

outfront

kw
KELLERWILLIAMS®

SPECIAL EDITION | VOL.12.1 2015







WORLD'S **#1** REAL ESTATE FRANCHISE

by agent count

WORLD'S **#1** TRAINING ORGANIZATION

across all industries

- *Training Magazine*



"Training fuels all of our success." KW MAPS Coaching CEO Dianna Kokoszka

Make things
“app-en” for
your clients

20



8

Introducing the fourth
generation of leadership



34

Mega agent Mark Spain
shares how to market
listings to sell and
DOMINATE your market

HEAD TURNERS

22

Top-producing agents
who are joining
Keller Williams and
turning heads



Finding the right home starts with finding the right mortgage.

As one of the world's most experienced financial services companies, we have the tools to help your clients open the door to homeownership.

- Competitive rates and a wide variety of product options and offers
- SureStart® Pre-approval¹ so your clients can shop with confidence
- Expert advice every step of the way
- On-time closing guarantee² for peace of mind

To learn more about working with Citibank, please call 1-877-693-0217[†].



Terms, conditions and fees of accounts, programs, products and services are subject to change. This is not a commitment to lend. All loans are subject to credit and property approval. Certain restrictions may apply on all programs. Offer cannot be combined with any other mortgage offer.

¹ SureStart is a registered service mark of Citigroup Inc. Final commitment is subject to verification of information, receipt of a satisfactory sales contract on the home your client wishes to purchase, appraisal and title report, and meeting our customary closing conditions. There is no charge to receive a SureStart pre-approval. However, standard application and commitment fees will apply for the mortgage loan application.

² If your client is purchasing a home, we guarantee to close by the date specified in your client's purchase contract, unless prohibited by federal law,[†] and further provided that the date is at least 30 days after the application date and the date of the homebuyer's purchase contract. If the loan fails to close on time due to a delay by Citibank, your client will receive a credit toward closing costs of \$1,500. Offer not available for refinance loans, co-ops, unapproved condos, residences under construction, community lending programs and government loans. In Texas, the credit may not result in your client receiving cash back. ([†]Federal law requires certain disclosures be delivered to the borrower at least 3 business days before consummation. The guarantee to close does not apply if such disclosures are required and your client's closing is delayed due to the 3-business-day waiting period.)



© 2015 Citibank, N.A. Equal Housing Lender, Member FDIC. NMLS# 412915. Citi, Citibank, Arc Design and Citi with Arc Design are registered service marks of Citigroup Inc.

outfront



12 GAME-CHANGER
Getting to know KW Entrepreneur of the Year Bo Menkiti

14 PROFIT SHARE
Arlington (Texas) market center distributes \$1 million

16 DIGITAL MARKETING TIPS
Lori Ballen and Cal Carter on reaching more leads online

18 KELLER WILLIAMS EXPANDS INTO SPAIN
KW continues to expand presence in Europe

32 MASTER BUILDERS
Building value one brick at a time

36 GETTING CLOSER TO NATURE
Gary Steele and a multi-million-dollar farm and ranchland listing

38 OPEN HOUSE MAGIC
The Berns Team is selling luxury listings in 10 days

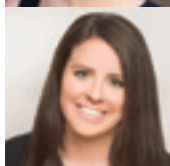
41 A GOLD MINE IN YOUR OWN BACKYARD
Mallina Wilson shows how to find international buyers

42 INVESTING IN CLIENT RELATIONSHIPS
Darrell Nevin protects clients through tenant representation

44 WINNING WITH CULTURE
Standford publishes report on importance of culture at Keller Williams

46 REALTOR® MAGAZINE'S 2015 "30 UNDER 30" WINNERS
Meet this year's four rock stars

50 A COMMITMENT TO GIVING
A look at Keller Williams' deep-rooted dedication to giving



Executive Editor: Annie Switt
Editor: Allison Teegardin
Communications Manager: Kevin Priestner
Copy Editors: Jeff Ryder | Owen Gibbs
Art Director: Michael Balistreri
Senior Designer: Caitlin McIntosh
Designers: Ashley Rogers | Owen Gibbs
Contributors: Celesta Brown | Shelby O'Neill | Robin Jhaveri | Jennifer LeClaire
Advertising: Tom Freireich (advertising@kw.com)
Job Inquiries: (outfront@kw.com)

OutFront is published by Keller Williams Realty, Inc. The entire document of *OutFront* is copyright© 2015 by Keller Williams Realty, Inc. No portion may be reproduced in whole or in part by any means, including electronic retrieval systems, without the express written permission of the publisher. Editorial or advertising does not constitute advice but is considered informative. Copyright© 2015 Keller Williams Realty, Inc. All rights reserved.

Vol.12.1 2015
OutFront is a publication of
Keller Williams Realty, Inc.

1221 S. MoPac Expy., Ste. 400
Austin, Texas 78746
512.327.3070



WE'RE #1



AND JUST BEGUN

After another record-setting year of growth, productivity and profitability gains, Keller Williams Realty announced at Family Reunion 2015 that it has become the world's largest real estate franchise by agent count. The company added a net gain of 17,000 associates in 2014, increasing its worldwide associate count to more than 112,000.

“We’re #1 and we’ve just begun,” according to Co-founder and Chairman of Keller Williams Realty Gary Keller.

During a dynamic, high-energy presentation featuring the success stories of individual agents, new CEO Chris Heller and new President John Davis announced that the company’s associates had outpaced the industry and shattered Keller Williams records. In 2014:

- Transactions increased 16 percent to more than 700,000 units
- Sales volume was up 17 percent to \$185 billion
- Commissions earned increased by 16 percent to almost \$5 billion

The extraordinary productivity gains, which were powered by the company’s focus on training and technology, drove profitability for operating principals (owner profit was up 22 percent year over year) and contributed to historic profit share distributions to associates. Ninety-eight percent of offices were profitable for the year – an astonishingly high figure for franchise businesses.

Moreover, the company shared more than \$98 million with associates through profit share and growth share – an increase of 25 percent over 2013. Since the program’s inception in 1996, Keller Williams has distributed more than \$573 million in profits with associates. Profit share per agent has almost tripled over the past five years.

“We understand it’s what you do that fuels your success and ensures our collective success,” Heller said to the more than 10,000 associates in attendance. “And it’s thanks to you that we’ve become the largest real estate franchise in the world and are on the path to becoming the worldwide leader in transactions and sales volume.”

