW Google Apps is a cloud-based productivity suite that helps you and your team connect and get work done from anywhere on any device at no extra cost to you! It's simple to set-up, use and manage, allowing you to work smarter and focus on what really matters: your clients. Here's what your day could look like on KW Google Apps. **kw**

FRIDAY, DECEMBER 27, 2013

7:30 a.m.	<b>Arrive to the office</b>
7:30 a.m.	<b>Check synced Calendar on phone, confirm lead generation time block.</b> Today is Friday and I want to celebrate meeting our monthly goals with a team dinner. I add a new calendar event, suggest we meet at 6 p.m. and invite all of my team members with one click because I've put them in a group. Done!
8 a.m.	<b>Grab morning coffee.</b> Log-in to eEdge to review any incoming leads from the previous night. Generate a list of prospects I need to call today and pin down notes for the morning huddle with the team.
8:30 a.m.	<b>Team morning huddle meeting.</b> Spend 30 minutes role-playing scripts and dialogues before jumping into lead generation time block. One of our team members is at home with a sick daughter so we used Talk to practice scripts with her.
9 - 11 a.m.	<b>Team members prospect for three hours: expireds, for sale by owners, past clients and mets.</b> We use Talk to chat among each other and discuss progress of lead generation.
11 a.m.	<b>Follow up with leads.</b>
11:30 a.m.	Check in with team in person or using Talk. Return calls, check messages and return emails using Gmail.
12:15 p.m.	<b>Break</b>
1 p.m.	Check in with team in person or using Talk. Return calls, check messages and return emails using Gmail.
2 - 5:30 p.m.	<b>Appointments or more prospecting</b>

► Get your head in the cloud at (<http://mykw.kw.com/google>)



## Advice from agents already using KW Google Apps

### DRIVE

"I love the real-time collaboration. This is great when **sharing documents that need to be worked on as a team.**" — Jessica D.

### EMAIL

"It's easy to use, the filters keep me organized, **I can find emails from years ago with a simple search term.** I love everything about Gmail and Google!" — J Lewis

### TALK

"We use talk/hangouts all the time on the team and **this is a great tool to communicate face-to-face with our team and out-of-area clients.**" — Jeffrey S.

### CALENDAR

"I have been using the calendar for a while. I subscribe to the market center calendar, have my personal calendar, and now the KW Calendar. **I love the color coding, the synchronization with many calendars, the flexibility, and the fact that it is cloud based.** Now with Boomerang, my calendar and Gmail work together seamlessly. I may never look at Outlook again!" — Susan B.

# HOW to BUILD a **great** TEAM

What does it take to be a successful millionaire real estate team? In this issue's cover stories, we decode the organizational secrets of three top-producing teams.



For **William Bustos**, the second try at a team worked like a charm. He first formed an agent team in the 1990s, an experience that soured him on the idea.

"I had a team of five to six agents and two admins," he recalls. "It was hard. At most, we did 145 transactions. It was chaos. My marriage suffered; I almost got a divorce. I decided in 1999 to dismantle the team because the profit margin just wasn't there."

Bustos (pronounced Boo-stos) then began to explore alternative avenues of real estate, including subdivision development and the purchase of income properties. He was doing well until the recession hit in 2007.

"We felt it hard ... really hard," he says. By January 2008, **Kristi McDonald**, his administrative assistant at the time, had to sit down and make some changes or her position would be in jeopardy. "We had to do something different," he explains.

With that motivation, Bustos researched how other high-volume teams operated

and soon decided the answer might be the REO market. He only had minimal experience with foreclosures, and when he approached his brokerage about pursuing that market, they weren't supportive. He went shopping for a new brokerage and ultimately made the decision to join Keller Williams Realty as part of the Midvale-Sandy (Utah) market center.

"I found Keller Williams had the best model to support its agents," he says. "One thing that really resonated with me was how transparent their model was and is. The costs are passed through, and the company culture was a lot more supportive of its agents than anyone else. When I wanted to learn all I could about the foreclosure sphere, I suddenly had an international network of agents willing and able to help me. I was able to shadow agents, which turned out to be a huge turning point in my career."



Margo Lewis

Sylvia Farrer

Peg Richards

Another milestone arose when Bustos took the leap to form another team, now known as the William Bustos Group. With the Keller Williams models, Bustos didn't need much money to launch the team and instead focused on acquiring \$60,000 in operating capital to manage the REO properties. And though there were costs associated with hiring, he discovered that his team members actually paid for themselves.

"The team concept I hated in the '90s and was apprehensive about had been decoded by Gary Keller. He had figured it out," says Bustos. "He made it possible to be profitable and leverage oneself properly. Now I can say that our team is doing well and that I'm happily married."

### Getting Specific

As of November 2013, the William Bustos Group has closed 249 units for a volume of \$46.4 million. His small-but-mighty team is a group of experts thanks to a focus on specialization. Each staff member has his or her own role and responsibilities, which are leveraged for the success of everyone.

"Understanding people is key to our success," Bustos says. "We work hard, and everyone is held accountable. If one person does not fulfill their role, it really affects the team, and I really believe everyone understands that and takes it very seriously. We really have a great team right now because success is not achieved alone."

The current team roster includes listing specialist Kristi McDonald, listing coordinator **Peg Richards**, repair and property management coordinator **Briana Keeling**, field services manager **Alan Greenall**, marketing director **Dylan Fisher**, operations manager and comptroller **Justin Gould** and buyer specialists **Sylvia Farrer**, **Margo Lewis** and **Craig Foutz**. The salary and compensation model used for his team provides listing specialists with 30 percent on referrals, and 40 percent on



Justin Gould

Dylan Fisher

anything self-generated, while buyer specialists earn 40 percent on referrals, 50 percent on anything picked up from marketing campaigns and 60 percent on anything self-generated.

Kristi McDonald is the longest-serving team member. In her seven years with Bustos, she has moved from an administrative assistant to office manager to listing specialist, which entails handling all retail listings including previous clients, referrals and sign or call leads.



“William has more drive and discipline than any individual I’ve ever witnessed,” McDonald says. “The man doesn’t let up. He sets a goal and then executes it, plain and simple. He has been a big inspiration in my life for many reasons but mainly because of his example of discipline. Something he always says is, ‘Drive and discipline create success.’ I like that because it doesn’t matter how smart, talented, good-looking or educated you are. Those things don’t create success. Drive and discipline do. If you have the motivation and then follow through with your goal, you’ll be successful. He lives and breathes this motto every single day.”

Dylan Fisher, a recent addition to the team as the first full-time marketing director, has already seen those same qualities in Bustos.

“William is direct and to the point,” she says. “You know exactly what is expected of you. Even though he can be demanding, he is the first to let you know when you did a good job and to thank you for it. I think a lot of managers forget how important a simple ‘good job’ or ‘thank you’ can be for their team. Feeling appreciated and knowing your role matters makes you want to come to work every day and do the best job you possibly can. You have a personal investment in the success of the team.”

Sylvia Farrer has been with the William Bustos Group for three years and counts the team as the ONE Thing she couldn’t do without.

“I feel our office is a success because of our staff, from the broker, **Paul Willden**, to the team leader, **Kathy Moore**, down to the girls at the front desk, Jan and Sandy,” she says. “They are always looking out for the agents and their needs. We share our knowledge, our faults, our successes and all to better ourselves.”

### Leading the Pack

Bustos has also discovered his own role as the team rainmaker.

“I lead generate religiously,” he says. “Seriously, at least five days a week. I have virtually no I (in the DISC assessment) yet I am very good at building relationships, so I motivate by example. I like to make it rain, and my team knows their role is to be ready to handle the work. Strong goal-setting skills keep everyone on target working toward a common goal.”

To reward their hard work, Bustos buys his team lunch on Friday if they list five properties in one week.

“Even though we have small rewards, I try to let each team member know how much I appreciate them and their work,” he says. “Appreciation is huge in our team dynamic.”

Bustos also has made it a point to figure out how to make the demands of his rainmaker status coexist with his personal life.