Davis emphasized the company’s commitment to helping agents succeed in their local markets. “It’s what you’re doing in your local market that is building your business and making you the real estate expert of choice,” he said. “And that means more opportunity for you and more opportunities for your family. Keller Williams is committed to creating deeper and more determined pathways for you to succeed faster.” **kw**



Liza King

Feb. 10, 2015 at 2:13 p.m.

Woo-hoo! So proud too! Go KW!
Let's paint the world RED!



Alan A. Rezaie

Feb. 9, 2015 at 6:45 p.m.

When you have a good system and professionals working hard and understanding each other, this is the result. Good job!

**Joe Loomer**

Feb. 9, 2015 at 6:50 p.m.

Best business decision I ever made was joining KW in 2008!

**Justin Sheets**

Feb 9., 2015 at 5:33 p.m.

I am honored and proud to be part of the fastest-growing, largest and most highly awarded real estate company in the WORLD!

TEAMWORK

Meet the Next Generation of Keller Williams

The 2015 State of the Company presentation started with a bang. Several of them, actually. After announcing that Keller Williams Realty has become the world's largest real estate franchise by agent count, Co-founder and Chairman Gary Keller announced an executive leadership transition, with Chris Heller taking over as CEO and John Davis stepping in as President. Heller and Davis succeed legendary Keller Williams leaders Mark Willis and Mary Tennant, who are joining Keller and Vice Chairman Mo Anderson on the company's board of directors. The executive transition is only the third major leadership change in the company's 32-year history.

"Keller Williams truly is a company built by agents for agents," Davis said. "We're all agents. And we share the same mindset, values and vision."

Heller and Davis may have been introduced as the "new" leaders of Keller Williams, but they're hardly new to big leadership roles in the company.

For three years, they have been preparing for their new positions. As President of KW Worldwide, Heller launched the first Keller Williams regions outside of North America. He's been a real estate agent for 32 years and built one of the most successful real estate teams in the United States. From his selection as Rookie of the Year in 1989 to being the top-producing agent in San Diego County and the #1 Keller Williams associate in all of North America, Chris has earned the respect of colleagues and clients for the results he delivers. Under Heller's leadership, the Chris Heller Team has sold more

than 100 homes a year for the past two decades. The Southern California native has also served as an OP and regional director.

As Vice President of growth, Davis has led the Keller Williams Growth Initiative, a companywide recruiting and accountability program that has fueled historic agent count, productivity and profitability gains. He has also led the Keller Williams regions; together, they've helped increase the company's agent base by one-third in the past two years. Originally from Colorado, Davis has more than 20 years' experience as an agent, team leader, OP and regional leader. As a team leader, he turned the Southlake-DFW market center into one of the most profitable offices in the Keller Williams system – a pattern he has replicated in market centers and regions throughout the company. A highly regarded presenter and teacher, John is one of the real estate industry's leaders in attracting and developing talent.

"This is a remarkable moment for our company," Keller said. "We have the best systems and models. We have the best training and coaching. We have the best people and culture. And we have the best leaders to guide us through the next chapters in our extraordinary history."

"The opportunity to lead Keller Williams is a tremendous honor," Heller told more than 10,000 agents in attendance at Family Reunion and thousands more participating via watch parties from Keller Williams market centers around the world. "We're going to work hard for you every single day." **kw**



JOHN DAVIS
PRESIDENT



CHRIS HELLER
CEO



Mary Tennant



Mark Willis



Mo Anderson



Gary Keller

HEAD of the CLASS

Training Magazine Names KW World's #1 Training Organization

In February, Training Magazine named the company the world's #1 training organization across all industries. At a Feb. 9 awards ceremony in Atlanta to honor the Training 125, Keller Williams was recognized for the growth, productivity and profitability gains resulting from its world-class education and training programs.

"Training fuels all of our success," said KW MAPS Coaching CEO Dianna Kokoszka.

Providing education to associates is a core belief of Keller Williams that drives the success of the company and its associates.

To ensure that the most effective models and systems are included in training materials, Keller Williams constantly renews its training programs. Information compiled from the proven models and systems of top agents and leaders in the field are incorporated into training programs.

"Because of our focus on training, we attract more new agents than any other real estate franchise," President John Davis said. "As a commissioned-based industry, our challenge is to guide thousands of new associates through our training programs so they can get into production quickly and build their businesses. This creates more opportunities for them and more opportunities for their families."

Through "market of the moment" training, associates are empowered to establish themselves as the expert in their local markets. Keller Williams offers training programs and courses to associates at all levels in their careers. Whether an associate is new to the real estate industry or leading a high-producing team, the wide selection of courses allows associates to select the training and coaching that will help them grow in their personal and professional lives.

Training Magazine featured Keller Williams in its January-February 2015 issue

and applauded the company for several programs and initiatives, including:

Mega Agent Expansion

Mega Agent Expansion is a revolutionary new growth concept launched in 2014. The course teaches associates proven models and successful systems for retaining a core team, or shared administrative hub, while launching businesses into new regions. In 2004, Gary Keller's bestselling book, *The Millionaire Real Estate Agent*, showed agents how to leverage existing models to earn \$1 million annually and become "mega agents." A decade later, top Keller Williams agents who have mastered the MREA process are searching for what's next. Keller Williams' wants to ensure that "next" happens within Keller Williams, so the company can continue to attract top talent. "We're the first real estate franchise to offer a formal training program to train top agents on how and when to expand into additional markets," Kokoszka said. "This is a revolutionary concept in real estate that provides associates with unprecedented opportunities to grow their businesses. It also challenges us to develop training on a whole new level."

"Our associates are the driving force behind the programming and training we produce." - Chris Heller

BOLD

BOLD is a pivotal program and a significant driver of financial success for associates. Agents enrolled in the 7-week long course see commissions rise 16 percent, and through this program, 98 percent of KW offices make a profit for the year. BOLD accelerates productivity by priming agents with mindset exercises, language techniques and “real-play” lead generation lessons. The program is known for its live lead generation tactics where students call customers and produce real business with instructor guidance and support. This high-energy and fast moving course is taught by BOLD facilitators, seasoned top agents who undergo a rigorous certification process to become instructors. Students are organized into 10-person teams for support and are held accountable through public, weekly postings of individual production results. Kokoszka said, “We know BOLD participants outperform agents who have not taken BOLD by 169 percent. Moreover, the financial impact compounds as 70 percent of agents take the course repeatedly to master the techniques and boost their productivity.”

Keller Williams developed an entire department focused solely on the creation of competitive real estate and business courses. This dedication to fostering agent success and continued learning has contributed to Keller Williams becoming the largest real estate franchise in the world.