“I have two things that have to occur every day: I need to be at the gym at 6:15 a.m. and take my kids to school by 7:45. When these two things happen, everything else falls into place,” he says.

During the day, Bustos focuses on remaining purposeful and not letting little distractions get in the way, especially during lead generation. “We have specific no-interrupt times for everyone in the office. It really helps keep people focused and productive. You will often find me with my headphones on.

“Running a team requires leadership, focus and commitment,” he continues. “I rarely get a moment to just chill, but that’s the business, and I am committed. I think that’s one of the things that makes us so successful. We are always striving to do more and to do better.” **kw**

## Four Myths about Building a Powerful Buyer Team Debunked

**MYTH: You need more leads.**

**TRUTH: You need to improve your conversion ratios.** Most agents sit somewhere between a 1 to 2 percent conversion ratio on leads to actual closings. A buyer specialist frees up the rainmaker to lead generate and go on appointments to convert more buyer clients. And when the buyer specialist gets too busy working with clients instead of obtaining more – it’s time to consider hiring again.

**MYTH: My clients will only want to work with me.**

**TRUTH: Your clients aren’t loyal to you; they are loyal to the level of service you provide.** Mega agent Aaron Armstrong of The Armstrong Team in Nashville, Tenn., experienced these growing pains. Now he involves the customer in understanding the value of working with multiple people, explaining that “we not only have one, we now have two people to find and show you homes handpicked just for you.”



Doug Balog

# Doug Balog's Dream Team

To make a company succeed,  
A-players are essential.

Since making his first real estate sale in 1968, Balog has been team minded. Today, he has one of the most successful Keller Williams teams in the West, closing \$50.5 million as of November 2013.

"I grew up as a farm boy with a strong work ethic," says Balog, a luxury home real estate professional in the Keller Williams Palm Springs market center with a diverse background that includes 10 years in land development, commercial and industrial real estate in Edmondton, Alberta, and 15 years as a broker/partner at RE/MAX in Canada. "We got up in the morning and worked until the job was done. That's the work ethic I look for in my team members."

## Recruiting Hard Workers

Team Balog boasts 12 hard working members, including listing and buyer agents, a transaction coordinator, and a marketing and advertising guru. Building a team of 12 wasn't easy. And Balog admits that investing your energy into building a team has its pros and cons.

"Delegating tasks I don't like doing allows me to focus on my strengths and generate revenue," explains Balog. "But it can be time consuming to find agents with a work ethic who are willing to commit to investing in hard work versus putting in time to achieve their personal goals."

Across the board, Balog looks for true professionals when

**MYTH:** Talented buyer agents will leave to start their own team.

**TRUTH:** The most talented buyer agents will only leave if they don't see you as a vehicle for their success. "If your goal is to grow your business, then set someone up to grow too," he says.

**MYTH:** You need a lot of buyer agents.

**TRUTH:** You need the *right* buyer agent. The right person wants more skin in the game. A showing assistant, for instance, should be future minded and aspire to move into a buyer specialist position.

hiring. The first question he asks a potential recruit: Why do you want to be a real estate agent? If the answer is “money,” he brings the interview to an abrupt close. If the answer is “career,” he continues the interview. This is the baseline, but he says the hiring process is different for salaried staff members, commissioned salespeople and contract workers.

In terms of the compensation structure at Team Balog, he says independent agents get a higher commission split than traditional team members. That’s because his team members are absorbing the cost of the lead generation process, as well as advertising, insurance and the support staff that allows them to focus on their core strengths. Bonuses are based on commissions earned and paid during the fiscal period July 1 to June 30. The percentage split increases as commission levels are met within the fiscal period and reverts to base commission rate at the start of each new fiscal year.

“An independent agent has to fulfill all these tasks on their own, taking time away from their skill of listing and/or selling homes,” Balog says. “The added leads and time to focus on listing and selling significantly outweigh the lesser commission percentage split.”

### Actionable Training

Balog reviews his mission statement each year to consider current objectives and create new ones. He also takes time out to determine obstacles and create an action plan to overcome them. Essentially, his annual business plan becomes the group’s operations manual. With the plan in hand, Balog relies on Keller Williams professional training programs to equip his team members for new professional challenges and successes.

“I put training in the hands of professionals. We measure team member success against performance standards. We look at both production and client feedback – and not just buyers and sellers but also fellow real estate agents. We want to develop a good rapport with fellow real estate agents, because if you don’t have their support, you won’t go far.”

Balog holds weekly team meetings to review performance against goals and to project sales. He holds them accountable to a minimum unit production. Agents who don’t meet production minimums are placed on a 90-day probation period and asked to develop and implement a day-by-day and weekly business generation plan.

“I make a simple statement to all my staff. This is not rocket science. You can do all the social media and marketing in the world but this is a very simple business,” Balog says. “If you try to turn it into a science project, you probably will spend more time trying to figure out the formula than getting the job done. Here’s the bottom line: There are buyers and sellers out there who want or have houses. Get in front of them.”

### Leading by Example

Although he’s known for inspirational sound bites like the one above, Balog doesn’t give long pep talks to motivate his team. Rather, he leads by example and gives credit where credit is due.

“You have to recognize and understand the personal character traits of each agent and provide support and encouragement when earned,” Balog says. “I publicly and personally acknowledge agents’ successes and efforts toward success.”

Balog has a successful, hard working team today, but he admits there were some bumps and bruises along the road to high production. Early in his team-building process, he made the mistake of hiring bodies instead of practitioners. “Competitive, sharp agents don’t want to be part of a team where anyone can join,” he says. “Agents want to be part of an elite team where the benchmark is high and difficult.”

### Best and Worst Hires

Indeed, Balog has made good and bad hires. The good ones drive profit, the bad ones cost him in not only dollars, but hours of his life. “When you spend time working with someone who is not really committed, it’s a total waste,” he says. “If you put the wrong people on commission advances, you end up hearing a lot of excuses and losing a lot of money. When people are anxious for money, they’ll say anything to get their foot in the door.”

Balog says the worst hire he ever made was a referral that turned out to be 180 degrees from what he needed. He accepted the referral because he trusted the person who suggested the agent. Ultimately, he had to fire her.

“The most costly hires turn out to be the ones who are in the business for the money or the ones who try to take over your business because they think they know more than you do,” Balog says. “I’ve been in this business since 1968 and I’m still learning.”

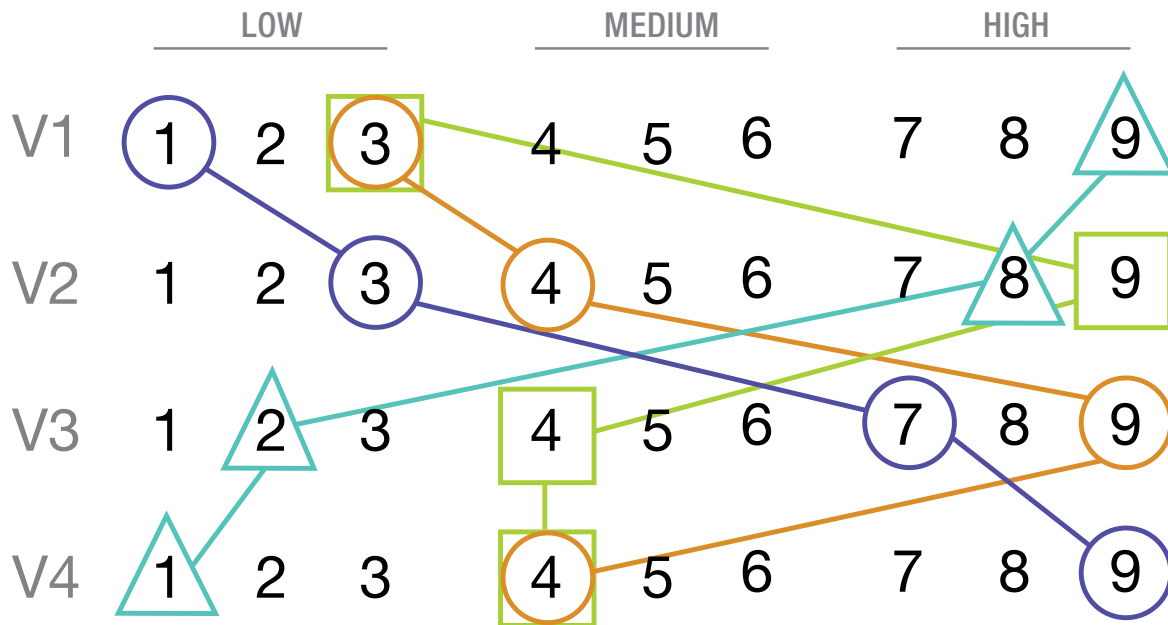
One of Balog’s dream hires was his daughter, **Marnie Balog**. That may be because she has dad’s work ethic. For her service in 2010, Marnie received the ALC Member of the Year award. She was appointed in 2011 as a state director for the California Association of REALTORS® and she is the 2012 President for the California Desert Association of REALTORS®.