“At our core, we’re an education-based, technology-driven company. And we’re committed to providing our associates with the best training programs to help them grow their individual businesses,” Heller said. **kw**



Dianna Kokoszka



Dianna Kokoszka and KW MAPS Coach John Prescott

**“Training fuels ALL
of our success.”**

- Dianna Kokoszka

The District's CHANGE AGENT

Bo Menkiti Named Keller Williams Entrepreneur of the Year

Since early childhood, Bo Menkiti has run one thriving venture after another – from snow-shoveling to college custodial services to management consulting to national nonprofit operations to today, where he has set the fast-growing Menkiti Group on a decidedly successful course.

His parents, both educators, home-schooled Menkiti and his sisters. His mother nurtured in him a constant curiosity and made sure there were no demarcation lines between life and learning. “We were educated by our parents, but we were exposed to the world. Boston and its rich history was our classroom,” Menkiti notes.

While teaching the children, Menkiti’s mother also ran an arts and crafts business, kindling in her young son a can-do spirit and fondness for hard work. “I loved the idea that I could be my own boss and serve others,” he reminisced. “My parents encouraged it.”

Menkiti worked his way through Harvard by cleaning bathrooms and dorm rooms as a member of the university’s renowned Dorm Crew, a division of the school’s Facilities Maintenance Operations. Menkiti reflects on his time with the mop and broom as essential training in business operations. “I learned more from the head of the campus facilities than I did

in all of my classes,” he said. “It was a valuable experience.”

In school, he had his first taste of involvement in social justice efforts while running after-school and summer programs at the Phillips Brooks House Association, an outreach for Harvard students to mentor Boston-area youth. He saw individual lives improving and the impact that had on the community as a whole.

After college, Menkiti headed to D.C. and learned the management consultant ropes before he went to work as a strategist for Atlantic Media owner David Bradley at the Corporate Executive Board. Bradley was in a creative place in his life and career and Menkiti had his first opportunity to work with a self-made entrepreneur. “I always thought of creativity in arts, but I saw firsthand how it was effective in business,” Menkiti recalls.

When education expert J.B. Schramm was looking for help managing a surge of growth at College Summit, a national nonprofit increasing college enrollment rates for low-income students, Menkiti became its chief operating officer. In the few years he spent at College Summit, Menkiti streamlined processes and infrastructure to help take the company to 180 employees serving 20,000 students, up from eight serving 200

“Bo has a knack for business. Yet the reason he is such a perfect match with Keller Williams and the reason he is our 2015 Entrepreneur of the Year is that he understands that real estate is about more than buying, selling and building properties. It’s a vehicle for changing communities and improving lives.”

- Mark Willis



Bo Menkiti and Mark Willis

students when he came on board. He credits College Summit for teaching him how an organization works, how to respond to the pressures of rapid growth and how to scale in order to serve efficiently. It was here that he became deeply interested in how business and community intersect.

A Real Estate Team Is Born

During a monthlong sabbatical from College Summit, Menkiti used the break to get a real estate license, thinking it would be fun to be affiliated with Coldwell Banker, and sold a handful of houses. He was a standout and was asked to expand the company's offices into urban areas.

"I was bitten by the bug," Menkiti offered. "I had already been thinking about what to do next."

Over the course of a year, he transitioned out of College Summit, created the Menkiti Group, and approached top real estate agents in the D.C. area about forming a brokerage. In 2006, with partners Brandon Greene, Carlos Garcia, Jason Martin and Joel Nelson, he founded the first Keller Williams office in the D.C. area: Keller Williams Capital Properties. "In addition to the company's models and systems, I was drawn to the entrepreneurial ethos of Keller Williams – that it wasn't inflexible to let its agents chart their own path and even provided the resources for us to do so." KW Capital Properties has skyrocketed to 640 agents and \$1.5 billion in sales across market centers in D.C., Bethesda, Md., Rockville, Md. and Fairfax, Va.

Transforming Lives

Since its inception, the Menkiti Group's companies have been dedicated, above all, to transforming lives and strengthening communities via residential sales, commercial brokerage and property development. "On the development side, I employed the same strategy that we used at College Summit for mid-tier high school students who would not have gone to college. Part of it was about seeing talent that wasn't obvious and it's the same for these old



buildings – great architecture, close to transportation and a lot of potential – so we started investing there," Menkiti points out. To date, the Menkiti Group has invested \$120 million in D.C.'s emerging urban corridors to bring old buildings back to life. His development team has reimagined, restored and revitalized more than 500,000 square feet of commercial and residential properties.

Menkiti is quick to credit his partners and team for his success. "In addition to taking KW Capital Properties to #1 in D.C. by 2020, we will be working on a new chapter, which is to build the next generation of leaders. One of the biggest gifts of being a part of the Menkiti Group and Keller Williams is the power of models. I know what it's like to succeed through others and we will be growing and expanding our

pool of leaders and up-and-coming entrepreneurs."

Transforming Communities

Last year, Menkiti and his wife Kymber, who serves as president of sales for the company, celebrated their 10th year in real estate by forming Capital Properties Menkiti Group (CPMG), a foundation focused on supporting housing, youth and education needs in the D.C. metro area. It will also support Keller Williams Capital Properties agents in need.

A born entrepreneur, Menkiti is positioned for continued success. "It's an especially meaningful award coming from a company that I have been so impressed by. To be recognized for being an entrepreneur in such a prominent entrepreneurial company is truly something special." **kw**

Hitting the Big One Million Mark

Do you need a reason to grow your market center? How about one million reasons? That's what you'll find in the Arlington (Texas) market center. In 2014, **Smokey Garrett** and his team in Arlington became the first market center to distribute \$1 million in profit share in a single year.



Smokey Garrett

Profit share is one way in which Keller Williams Realty exemplifies the principle of success through others. Each month, market centers share roughly half of their profits with the agents who helped grow the market center and make it profitable. But in order for there to be profit share, there must first be success.

“Any great business starts with a big vision from leadership,” said Garrett, who is also the regional director for the North Texas/New Mexico/Memphis Region. “When I started here, we had this little bitty market center, but we had a big vision on where to go and were focused on getting buy-in from our people on how they were going to fit into that vision. Before you can worry about profits, you have to worry about how well your people are doing and if their businesses are getting bigger.”

When Garrett came to the market center, Keller Williams Realty President John Davis was the operating partner, and the focus from Day 1 was on running the models and working the systems in their daily activities – basically, implementing the Growth Initiative before it was officially the “Growth Initiative.”

“We work on implementing the Growth Initiative every day,” Garrett said. “As leadership, we say, ‘People have lived before us, and we know Keller Williams systems and models work.’ What makes a great business is taking the systems we have and executing them at the highest possible level. We take that same level and work it through with our agents, because what works for the market center will also work for our agents’ businesses.”

In addition to providing proven models and systems, Garrett and his leadership team ensure that agents have access to education and training.

“Our goal is always to have our people be the best-trained and the most educated for the market of the moment and to allow them to go build businesses as big as they want,” he said. “There are no limits with our people. The value we’ve brought to our agents is how we make our people better.”

Initially, the Arlington market center had only 60 agents, but today, it’s grown to 550 agents, and its training calendar has grown as well. Three to five training classes are offered each day with courses at every level, and the education committee boasts more than 30 members.

“It’s very much a fluid calendar because we’re always addressing our strengths and weaknesses and where our market is that particular month,” Garrett said. “We’re working to get perfect, so we use Training Tracking, which is one of the tools that is fueling the success of the Growth Initiative. For example, we never stop running Ignite, and we know that an agent that goes through Ignite and graduates makes \$47,000 more than agents who don’t graduate. Knowing that stat makes it much more valid and explains our expectations. An agent attending two training classes per month within our market center has 209 percent more GCI than someone who doesn’t.”

The statistics also show that the market center’s rookie of the year for the past seven years averaged \$170,000 their first year in real estate, and the 2014 rookie of the year actually earned \$272,000. Statistics like these wouldn’t be possible without strong leaders, and Garrett, for one, focuses on leading through the people at the market center.

“We use our ALC a lot, and we have a saying: ‘As the ALC goes, so goes the market center,’” Garrett said. “I’m very passionate about helping us be an agent-driven, agent-led company. Anytime I’ve gotten in trouble here is because I didn’t slow down, help to explain and get everybody’s buy-in. I had to slow down, focus on our ALC and focus on where everyone wanted to go.”

Keeping a close eye on expenses has also played a crucial role in the market center’s success.

“Everyone holds expenses very accountable,” Garrett said. “Holly Serben does a phenomenal job of training the MCAs, the finance committee and everybody on the expense side. We’ve got lots of eyes focusing on making sure we get a return on what we’re doing.”

Hitting the \$1 million mark in profit share undoubtedly made a splash in company news, but more important were the ripple effects that impressive figure had on the market center’s agents.

“It’s been a really fun number to put out there and share, but at the end of the day, it’s not about the number,” Garrett said. “It’s about what each individual associate’s profit share has done for them and what it’s done for their families. It’s about understanding what passive income does for people. It’s allowed spouses in our market center to stop working, to stay home and do what they want to do. It’s allowed people to buy vacation houses and investment properties, to give to charities and to do what their passions are. It’s provided freedom without the fear. It’s allowed for further conversation with people on building wealth and made that real to people. We’ve helped share this wealth-building gift our company does and helped everybody go achieve that.”

Now that they’ve reached this milestone, Garrett and his market center are focused on the future.

“What’s next is that there are thousands and thousands of more people to be in business with and whose lives we can help affect on a daily basis,” he said. “The million-dollar mark is like the four-minute mile. Once somebody broke it, it became possible. John Davis and the Growth Initiative tools have allowed this to become the new standard. We’re just at the beginning of what our company can accomplish and what we can accomplish together.” **kw**



Associates with the Arlington (Texas) market center

DIGITAL DISRUPTERS

Wondering what works online these days? **Lori Ballen** and **Cal Carter** get you up to speed with online lead generation trends.

If you want to know how to survive – and thrive – amid the 21st century digital marketing disruption, take a page out of the playbooks of Lori Ballen and Cal Carter. These Keller Williams associates are generating qualified Internet leads with a few dollars and a little elbow grease.

Ballen, founder of The Ballen Group in Las Vegas, Nev., sold nearly 65 homes in 2014 using a combination of digital marketing strategies like press release distribution and content development to improve search engine optimization (SEO) and Website rankings. The Ballen Group also has a growing social media presence that contributes to 200 leads a month at no cost.

“We have to be where the consumer is – online,” Ballen says. “We have to have what they want – products, home

values and information. And we need to be available when they finally do need us. SEO is about first learning how people search, determining what type of product they want, and then dominating the search engine page results so consumers find us again and again.”

Ballen boasts more than 1,000 No. 1 ranking terms, such as “Summerlin real estate agent,” “Las Vegas short sale agent,” and “the vistas Summerlin.” With such a strong SEO showing, it’s no surprise that all of Ballen’s leads are Web-driven. About 23 percent come from property portals, while more than three-quarters come via content marketing. This focused strategy has reduced her marketing costs from about \$1,500 a month to \$200 a month. Essentially, she pays about \$1 a lead.

“I use a lot of photo and video – both for the consumer and for search. I title the images and videos around the topic I am creating the piece for,” Ballen explains. “Video ranks faster on page one of Google and stays for a longer period of time than much of your content can. I have a video on page one of Google focused on sellers that has been there since 2011. That’s what great optimization will do for you with media.”

Diverse Digital Strategies

Most of Ballen’s pay-per-click budget goes to Facebook ads generated to offer home values in Summerlin or other hyperlocal communities, but she prefers not to invest heavily in paid advertising because free strategies like SEO and press releases offer stronger ROI. As she sees it, Google is changing the way it values press releases because the distribution has become “spammy” with too many people tossing out 300-word articles and calling them news just to gain rankings. But she still finds value in the strategy.

“We issue a press release every time we have a closing, win an award, donate, are involved in a big event or make a new hire – sometimes several times a week,” she says. “Our press releases are about 750 words and always full of statistics and valuable information with proven results. Our press releases show the seller – or buyer – that we solve problems and get results.”

Ballen started over four years ago with no money and no help, so she understands the challenges associated with



Lori Ballen

launching a digital strategy with a small team. Her advice: hire ghostwriters from sites like CrowdContent.com or Ghostbloggers.net to take on the Website content, blogs and press releases. You can even check with a local college about hiring an intern.

"It's hard to hold the direct activity responsible for ROI because it's part of an overall strategy," Ballen says. "I used to create my own content. I didn't start hiring it out until we had it in the marketing budget to do so. It must be in your budget. Period. And then the strategy has to be held to whatever your ROI standards are. Going forward, search will become more social, bringing in the social networks to give authority to the influencers and content creators, in my opinion. Social media this year has actually passed search for me in closed volume."