“Marnie can do it all and she’s not afraid of challenges. She’s following the model and seeing success,” Balog says. “My dream hires, like Marnie and also my executive assistant who can run point when I am unavailable, make my life easier and help the market center become more profitable.” **kw**



# The Right Person for the Job

Recruit-Select provides the framework for hiring talent. The process begins with the Activity Vector Analysis (AVA) behavioral assessment. Here are suggested AVA personalities for common roles on a real estate team.



## Executive Assistant

○ “Consistent and Composed” | 3494

Most dominant traits are persistence, stability and a commitment to quality

## Lead Listing Specialist

△ “Activator” | 9821

Most dominant traits are assertiveness and independence and individuality

## Listing Assistant

△ “Activator” | 9821

Most dominant traits are assertiveness and independence and individuality

## Lead Buyer Specialist

□ “Highly Sociable” | 3944

Most dominant trait is a strong need to interact with people and be received favorably

## Showing Assistant

□ “Highly Sociable” | 3944

Most dominant trait is a strong need to interact with people and be received favorably

## Webmaster

○ “Detailed and Accurate” | 1379

Most dominant traits are a cautious, process-oriented approach and need for structure and conformity

## V1 ASSERTIVENESS

Is defined as the tendency to act on or approach situations perceived as new and unfamiliar and involving risks to attain goals.

## V3 CALMNESS

Is defined as the tendency to remain calm and patient and avoid situations involving unexpected change.

## V2 SOCIABILITY

Is defined as the tendency to activate or approach situations perceived as favorable and involving people.

## V4 CONFORMITY

Is defined as the tendency to avoid unfavorable situations and censure.

► Get the full job descriptions and JARS at ([kwu.kw.com/recruitselect](http://kwu.kw.com/recruitselect))

# Effective Technology, Unbeatable Accountability

Aaron Simons, chief operating officer and listing specialist for the Chris Heller Team in the Carmel Valley/Del Mar (Calif.) market center, doesn't mince words when he says that old-fashioned, in-person accountability is the most effective way to manage incoming online leads.



Aaron Simons

Simons oversees Heller the Home Seller's three-person buyer team: **Troy Rasmusen**, lead buyer agent, **Peggy Desmit**, showing agent, and **Ryan Pearson**, showing agent. He emphasizes that despite all the discussion around methods to convert online leads to actual clients, it all comes down to accountability. Whether that's through online systems or face-to-face conversations, without accountability and timely follow-up, the lead disappears.

Simons says the Heller Real Estate Group, with a 2012 closed volume of \$95.6 million, has been using eEdge since it launched in 2011 to capture, funnel and manage leads. "Our main eEdge site, hellerthehomeseller.com, is our principal lead procurement site. We

have another site that also directs back to eEdge." Three prominent links help the team channel incoming leads and interest:

1. Buy/Find a Home/Search
2. Sell/What Is My Home Worth
3. Finance/Free Loan Pre-Qualification

Simons says that technology is great for corralling and nurturing leads, but moving someone from prospect to an active buyer or seller still comes down to personal touch. "On average, it takes between three and six months before a purchase or sale comes to fruition," he offers. "Troy [Rasmusen] and I are accountable for each name that comes before us. We meet weekly, just the two of us, to discuss the status of each and every lead, whether we received it online or offline. It's his job to turn the lead into an appointment, and ultimately a sale, and my job to be a purpose partner to encourage and train in a way that makes it possible to execute a plan and convert leads to clients. eEdge keeps us organized and the lead flow moving."

Once marked from new to active by the buyer agent, the contact is put on an autodrip 8 x 8 or 33 Touch marketing campaign to deepen the relationship between agent and prospect and to boost conversion probability. In addition to eEdge, Simons and his team maintain a separate Buyer Lead

	DATE RECEIVED	PHONE NUMBER	EMAIL	AGENT	SOURCE	PRICE RANGE	STYLE	TIMEFRAME	QUALIFIED WITH SAM
Annie Smith	5/24/2013	750-936-5506	annie.smith@yahoo.com	Troy	sgn	450-550K	1/3 3000 sq ft in San Marcos	now	
Chris Corpus	7/30/2013	619-263-0239	chris.corpus@job.com	Troy	DR	350-400K	Mission Valley	10 months	Done
John Allen	8/5/2013	760-805-5449	john.allen@yahoo.com	Troy	DR	300-350K	3/2 Oceanside	now	Done
Sam Sanoma	8/20/2013	619-777-0063	sam.s@gmail.com	Troy	sgn	605-800K	Northridge, 4/2 with yard	1 month	
Amber Jones	8/21/2013	571-315-8167		Ryan	eEdge	4-10 mi	RSP	1-2 months	
Hector Valdez	8/21/2013	552-208-5472	hectory@roadrunner.com	Troy	sgn	250-300K	inverter flip referral	now	
Margaret McIntosh	8/22/2013	619-555-9000	none	Troy	sgn	400-500K	single story, near Linda Falls	Husband already said no	
Sue Springs	8/22/2013	858-987-7685	s.springs557@yahoo.com	Troy	sgn	350-450K	Claymont SFR	2 months	Done

**Team Tracking System:** Each day, The Chris Heller Team gets together to review, qualify and determine action items on their new leads using Google Drive. Then they input their new contacts into eEdge to follow-up with targeted touch programs.

Tracker spreadsheet for buyer-side leads that originate from signs, office calls, Zillow, Trulia and agent referrals. The spreadsheet is a practical way to track contact information, price range, home style or property type and the purchase timeframe. Since this information can sometimes come in piecemeal, the spreadsheet helps Simons and his selling team log calls to prospects and track actions on each account until they can get enough information to transfer the contact to eEdge for lead incubation and marketing.

Though eEdge has helped streamline, convert and close leads, Simons mentions that California regulations prevent them from running all transactions through the comprehensive business platform. “Though it is our main client database, we’re not able to depend on it to do everything.” This keeps him focused on personal touch, a key to the Heller Real Estate Group’s success, the reason for the team’s more than \$70 million in closed volume YTD, and the most effective accountability tool he’s ever used. **kw**

## Simple Guidelines for Lead Oversight

- 1 Use online systems and spreadsheets to track** contact information, pre-qualification, status, price range, type of property or home, and timeframe for each lead.
- 2 Review activity** in online systems and spreadsheets every day.
- 3** Once leads are marked from new to active, **monitor them daily.**
- 4 Sit down with your buyer agent** at the end of every week to learn what activities have taken place, what the next actions planned for the coming week are, what the challenges are, and how you can help remove them or adjust their techniques or approach.

## An Accountable Team...

**Improves performance/productivity for everyone.** “To help agents reach their goals, I must be accountable to also reach my goals.”

**Helps track and measure success.** “If you can’t measure something, you can’t understand it. And you can’t improve it.”

**Clarifies direction.** “Having clear goals and accountability helps us stay the course.”

**Ensures you aren’t operating in a vacuum.** “When we have someone to be accountable to, we work harder and have someone to share successes, struggles and ideas with.”

**Keeps a molehill from becoming a mountain.** “Obstacles are discussed and eliminated before they become big problems.”

## Chris Heller at the Helm of eEdge for Teams

Mega teams have mega businesses – and need a software solution that matches and meets the day-to-day challenges. No one understands this more than Heller, who along with KW Research and

KW Technology, is in the early stages of building a solution based on hundreds of hours of research with top teams from around the world.





# Operation: Outrageously Profitable

Charlotte Savoy has pumped up her profit beyond belief, mostly by watching her team's everyday expenses.



Charlotte Savoy

During the height of the real estate market, **Charlotte Savoy**, associate with the Greater Howard County (Md.) market center, designated every Wednesday as shopping day. And why not? She was part of a team doing as many as 500 transactions in a single year. The money was flowing in. At the time, she says even her accountant encouraged her, essentially saying that she could spend her income or pay it in taxes.

“When you have a really high level of success and you go from a salaried administrative type of job, where you’re earning \$40,000, to a real estate agent making \$100,000, \$200,000, \$300,000, it’s very attractive and it’s very easy to

pick up the bill at dinner. When the market tanked, I wasn’t prepared for that,” she says.

Savoy had to change her spendthrift ways in order to survive. First, she changed her day off so she wouldn’t be tempted to shop on Wednesdays, and began monitoring her bank accounts daily so she knew what was going in and what was going out. She struggled for three years to turn around her debt, which totaled an estimated half-million dollars. She did it and now advises other market centers and real estate teams on how to operate at an outrageously high profit margin – her team’s model is 80 percent profit.

## Dropping Bad Habits

You don’t need a brand-new Mercedes-Benz or an over-the-top posh office. Sure, these things are nice to have, but every penny you spend on the illusion of wealth erodes the profit in your business, which is how you actually build your net worth, she says.

“There is a misperception that to be a successful real estate agent, you have to have the \$100,000 car and the nicest house and that people won’t take you seriously if you don’t have those things. I certainly believed that for a long time. But what I believe wholeheartedly is that people want to work with my team for reasons other than the price of my car or the size of my house,” she says.

She has trained her six-person team to shop around to find the best deal for the business and then to get her approval before making a business purchase. Her spending scrutiny even has her Five Doors Team CEO Seth Campbell afraid to use his credit card – a fear he actually appreciates. “I would question every single expense to the card,” she said. “Seth didn’t even sign it!”

Savoy estimates that as much as 30 percent of her profit comes simply from watching what team members spend on a day-to-day basis.

### **It's All about Networking**

Along with fancy pens and too-posh holiday parties, Savoy eschews lead generation services and unproven self-promotion, which she believes are the two primary areas where real estate professionals overspend.

Since more than 90 percent of her team’s business is referral based, Savoy focuses on logging the origins of those referrals and working on cultivating more of them through networking, which costs a fraction of paid lead generation services. Last year, she tracked 60 percent of the company’s leads to Facebook visitors, showing her how valuable the free platform could be.

“We do things some real estate agents hate doing, like calling our database and talking to our clients. Going to those parties, where inevitably somebody says, ‘Oh, this is my friend Charlotte. She’s a real estate agent. I love her.’ Then someone says, ‘Oh, I was thinking about selling my house.’ All of a sudden that Pampered Chef party you went to turns into a \$5,000 or \$10,000 commission for your family,” she says.

The team has an ROI-focused policy on advertising too. Agents have two opportunities to do it, but have to pull the plug unless it generates a 250 percent return.

### **Don't Pay for It If You Don't Use It**

Savoy recalls when she really started focusing on the expenses and profit margins running another team. As she analyzed the books, she realized that the team was spending \$5,000 on printers that weren’t even in the office,

in addition to gourmet coffee, cable for a “kids playroom” that was used only about once each month, a fully stocked supply room and other expenses that had no ability to generate revenue.

One area where she regularly finds waste is in recurring charges. It’s easy to sign up for a subscription or an ongoing service that you’ve forgotten about. Suddenly, it’s three or four months later and you notice the charge. By the time you cancel it, you may have wasted a few hundred dollars, she says. Even if that Website is only costing you \$40 per month, you should ditch it if it’s not bringing in leads, she says. Savoy also prefers debit or charge cards over credit cards.

“Trust me, when you’re buying office supplies using your PNC bank card out of your operating account, where you have to pay salary and expenses, you’re going to be more careful about what you spend than when you put it on a credit card. Plus, you’re not paying interest,” she says.

### **Celebrate Your Success**

With all the penny-pinching, it would be easy to peg Savoy as all thrift and no play. While she admits that unrelenting austerity can wear down your team, saving money is a fun endeavor because it creates incentives and improves morale. In fact, the office holds quarterly “fun days” to celebrate hitting their goals. In the past, these have included trips to the spa or to a Baltimore Ravens game with beer and burgers. She’s taken her team to the mall for an hour to let them spend \$500 on themselves or opt to give their money to charity.

“I have actually reviewed the books for market centers. They have limiting beliefs that the agents need a water cooler or the agents need the fancy coffee maker with \$8 per box coffee pods. Actually, agents want profit share. They want a surprise \$700 or \$800 deposit in their bank accounts each month way more than they want any of that stuff.” **kw**

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# TechTalk

**Ryan Zook**  
shares how to  
target the tech-savvy  
home buyer



Ryan Zook

Technology has revolutionized how we shop for everything from shoes to televisions to books and even real estate. That's why mega agent **Ryan Zook** and The Dwellus Group in Washington, D.C., have employed a multi-pronged marketing strategy to adapt to the changing times – and to target the tech-savvy home buyer in a comprehensive way.

"We continually strive to have the best and most innovative marketing strategy around," Zook says.

Zook kicked off his real estate career at the age of 22

and joined Keller Williams Realty in 2011 after being recruited in a nontraditional way.

"Two and a half years ago, I spent several months in and out of the hospital with diverticulitis and other infections," he says. "While I didn't know about the Big Why yet, lying in my hospital bed made me stop and think about the future and why I do what I do. I needed to start building a business instead of simply selling houses. **Mike Coffey**, who later became my team leader, and a few KW agents visited me several times to drop off magazines and balloons. Unfortunately, or fortunately depending on how you look at it, Mike also ended up in the same hospital for a different medical condition at the same time. Spending time together with our IV poles and hospital gowns, I learned what KW was really about. Shortly after my big surgery, I transferred my license. Today we are both healed, and I'm coming up on my two-year anniversary."

Zook founded The Dwellus Group along with fellow agent **Janet Amendola** and his brother-in-law **John Simek**, who serves as transaction/team manager. In addition to its

leadership, the team consists of eight full-time agents who work with buyers and sellers, two full-time showing agents, a couple of part-timers, a marketing coordinator and two interns. Covering northern Virginia and parts of Maryland in addition to Washington, D.C., The Dwellus Group largely draws first-time buyers and move-up buyers with two agents managing an investors division focusing on flips and a luxury division currently in the works.

"I spend the majority of my time with client development, creating the team's vision and developing and implementing our marketing strategies for lead generation," Zook says.

Those marketing strategies have set The Dwellus Group apart, and with 90 percent of their business coming by referral, their methods clearly work. In addition to basics like sign riders complete with QR codes and high-quality printed brochures and just-listed cards, Zook and his team target their marketing energies into Webpage, videos, three-dimensional floor plans and social media.

"The mothership Website for the Dwellus Group is ([www.dwellus.com](http://www.dwellus.com))," Zook says. "My agent profile page, ([www.dwellus.com/ryanzook](http://www.dwellus.com/ryanzook)), is what I share with referred clients and Internet leads."

In addition to agent profile pages, each new campaign or division (such as the newly formed luxury division) gets its own Webpage with a specific extension. Dwellus also builds community Webpages and a dedicated Webpage for every single listing, tasks undertaken by the transaction manager and marketing coordinator.