The Conversion Funnel

Carter averages about 45 leads a day – up to 100 a day in the high season – via just one of his Websites. He has two additional Websites that generate about half that volume. Most of his landing pages are specific to subdivisions and condominium complexes.

"We attract lots of buyers," Carter says. "I haven't cracked the code for getting sellers from the Internet, but I'm pretty sure it is more of a script problem and not working our database properly to find them." Carter notes that several years ago he created landing pages constantly but has since shifted his strategy to improving his conversion rate. He has learned this lesson:

Although templates are fine for landing pages, original content is king.

"One would be foolish not to map out a thought process to quickly and efficiently cover a lot of ground with a template of some sort," Carter says. "Likewise, it would be foolish for someone with a template to start stamping out a bunch of garbage that will end up shooting them in the foot."

Carter once spent more than 160 hours a month on the site and content. He hasn't created any new content in about two years. The site is now on autopilot because it's working so well that he doesn't want to rock

the boat. "I have more to fear from breaking something that works than I do from not adding more leads," he says. "We can just handle the numbers we have now, why get more? We need to first fix the conversion funnel before getting more."

In terms of tracking performance of landing pages, Carter, who handles Web administration on his own, doesn't have time to get that granular, so he pulls back and focuses on the overall Website. At a glance, he can tell if return visits are down and work to determine the root cause. He calls the ROI "infinite" because he invested

mostly sweat equity to build his Internet kingdom.

Google Is Your Friend

On the social media front, Carter doesn't have much time for Twitter anymore. He finds Pinterest intriguing and leverages it, but admits he just doesn't get it. Carter focuses most of his social media energy on Facebook. He has developed a formula that works: 80 percent social activity and 20 percent or less business. This strategy offers him "infinite" ROI because there's no upfront financial investment.

"If you aren't going to socialize on Facebook, then don't go throw your business at people – it is wrong-minded," he advises. "Facebook has been a huge part of my growth by connecting me with big thinkers in multiple Facebook Groups," Carter says. "It was a big part of getting me into Recruit-Select and Fierce Conversations."

His advice for agents just getting started building a real estate business and building a Website: Invest in real-time analytics so you can see what works and what doesn't, and consider Google your friend when it comes to developing your Internet strategy.

"If you love it, all the answers are out there. Google will help you find your answer. There is no quick fix, easy fix or magic bullet," Carter says. "If you love it, do it and keep doing it. If you don't, find someone who does and help them with their problem, which is going to be conversions – become the best of the best of converters with the best of the best lead generators." **kw**



Cal Carter

World's largest real estate franchise by agent count
EXPANDS PRESENCE IN EUROPE.

KELLER WILLIAMS EXPANDS INTO

SPAIN

At Family Reunion 2015, the world's largest real estate franchise by agent count announced that it has awarded a region serving Spain to a group of business leaders led by Leonardo Cromstedt. Cromstedt and

Keller Williams market centers in Europe.

Cromstedt recalls the exact date his life and career changed when he decided to join Keller Williams. He was an agent with RE/MAX at the time and had been keeping a close eye on KW. On Nov. 3, 2013, Cromstedt sent an email to Keller Williams inquiring about bringing the unparalleled success and culture of the company to real estate in Spain. At Family Reunion 2015, everything was finalized and KW Spain was born.

"What attracted us to Keller Williams is the company's

culture," Cromstedt said. "We are honored to promote and represent Keller Williams in Spain because the company's values perfectly match our personal values. The Keller Williams models and systems are designed to help agents develop their careers with the most advanced real estate training, coaching at the highest level and leading-edge technology – all of which are orchestrated to achieve maximum productivity. Keller Williams offices are true centers of training and coaching to serve agents who want to be the best in their local market."

"The Keller Williams models and training systems are designed to teach agents to do their job right, offering customers what they need whether they are buying or selling a property." - Leonardo Cromstedt

his Málaga-based team of 10 agents have transitioned to Keller Williams Realty, forming one of the strongest



HELP SPAIN GROW

To explore opportunities to join the KW Spain team, visit kwworldwide.com/kw-spain.

Cromstedt brings to the new venture more than 27 years of experience as a real estate agent, broker and owner. With a background in marketing and management, he has built Eralia into one of the most recognized real estate businesses in the Costa del Sol.

Cromstedt's team includes Alicia Cromstedt, a lawyer with advanced degrees in urban planning and taxation, who will serve as regional director. Alfonso Lacruz will be the regional operations manager. Lacruz is an engineer with advanced degrees from MIT and more than 15 years of experience in real estate.

"We are constantly looking for the right business leaders to share the Keller Williams mission, vision and culture around the world," said Keller Williams Realty CEO Chris Heller. "We are excited by the opportunity to work with Leonardo and his talented team to help real estate professionals in

Spain to grow their business and serve clients at the very highest level."

Cromstedt is passionate about training and education. He has earned numerous real estate certifications and specializations, presented at dozens of international conferences and studied with some of the top coaches in business. He intends to make training a focus of KW Spain.

"The Keller Williams models and training systems are designed to teach agents to do their job right, offering customers what they need whether they are buying or selling a property," Cromstedt said. "Professional service and local expertise are what customers expect from their agents. Keller Williams has developed its business models and systems to teach agents what to do, how to do it, when to do it and – most important – why to do it. Keller Williams market centers in Spain will be the place agents want to be."



Top from left to right: Alfonso Lacruz, Alicia Cromstedt, Leonardo Cromstedt. Bottom from left to right: Alfonso Lacruz, Alberto Moreno, Fernando Moreno, Chris Heller, Leonardo Cromstedt, Alicia Cromstedt.

Keller Williams started expanding beyond North America in 2012, and has awarded regions covering countries including Costa Rica, Dubai, Indonesia, Mexico, Portugal, South Africa, Turkey, the UK and Vietnam. The company is growing rapidly.