"Our individual property Webpages are great because we can put more information than the MLS allows, and we include this URL in all of our marketing materials and signage," Zook says. "Using WordPress, it takes minutes to build and SEO a new Webpage, making it much faster and more effective to use extensions rather than buying a new domain for each listing. Most importantly, using extensions instead of different Webpages means that online visitors are on our mothership Website at all times."

The page for each property includes a gallery of pictures, two-dimensional and three-dimensional floor plans, useful



## The Dwellus Group goes where you do...



### 1 THE MOTHERSHIP

"The mothership Website for the Dwellus Group is ([www.dwellus.com](http://www.dwellus.com))," Zook says. "My agent profile page, ([www.dwellus.com/ryan-zook](http://www.dwellus.com/ryan-zook)), is what I share with referred clients and Internet leads."

### 2 SINGLE PROPERTY WEBPAGES

"Using WordPress, it takes minutes to build and SEO a new Webpage, making it faster and more effective than buying a new domain for each listing." Each page includes a picture gallery, 2-D and 3-D floor plans, useful links, live-chat capability, community information and YouTube videos.

### 3 YOUTUBE VIDEOS

"We love video because it is fresh, fun and cutting edge," Zook says, while pointing out that YouTube ranks as the third-most-popular Website. "We create a video for every single listing." Examples of the videos can be seen at ([www.dwellus.com/housetours](http://www.dwellus.com/housetours)).



links, live-chat capability, community information and YouTube videos.

"We love video because it is fresh, fun and cutting edge," Zook says, while pointing out that YouTube ranks as the third-most-popular Website. "We create a video for every single listing. Depending on the price point and layout of the home,

we create one of three different types of house tour videos. One is an attention-grabbing photo montage, one is a video walk-through of the home using a GoPro camera, and one is a cutting-edge, professional movie concept with a storyline. The first two types are created by our marketing coordinator and interns. We outsource the third type of house tour video to



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a marketing company and use it for our luxury or higher-end listings.”

Examples of the videos can be seen at ([www.dwellus.com/housetours](http://www.dwellus.com/housetours)). In addition to the property videos, the Dwellus marketing coordinator has created “About Dwellus” videos, client-appreciation event video testimonials and videos introducing new marketing campaigns.

Another strategy Dwellus employs that has proven particularly popular is their three-dimensional floor plans.

“Whether the seller has a builder’s original floor plan or not, we are able to recreate the layout from scratch, complete with room sizes and labeling,” Zook says. “In addition to the traditional two-dimensional, black-and-white floor plans, we create a three-dimensional, glass-house floor plan. I learned

how to do it several years ago, and now our marketing team and interns knock them out for every single listing. We believe this separates us from the competition, and the research shows that both buyers and sellers love them. They are also great for coming-soon properties that aren’t staged for pictures yet.”

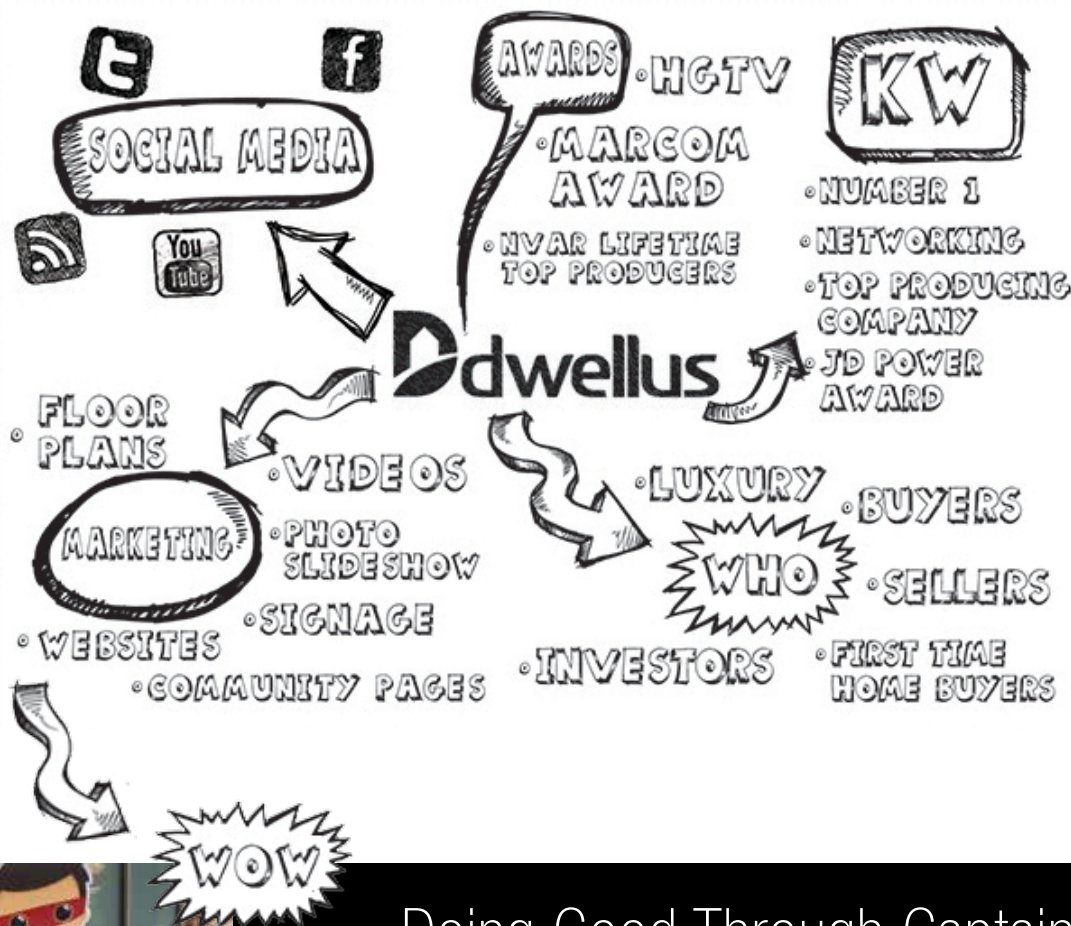
While marketing strategies like three-dimensional floor plans and individual property Webpages involve thinking bigger, the Dwellus social media ethos involves bringing the focus to a smaller, more personal place.

“Social media is part of our marketing strategy, but I teach my agents to use their personal pages to show their spheres who they are personally instead of hammering home the fact that they are a real estate agent,” Zook says. “I’m not sure how effective it is to write ‘On my way to a home inspection’

or ‘Showing properties today.’ Business is personal and especially so with real estate. People will use you for real estate needs if they trust you and can relate to you. I always joke that I can post a picture of one of my sons and get 100 likes and then post something about a prestigious real estate award and only receive four likes, mostly from fellow real estate agents. Being social should be personal.”

On the social media pages for The Dwellus Group, the team posts fun facts, unique properties, helpful tips and upcoming events instead of new listings, while also encouraging sellers to post their individual Dwellus property Webpages to their own social media networks. **kw**

## The Dwellus Group at a glance



## Doing Good Through Captain Dwellus!

In an effort to expand both the marketing reach and the charitable giving capacity of The Dwellus Group, Zook drafted an origin story for their team superhero, Captain Dwellus, who helps raise money for Children’s National Hospital. “The concept of Captain Dwellus has several elements,” says Zook. “He is a magnet that sits on people’s refrigerators as a reminder of us. It’s a fun way to brand ourselves without having to

talk about business. And most importantly, we enjoy raising money for different local charities.” Since the introduction of Captain Dwellus earlier this year, there’s now a life-size cutout, T-shirts and magnets featuring the superhero. “After closing, we encourage our clients to take fun pictures of Captain Dwellus in their homes and post on their social media, and in turn, we will donate \$10,” he says.



For more information, “like” Captain Dwellus on Facebook and follow his adventures.





Susan Murphy

Marie Hoffman

# Class Acts

Lifestyle seminars offer valuable lead generation for Marie Hoffman and Susan Murphy

The saying may be, “Those who can, do; those who can’t, teach,” but **Marie Hoffman** and **Susan Murphy** turn that old adage on its head, proving that those who can teach do get leads. And leads with legs no less. The partners behind The Hoffman Murphy Team of the Keller Williams Realty Beach Cities Market Center in Southern California regularly channel their teaching experience into lifestyle seminars, where the topics aren’t always real estate focused but the results always are.

“In a way, it’s a back door,” Hoffman said. “The relationship building is what happens because you have the opportunity to bring something of huge value to people. Afterward, people feel like they know you.”

Prior to joining Keller Williams Realty 10 years ago, Hoffman and Murphy developed a business relationship while working at RE/MAX, and in 2006, their partnership became official. Today, that partnership is still thriving due in large part to how well they complement each other.

“I’m like the rally cry, the passionate one, and she’s the one that’s like, ‘Let me tell you how,’” Hoffman said. “I’m like, ‘Hey, let’s climb Everest,’ and Sue’s like, ‘Here’s what we need to pack and the number of days it’s going to take and an Excel spreadsheet that shows you why.’”

A focus on educational seminars seemed like a natural fit given that both Hoffman and Murphy had teaching and speaking backgrounds, Murphy as a former schoolteacher and Hoffman as a Jazzercise instructor with a passion for speaking in front of civic groups like the Kiwanis and Lions Clubs.

“My concept was that people really want to know who you are as a person,” Hoffman said. “One of the great ways to do that is to share a personal piece of yourself.”

In that vein, they began planning their first lifestyle seminar, which was titled “Getting Rid of Clutter in Your Life.”

Hoffman called on the expertise of a friend who worked as a feng shui consultant, and then Hoffman and Murphy took on their respective roles.

“Sue is a really great speaker,” Hoffman said of her partner. “She’s extremely knowledgeable and has an amazing way of presenting things in a clear and concise manner. I’m the one who comes up with the ideas. If we use the DISC profile, she’s an SC, and I’m an ID, so between the two of us, we’ve got everything covered.”

After the success of the clutter seminar, Hoffman and Murphy began giving more lifestyle seminars, covering topics like gardening, feng shui in the home, pruning fruit trees, patio gardens, wills and trusts, investment properties and what has become one of their most popular offerings “Taking Care of Your Aging Parent.” Depending on the topic, Hoffman and Murphy teach the seminar themselves or serve as moderators for a curated group of experts. For example, at a gardening seminar, they brought in experts to speak on fruit trees and partnered with a local nursery, giving them extra exposure. They found similar partnership opportunities for the aging parent seminar with a senior center serving as both the location and the caterer, and the reverse mortgage experts, long-term care specialists and estate lawyers providing an outsized marketing reach.

“We do all the marketing, but hopefully we’re doing it in partnership,” Hoffman said. “If you’re doing it at a nursery, ask them to put fliers out. If you’re doing it with an attorney, ask them to put it out to their database.”

The Hoffman Murphy Team also regularly presents a first-time home buyers seminar, with the last seminar drawing around 25 attendees. The clutter seminar, on the other hand, typically brings 70 people. The size of the group the seminars draw is how Hoffman and Murphy get a big ROI in terms of lead generation.



“You’re in front of people who may be thinking about moving sometime, maybe even five years from now, but you’re the one who did that clutter seminar,” Hoffman explained. “If you do a seminar about listing your home to sell, you get only people who want to sell their homes. You might only get three people. But if you do a seminar on clutter, in any sampling of 50 people who are in their 30s to 70s, you have three people who are going to sell their house in the next year. Why not get a bigger audience? Now you’re meeting a bunch of people at once, and they’re getting a sense of who you are, and we feel like we’re bringing value to their lives. We’re the first people they’re going to think of when they decide to sell, and we also get their name, phone number and address, and they go on our mailing list.”

Each seminar starts with an idea. Hoffman currently has 10 ideas in mind, in addition to their current offerings. Ideally, they present three seminars each year on assorted topics in addition to the quarterly buyers seminar.

“First, we decide on a topic,” Hoffman said. “With new topics, I do research and talk about it to see if people are interested. Then we get our experts lined up. We put together a PowerPoint presentation. Then we ask our partners to help us get it out there. We have a team of eight people, and everybody has 800 friends on Facebook. We’ve been in the business 25 years and have a database of about 2,500 people, so we start putting the word out in all those ways. We always have prizes and raffles, and everybody leaves with a swag bag, pens and pads and all that kind of stuff.”

In addition, every seminar includes food, which is mentioned in the marketing. The seminars typically last no longer than two hours, with 40 minutes of talking, a break for food and then another 30 to 40 minutes of speaking. Some of the senior facilities provide sandwiches, but in most instances, such as the wine and hors d’oeuvres for the new buyers seminar or lunches for a clutter seminar, Hoffman and Murphy foot the food bill,

which makes up a sizable part of the seminar’s budget.

“If you’ve got vendors helping you or facilities helping you, that mitigates the cost,” Hoffman said. “You could spend \$500 to \$1,200 on food and wine at a really nice restaurant. If you’re doing a mailing, it could be \$1,000 to \$2,000 for mailing and printing costs. Most of the seminars are under \$3,000 and probably include 40 hours of time when it’s all said and done.”

For what Hoffman and Murphy get in return – which is \$58.1 million year-to-date – they see it as a bargain.

“You’ve got an opportunity to be in front of people and provide knowledge and learning because we’re talking and moderating through the whole thing,” Hoffman said. “It’s why people love The Ellen Show. You feel at the end that you know her and want to sit down and talk to her. By taking the focus off us but providing the value and the learning, we’re associated with that.” **kw**



## MAKING TIME FOR KW MAPS COACHING

Hoffman and Murphy may have found their lead generation niche by educating others, but the longtime partners also understand the importance of educating themselves, which is why they’ve both been enrolled in KW MAPS Coaching for the past five years.

“We are extremely education oriented,” Hoffman said. “One of the reasons we’re so fantastic as partners is that, as different as we are, we always look to ourselves and how we can be better.”

To that end, the duo have been going to Masterminds for the past nine years in

addition to Mega Camp, Family Reunion, Recruit-Select, the Language of Sales and Coaches Skills Camp. In the past, they’ve done all their coaching together, but now, they are each enrolled in separate performance coaching.

“A partnership is like a marriage,” Hoffman said. “It is precious, and it has to be worked on and expanded and treasured and improved. Each person has to be the best they can be.”