"Keller Williams is committed to helping agents succeed in their local markets," Keller Williams

Realty President John Davis said. "It's what agents do in their local markets that builds their businesses and makes them the real estate expert of choice. And that means more opportunities for agents and, more importantly, more opportunities for their families. We're excited to welcome KW Spain to our growing international family." **kw**

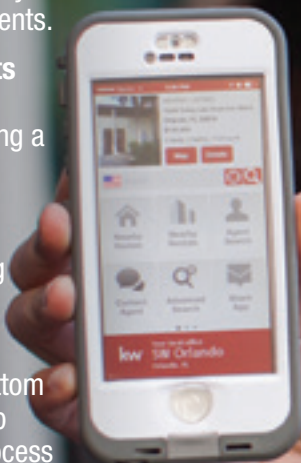
Make Things “App-en” for Your Clients

A study by the National Association of REALTORS® and Google confirms that mobile apps are becoming an increasingly popular way for consumers to find their next home. Sixty-eight percent of home shoppers reported using mobile apps at some point during their real estate search. If you aren't sharing your free KW Mobile App with your clients, you are missing a big opportunity.

Your KW Mobile App is the most sophisticated free mobile home search tool available to consumers. The app makes looking for a home easier and more efficient. Unlike other apps your clients might be tempted to download, your personally branded KW Mobile App directly connects you and your clients and helps you serve them better. Plus, it's continually updated with accurate information, helping you be your client's expert of choice. **kw**

4 BIG REASONS to share your mobile app

1. **Your app reduces client abandonment.** If you are not available for your client 24/7, they will find an agent or portal that is.
2. **Your app saves you time.** By allowing clients to browse listings on the app using the map feature, they can show you where they want you to make appointments.
3. **Your app keeps your clients loyal.** If your clients are not using your app, they are using a competitor's app. Don't risk losing them, especially after you have invested so much time and energy into helping them find the perfect home.
4. **Most important, your app makes you money.** The bottom line is that your branded app makes the home-buying process easier for your clients and can speed up sales. The app is free to use and share. What are you waiting for?



11 EASY WAYS to share

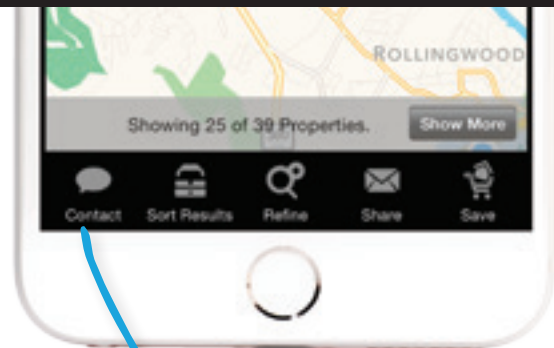
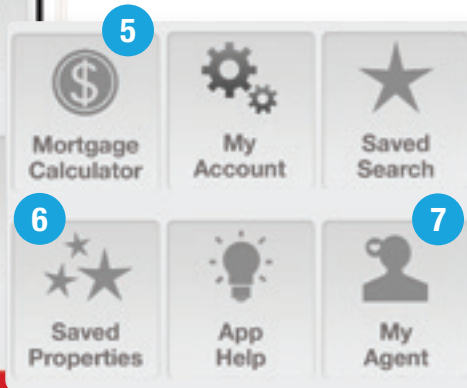
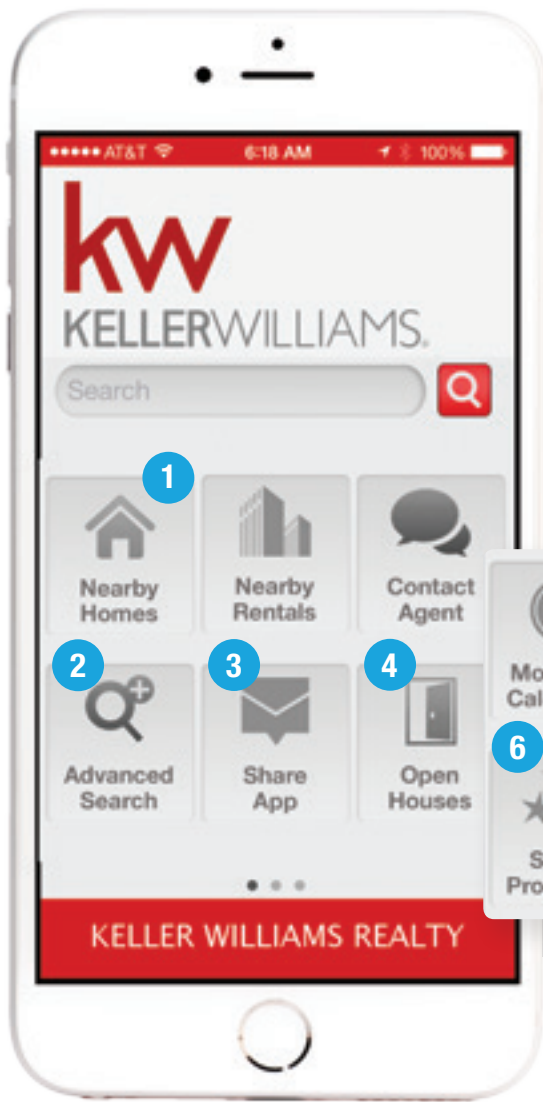
1. When a potential buyer walks in the door at an open house, I ask if they have a smartphone – then I get their number and text them a link to my app.
2. I share it every time I sit down next to someone at a sporting event!
3. A Web page focus box.
4. A signature line on my email.
5. On Facebook and Twitter!
6. Standing in line – any line. Strike up a conversation, give them a demo and we're off to the races!
7. QR code on my business card.
8. Have clients download at all consultations.
9. I share it with buyers that text from my riders.
10. When I meet my new buyers, I put it on their phone for them.
11. I tell everyone I talk with and then share it with them from the app.

The Keller Williams Realty Real Estate Search App works on both Android and Apple smartphones and tablets and is available for free through Google Play and the iTunes App Store.

TOUR YOUR APP

You've enacted your WolfNet IDX, updated your contact information in the White Pages, added lead inquiry alerts to your eEdge profile, and secured your URL, QR and text codes to market your KW Mobile App. Now, take a tour of the KW Mobile App and learn the features your clients will love.

► If you haven't set up your KW Mobile App yet, visit (kwconnect.kw.com) to get started.



1. Nearby Homes

The app has GPS capabilities and shows your clients the listings surrounding their current location. The app shows them all listings in the MLS.

2. Advanced Search

Your client can refine their search based on price, size, distance from where they currently are and more.

When your clients save their search, they can easily access it by pressing the "Saved Search" button on screen two.

3. Share App

Your clients can text, email and share the app on social media to anyone.

4. Open Houses

What are you doing this weekend? Upcoming nearby open houses are listed with address, date and time.

5. Mortgage Calculator

With just four pieces of easily available information, your client can quickly see if they can afford the monthly payment.