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# TOP 50

## PRODUCING TEAMS\*

	Name	City, State	GCI	Units
1	The Mark Spain Team	Alpharetta, Ga.	\$1,775,123.29	443.0
2	Rhodes Team	Dallas, Texas	\$1,577,698.68	209.0
3	Agent Alliance	Mission Viejo, Calif.	\$1,210,629.85	103.0
4	The Sue Adler Team	Summit, N.J.	\$978,976.00	51.0
5	Jeff Glover & Associates	Plymouth, Mich.	\$932,045.78	171.0
6	The Peggy Hill Team	Barrie, Ontario	\$882,352.52	112.5
7	Unity Home Group	Anchorage, Alaska	\$831,891.29	111.0
8	Sands Group	Santa Monica, Calif.	\$820,647.00	8.0
9	Pilon/Hamilton	Ottawa, Ontario	\$817,110.45	108.0
10	Joe Rothchild Realty	Katy, Texas	\$812,702.01	292.0
11	The Jackie Ellis Team	Boynton Beach, Fla.	\$807,744.99	131.6
12	Ben Kinney/Home 4 Investment Team	Bellingham, Wash.	\$803,351.02	145.5
13	Kevin Larose Team	Mississauga, Ontario	\$790,621.88	49.4
14	The Kink Team	The Woodlands, Texas	\$775,391.26	69.2
15	Bracha Group NYC	New York, N.Y.	\$756,796.47	42.8
16	Jennifer Young Team	Chantilly, Va.	\$755,662.98	98.8
17	The Buehlers & Associates, Inc.	Flower Mound, Texas	\$736,329.24	128.0
18	Bouma Group	Ann Arbor, Mich.	\$732,373.44	82.0
19	The Perna Team	Novi, Mich.	\$724,691.33	132.0
20	Prosser Stevens, LLC	Santa Monica, Calif.	\$711,745.00	18.0
21	The Ensburry Group	Hermosa Beach, Calif.	\$703,638.60	26.0
22	Reader Group	Plantation, Fla.	\$702,790.96	93.3
23	Sharon Ketko & Associates	Plano, Texas	\$691,452.71	50.0
24	The EZ Sales Team	Westlake, Ohio	\$686,368.36	165.0
25	The Jeff Silva Team	Blue Bell, Pa.	\$676,297.69	83.0
26	Lysi Bishop Team	Boise, Idaho	\$662,881.61	87.6
27	The Jan Richey Team	Frisco, Texas	\$662,403.23	45.6
28	Dwellus	Reston, Va.	\$655,758.20	59.0
29	The Sunset Team	West Hollywood, Calif.	\$636,968.75	19.0
30	The Pyron Team	Southlake, Texas	\$619,898.78	104.0
31	The Rider Elite Team	Scottsdale, Ariz.	\$617,006.95	113.7
32	Huckaby Briscoe Group	McLean, Va.	\$614,452.15	32.0
33	The Merrick Team	Peoria, Ill.	\$608,105.79	140.0
34	Westone Properties, LLC	Portland, Ore.	\$606,975.64	72.0
35	The Bash Group	Prairie Village, Kan.	\$600,892.38	52.0
36	Christie Cannon Group	Frisco, Texas	\$599,539.31	105.0
37	Menkiti Goup	Washington, D.C.	\$597,953.87	38.6
38	The Franke Team	Conroe, Texas	\$588,552.77	95.8
39	Rene Sorola Properties, L.L.C.	Houston, Texas	\$578,681.51	69.5
40	Noel Team	Santa Monica, Calif.	\$573,037.56	23.0
41	Zweiacker & Associates	College Station, Texas	\$572,727.99	87.0
42	The Tello Team	Pembroke Pines, Fla.	\$567,018.65	97.5
43	PDX Property Group	Portland, Ore.	\$566,889.85	65.0
44	Alchemy Real Estate Group	Seattle, Wash.	\$566,757.86	43.8
45	The Foggs	Burbank, Calif.	\$556,917.90	39.8
46	The Kelly Group Real Estate	Portland, Ore.	\$555,977.55	70.0
47	Capitol Realty Team	Washington, D.C.	\$551,982.36	37.0
48	Cymack Group	Worthington, Ohio	\$549,649.46	87.0
49	Gus Anthony Realty, Inc.	Chantilly, Va.	\$546,981.72	74.0
50	Donohue/Christian Group	Ridgewood, N.J.	\$542,186.25	29.0

# TOP 50

## PRODUCING AGENTS\*\*

	Name	City, State	GCI
1	Jesse Weinberg	Marina del Rey, Calif.	\$561,201.50
2	Amar Amarnath	Palo Alto, Calif.	\$480,666.57
3	Sheri Bienstock	Los Angeles, Calif.	\$467,102.75
4	Tim Abney	Cumming, Ga.	\$430,882.60
5	Andrea Levine	Great Neck, N.Y.	\$423,169.94
6	Susan Oldendorp	Summit, N.J.	\$414,093.83
7	Elizabeth Winterbottom	Summit, N.J.	\$388,747.00
8	Daron Campbell	Studio City, Calif.	\$376,127.94
9	Kimberly Ziton	Woodbury, Minn.	\$373,966.17
10	Adam Zunder	Studio City, Calif.	\$371,947.40
11	Zohreh Tamjidi	Beverly Hills, Calif.	\$365,618.00
12	Erin Crawford	Montclair, N.J.	\$356,860.00
13	Gordon Crawford	Morristown, N.J.	\$325,142.30
14	Rod Holland	Rockwall, Texas	\$316,212.61
15	Monica McQueen	Midvale, Utah	\$314,861.23
16	Heidi Mao	Diamond Bar, Calif.	\$313,399.40
17	Damon Williamson	Dallas, Texas	\$309,242.52
18	Elizabeth Do	Los Alamitos, Calif.	\$307,978.47
19	Margaret Miggins	Summit, N.J.	\$304,390.08
20	Martin Signore	Bethesda, Md.	\$304,251.38
21	Peter Drossos	Park Ridge, Ill.	\$300,767.55
22	Rima Rafeh	Palmdale, Calif.	\$291,250.88
23	Britt Galloway	New Orleans, La.	\$287,100.00
24	Mike Hicks	Idaho Falls, Idaho	\$286,803.68
25	Lee Ziff	Beverly Hills, Calif.	\$285,615.20
26	Timo Rivetti	Santa Rosa, Calif.	\$285,406.51
27	Jason Townsend	Washington, D.C.	\$284,809.90
28	Mynor Herrera	Bethesda, Md.	\$283,606.73
29	Sharon Maharry	Oxnard, Calif.	\$282,583.13
30	Sean Maas	Kitchener, Ontario	\$282,500.00
31	Cindy Hanson	Newport Beach, Calif.	\$282,461.55
32	Michael Livingston	Houston, Texas	\$276,965.80
33	Juliana Lee	Palo Alto, Calif.	\$273,810.00
34	Richard Stone	San Diego, Calif.	\$273,735.00
35	Ashley Stucki	Austin, Texas	\$270,495.28
36	Terry La Roche	Los Alamitos, Calif.	\$269,767.75
37	Thomas Verhelst	Baxter, Minn.	\$268,188.45
38	Amy Burakovsky	Summit, N.J.	\$263,466.50
39	Mary Menard	Morristown, N.J.	\$262,678.88
40	Elise Woroboff	Beverly Hills, Calif.	\$260,874.00
41	John Balsz	Chino Hills, Calif.	\$260,835.70
42	Stewart Madden	Newmarket, Ontario	\$252,754.25
43	Innawati Santoso	Los Angeles, Calif.	\$250,846.40
44	Deborah Ratchford	Smyrna, Ga.	\$241,238.44
45	Nancy Floyd	Celina, Texas	\$239,683.25
46	Paige Martin	Houston, Texas	\$239,278.08
47	Peggy Parker	Alexandria, Va.	\$239,006.19
48	Brad Reeser	Edmond, Okla.	\$238,224.17
49	Derek Andrews	Beverly Hills, Calif.	\$235,080.16
50	Brian Frere	Tulsa, Okla.	\$233,262.43


# TOP 24

## STAKEHOLDERS\*\*\*

	Name	City, State	Associates Sponsored
1	Brian Martin	Austin NW	21
2	James Forde	Anaheim Hills / Yorba Linda	16
3	Veronica Barefield	Houston - Professionals	15
4	Anne St Dennis	Montreal, QC	14
4	Hank Sorensen	New Tampa	14
4	David Acosta	El Paso	14
4	Joe Gluckman	Heritage	14
5	Jimmy La Peter	Anaheim Hills / Yorba Linda	13
5	Lauren Moore	Carlsbad	13
5	Paul Buttenhoff	NYC - Manhattan	13
5	Leigh Broughman	Lynchburg	13
6	Lori Mieczkowski	Jacksonville - Mandarin	12
6	Loraine Douglas	Lancaster, PA	12
6	Cindy S. Blustein	Houston Memorial	12
7	Grace Parris	L.A. Harbor	11
7	Rino Caturano	Mission Viejo	11
7	Marilyn Schott	Sarasota Lakewood Ranch	11
7	Karen Collins	Eagan	11
7	Larry Frawley	Houston Clear Lake	11
7	Al Rincon	Signature	11
8	Linda Domis	Downey-Pico	10
8	Donna Marie Eller	Marina/LA	10
8	Seth J. Driggin	Boston - Metro	10
8	Hali Gillin	Las Vegas SE /Henderson	10

 \*Based on transmittals received for the Third Quarter 2013 (July through September 2013). Closed transactions identified with specific team.

 \*\*Based on transmittals received for the Third Quarter 2013 (July through September 2013). Closed transactions identified with the specific agent.