6. Saved Properties

Clients can keep a list of all their favorites so they can look at them anytime. To save a property to their favorites, clients simply press the "save" icon in the bottom right corner of the listing screen.

7. My Agent

Your client can call or email you right from any screen on the app. No more fumbling for business cards or scrolling through a long list of contacts. With your KW Mobile App you are literally available by the press of a button.

From coast to coast, every day, Keller Williams Realty is turning the heads of top-performing agents who are joining the company as well as many more agents around the world. What is it about Keller Williams that entices successful agents to transition their businesses to the company? Find out in *OutFront*'s new feature, "Head-Turners."

HEAD STREET

TURN

People often wonder what it is that attracts top agents to Keller Williams. *OutFront* begins to answer that question in these profiles of 12 Keller Williams associates who are not only transforming their businesses, they are helping transform the industry.



EXTON (PA.)
GARY
MERCER, SR.

One of the most respected real estate professionals in his market, Gary Mercer, Sr., has been dedicated to his clients for more than 25 years. He is also a proud father who loves being in business with his children.

"As a father, one of the greatest joys is seeing your children succeed," Mercer said about his son, Gary Mercer, Jr., and daughter, Sharra Mercer, both members of The Mercer Group.

Mercer has many friends in his professional network and mastermind groups who are with Keller Williams. "When I attended my first Family Reunion, it was like a homecoming," Mercer said.

Mercer spent his entire career up to this point with his prior company, Fox & Roach (now Berkshire Hathaway HomeServices). Not wanting any business interruptions, he asked, "How do I transfer my business with the least amount of disruption?" To his delight, the transition was as smooth as it could be and now the Mercer Group is reveling in the training and culture.

"I started KW MAPS Coaching immediately," Mercer said. "It is fun to be able to offer my team members the training and coaching programs available at Keller Williams." They are taking off and putting transactions on the board. There is a new level of enthusiasm for their accomplishments and what they will achieve in the future."

"Keller Williams gives my team more ownership and a chance to expand and grow – even worldwide. I knew Keller Williams was doing it right when they started Mega Agent Expansion. I should have made the change 10 years ago."



WHITE PLAIN (N.Y.)

MARK SEIDEN

Mark Seiden was such a big fan of Keller Williams that he followed the Keller Williams models years before joining.

A highly successful independent broker with 20 years of experience as one of Westchester County's top agents, he said it was only a matter of time before he would transition his business over to Keller Williams. When he did, he got so much more than the systems and models.

"The camaraderie and culture at Keller Williams are amazing," said Amy Seiden, marketing manager. "We were so impressed with KW Cares. The fact that agents make contributions to other agents in need is truly unique to Keller Williams."

Mark says that having more access to training and the power of a well-respected brand have helped boost his business. "As a small independent, even though I was one of the top-producing agents in my market, I was still challenged trying to recruit great agents," Seiden said. Now, with the brand lift of Keller Williams, he is excited to recruit top talent and luxury clients.

"There is such a positive attitude at the market centers. You always feel good when you leave – like when you leave Disneyland. I always walk out feeling great."



PENINSULA ESTATE (CALIF.)
**CAROLINE
HUO**

“When you play sports with people just as good as you are, you get complacent. You want to play up and be with people who can help you get better. It was my time.”

Best of all, while he benefits from being affiliated with a strong brand, he loves that the company’s focus remains on the agent. “Keller Williams is the most agent-centric company there is,” he notes. “Everything is about the agent, the agent, the agent.”

Because Mark was such a successful independent broker, people took notice when he joined Keller Williams. He said the move has only strengthened his business. “I told them that Keller Williams has a culture that really puts the agents first,” he said. “There was no downside to joining because Keller Williams takes strong brands and makes them even stronger,” Amy added.

In her first month with Keller Williams, Caroline Huo of the Peninsula Estates market center is already feeling more empowered and has renewed excitement for her career.

Huo joined Keller Williams from Coldwell Banker because she wanted more tools to take her business to the next level. “Keller Williams teaches agents how to run their real estate business like a business,” she said.

Huo had had her eye on Keller Williams as the market center rapidly built up its market share and reputation. “They were thriving,” she said. “These agents have more time and are doing more business. I wanted to be there with agents I felt were similar to me. I also wanted to be where it really is about the agent and growing the agent.”

Huo wasn’t sure how her clients would handle her switch. “Most of my clients are luxury clients and KW Luxury Homes International is still growing in my area,” she said. Huo is thrilled that her clients sense her excitement and is confident the transition will be smooth.

Huo immediately launched herself into Keller Williams training opportunities. “I am soaking it all up. I watch all the videos on KWConnect and attend the classes in our market center,” she said. Huo is registered for Mega Camp and is excited to meet her extended Keller Williams family.

“I was so exhausted. Now I am excited and my vibe is, ‘Bring it on!’” she exclaimed.



KURT & JENNIFER BOZARTH

DENVER SOUTHEAST (COLO.)

“There is no limit to opportunity. With all of the education and training options at Keller Williams, I even have the chance to step into a training role one day. This wasn’t available to me before.”

– Kurt

Seventeen years into a successful real estate career, Kurt and Jennifer Bozarth found themselves asking, “How can we get to the next level of success?” They found their answer in Keller Williams Realty.

“We were invited to Family Reunion, and we got more tools in one hour than we did in the past 15 years,” Jennifer said. “Being able to talk to mega agents who are in the same position as we are and have them add to the process and offer their insights into what they did to get their business where it is today was amazing,” Kurt added.

“Everyone at Keller Williams is so eager to share their success. It is great to see how teamwork can play out in an entrepreneurial environment,” Jennifer said.

With Jennifer as the number one agent for two consecutive years with their previous firm, Jennifer and Kurt had a unique challenge. “We were so successful with RE/MAX, had so much visibility, and we didn’t want to ruin a good thing,” Jennifer said.

Ultimately, the training, coaching and growth opportunities available to them at Keller Williams provided the Bozarth with the assurance they needed to confidently make the move.



Todd Paxton has been a successful real estate broker and top producer in Southern Indiana for 10 years.

Although he was at the top of his market and happy as an agent at an independent brokerage, he wanted tools to go even higher. After attending Mega Camp, he knew where he needed to be to get the education he sought.

Paxton’s mindset was aligned with Keller Williams long before he joined. He was watching the company grow in his market and then he went to Mega Camp. “My friend had joined Keller Williams a few years earlier, and he told me, ‘You love education – Keller Williams is perfect for you!’” Paxton couldn’t agree more.