 \*\*\*Associates with the most growth at the first level of their profit share tree. Third Quarter 2013 (July through September 2013).

 \*\*\*\*Data from CEO report used for award purposes (KW owner profit adjusted for federal/state taxes). Third Quarter 2013 (July through September 2013).

# TOP20

## MARKET CENTERS\*\*\*\*

	Market Center	City, State	Team Leader	Profit
1	Austin SW	Austin, Texas	Diane Johnson, Melanie Kennemann	\$316,879.11
2	Austin NW	Austin, Texas	Gene Frederick	\$307,472.63
3	Ridgewood	Ridgewood, N.J.	Sally Ponchak	\$296,879.08
4	Greater Portland	Portland, Maine	Mark Richard	\$279,507.75
5	Ballantyne Area	Charlotte, N.C.	Lesley Williams	\$255,503.93
6	Arlington	Arlington, Texas	Christy Broussard	\$249,158.38
7	The Woodlands	The Woodlands, Texas	Diane Flicker	\$245,970.26
8	Keller Williams Ottawa Realty, Brokerage	Ottawa, Ontario	Jarrod Davis	\$243,306.39
9	Heritage	San Antonio, Texas	Craig Owen	\$237,702.32
10	McLean	McLean, Va.	Amina Basic	\$231,384.06
11	Grand Rapids East	Grand Rapids, Mich.	Jon Jackson	\$229,556.30
12	San Antonio City-View	San Antonio, Texas	Lorri Cutler	\$226,460.66
13	Keller Williams Advantage Realty, Brokerage	Toronto, Ontario	Angela Parks	\$217,431.67
14	Houston Metropolitan	Houston, Texas	Bruce Kink	\$213,806.97
15	Summit	Summit, N.J.	Jacky Elliott	\$209,692.78
16	Boise	Boise, Idaho	Carla Thompson	\$208,532.52
17	Blue Bell	Blue Bell, Pa.	Heather Serianni	\$204,605.92
18	Bernardsville	Bernardsville, N.J.	Logan Gurtman	\$188,895.16
19	Long Beach Pacific Estates	Long Beach, Calif.	David Culen	\$185,243.52
20	Santa Monica	Santa Monica, Calif.	Colette Ching	\$176,523.07

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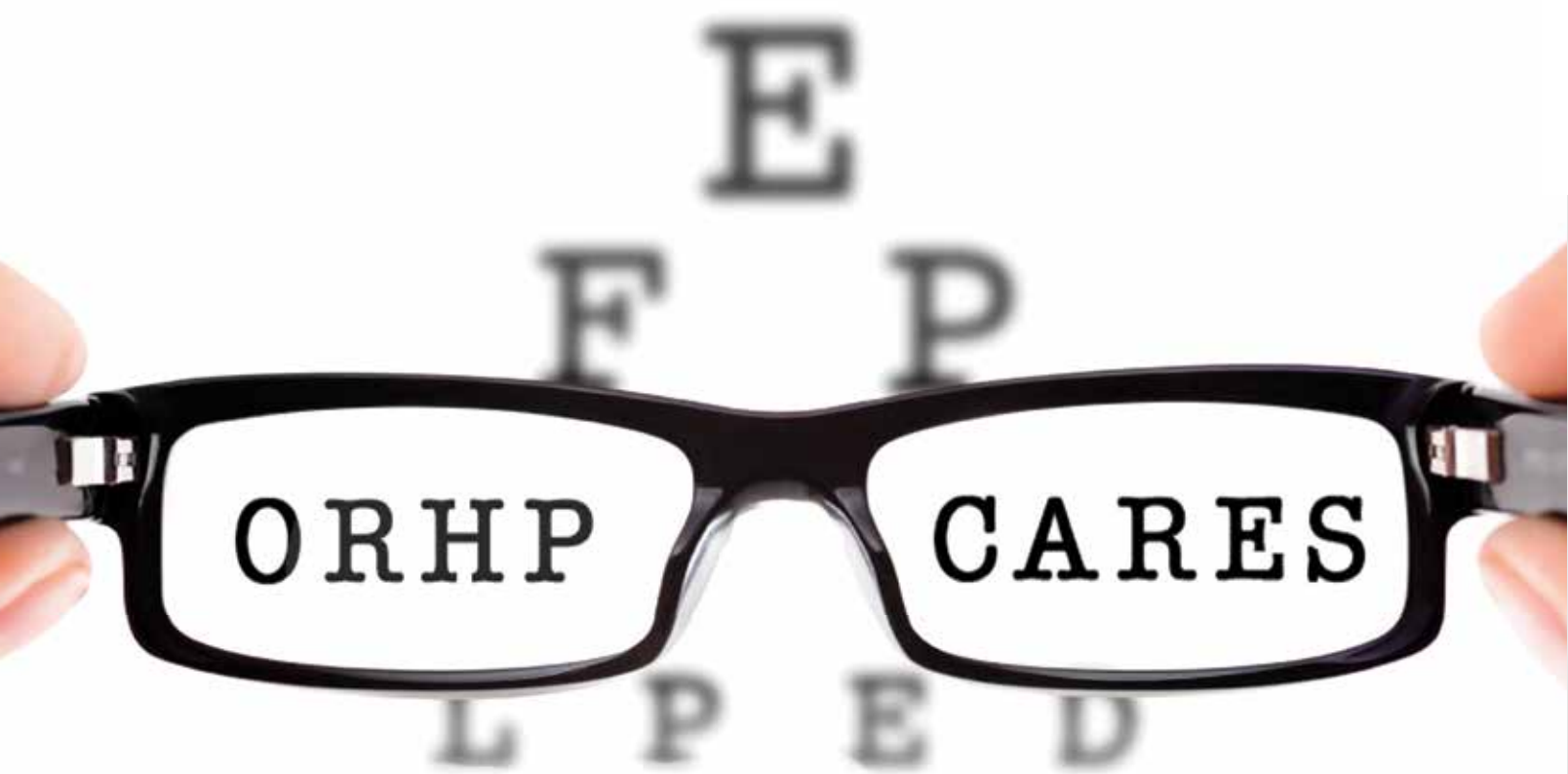
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### Challenge Someone to Reach Their Goals

You can lead a horse to water, but you can't make it drink. How do you lead someone without micromanaging? The key is not to hold them accountable, but to hold them able.

<http://bit.ly/KWGoals>

### Behavior: A Better Way to Manage People

KW MAPS Coaching's Executive Director Tony DiCello led a panel discussion on the different ways leaders can manage their talent and help agents perform at their highest level.

<http://bit.ly/behaviorkw>

### What Does a Virtual Assistant Do?

Gary Keller sat down with Daniel Ramsey, owner of MyOutDesk, a provider of real estate virtual assistants and a KW Approved Vendor, to answer the question: what exactly does a real estate virtual assistant do?

<http://bit.ly/kwvirtualassistant>

## KWConnect ([kwconnect.kw.com](http://kwconnect.kw.com))

### Implement the Showing Agent Model

Mega agent Aaron Armstrong shares how to increase your conversion rates by implementing the showing agent model.

<http://bit.ly/showingagent>

### eEdge – my Transactions

Learn about the new myTransactions and how to effectively leverage the loop for all your paperless transactions.

[bit.ly/mytransactions](http://bit.ly/mytransactions)

### Success at the 7th Level

Mega agent Linda McKissack made it to the 7th Level and believes you can too – through the power of succeeding through others.

<http://bit.ly/7level>

## Agent Mountain Training ([agentmountain.com](http://agentmountain.com))

### Leverage Your Time

Mega agent Josh Anderson breaks down his buyer agent model and talks about how making a few key hires has allowed him to focus on the things he loves doing in real estate.

<http://bit.ly/joshanderson>

### Build a Team from Scratch

Nicole Philbeck gives a step-by-step look into how she built a successful real estate team.

<http://bit.ly/nicolephilbeck>

### Obsessed Focus on Listings

Josh Pomerleau talks shifted his ONE Thing to listings, and by doing so, has nearly doubled his business.

<http://bit.ly/listingsdouble>



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