Since joining Keller Williams, Paxton has stocked up on training – attending Mega Camp again and again and attending Recruit-Select in Austin, Texas. He also participates in trainings at his market center.

Recently, Paxton got on the other side of the instructor’s desk and began teaching regional classes. “Eventually, I want to transition into education and training,” Paxton said. Now that he’s part of the #1 training organization in the world, Paxton is definitely in the right spot to achieve that goal.

TODD

PAXTON

SOUTHERN INDIANA

“Education without implementation is worse than worthless. KW has the tools agents can put into practice.”

Ten years into her successful real estate career, Pennie Carroll finally found a business model that mirrored her goals. She was given a copy of *The Millionaire Real Estate Agent* (MREA). She loved it, but there wasn't a market center in her area. When, one did open, she seized the opportunity and transitioned to Keller Williams from RE/MAX.

Carroll was anxious to see what a company switch would do for her reputation and her business. Keller Williams was still building market share in her area and not as well-known as other companies. “This was a concern that never became a reality,” she said.

One of the aspects of Keller Williams that Carroll loves is the referral network. It is not just any referral network; it is a network of agents speaking the same language and delivering the same exceptional client service. “I don't have to worry when I refer a client to another Keller Williams associate,” she said.

Carroll is soaking up the positive culture and training opportunities at Keller Williams. She has attended Family Reunion and Mega Camp in addition to Franchise Systems Orientation (FSO) and classes offered in her market center. “I was blown away at the transparency of the company,” Carroll said about her experience attending FSO. “Seeing every aspect of the company modeling the same business systems is impressive. I cannot emphasize how beneficial the consistency of the company has been for my business.”

PENNIE CARROLL

DES MOINES (IOWA)

“It's wonderful knowing I can call a Keller Williams associate anywhere in the world and we speak the same language. I can ask specific questions they understand and I know they will take care of my client.”





INDY METRO NORTHEAST (OHIO)

TOM GALOVIC & TROY DIXON

Dr. Tom Galovic and Troy Dixon knew they wanted to form a real estate group. The question was where.

"We were attracted to the culture and the connectivity of the agents at Keller Williams," Galovic said.

Culture is more than just a word to Galovic. He holds a Ph.D. from Indiana State University in philosophy of leadership with an emphasis on culture and efficiency. When asked what about the Keller Williams culture has been most helpful to his business, Galovic replied, "The open and sharing attitude of Keller Williams associates for all practices and the flexibility in conducting our business."

"We also liked the flexibility and ability to individualize our services," Dixon added. Since transitioning to Keller Williams from an independent brokerage, Indy Plus Realty Group has done just

that and carved out a niche serving the community contributors (identified as servicemen and women from veterans to teachers) of their market. The Community Contributor program credits select clients 30 percent of their commission at closing. "Other companies wouldn't allow agents to have custom programs like our Community Contributor program," Galovic said. "Keller Williams is about helping its associates with their businesses and we are experiencing that firsthand."

Galovic and Dixon are reveling in the training offerings at Keller Williams. "Family Reunion was fantastic!" Dixon exclaimed. "Having all of that training combined with the openness of the agents to share their experiences and tips for success is incredible."

"Keller Williams is a strong brand, but it is not about the brand — it is about the agents in the brand. People at Keller Williams ask, 'How can we help you?'" Galovic added.

"We couldn't be happier to be a part of the Keller Williams Realty family! Our sphere has expanded exponentially."

KIRKLAND (WASH.)

BILL HURME

"I've worked with numerous real estate companies over my long career. Keller Williams is leading the way because they have the right model for agents. I can't imagine being anywhere else."

"I am proud to work for a company that puts the agents first and has training events and classes open to all agents. I have met some amazing agents from all over the world at Family Reunion. It truly is a blessing to be a part of the Keller Williams family."

TUCSON-GREEN VALLEY / SIERRA VISTA / SONOITA (ARIZ.)

RONI BENGE-ADAMSON



Licensed since 1996, Roni Bengé-Adamson brings invaluable experience and expertise as a member of one of Southern Arizona's top-producing teams at an independent brokerage.

Benge-Adamson joined Keller Williams Realty in 2013 and has found that the team-building tools, the technology and the willingness of the agents in the office to help her succeed have been critical to helping her grow her business.

As a broker and sales and marketing manager for local builders in her area, she had to shift when the market shifted. Bengé-Adamson decided she wanted to work for a strong, growing real estate company, so she could build and run a team that focused on selling new homes. "Keller Williams already had the tools for building a team," she said. "I also appreciated the culture and vision of the company."

Benge-Adamson is dialed in to training, attending Family Reunion each year and taking BOLD.



Bill Hurme joined Keller Williams from an independent brokerage in November 2013 with more than 40 years of experience in the industry. Much of this time was spent carving out a unique business through strong relationships with builders and developers in the greater Seattle area.

Hurme's business focused on new construction, and he wondered if the training opportunities at KW would be geared toward agents with a more diversified business.

"Recruit-Select was fantastic!" said Hurme. The instructor, Georgia Alpizar, was very knowledgeable. Most important, he was able to apply the

lessons and models to his business despite the fact that he does not practice traditional resale.

Hurme has also attended Franchise Systems Orientation (FSO), Masterminds, Family Reunion and Mega Camp. In fact, attending Mega Camp in August of 2013 is what "sealed the deal" for Hurme and inspired him to make the switch. "I saw all of these fantastic people in one place and knew I had to be there too!"

The transition to Keller Williams has been a positive experience for Hurme. He's been able to expand his business into new markets and he believes that the KW economic model offers great value for his company.



JERSEY SHORE (N.J.)

CHRIS & JOE FERZOCO

Brothers Chris and Joe Ferzoco are no strangers to Keller Williams Realty. Frequently networking with real estate agents across North America, they quickly learned just how much of a team-friendly company Keller Williams is. But that wasn't the only reason they joined the company from RE/MAX.

"Keller Williams is a modern company with great technology and fresh energy," Joe said. "What attracted us to Keller Williams is that it is a forward-thinking company," Chris added. "Being with a company that is on top of what is going on in today's world with technology is so important."

The Ferzocos were also excited about Keller Williams' training opportunities and the numerous tools to help them streamline their business. "Keller Williams offers so many modern techniques to help agents grow their business," Chris said. "We have a large team and are growing. We can use Keller Williams training and coaching to not only help existing agents, but also to help new agents joining our team."

The Ferzoco Team enjoyed a smooth transition and are eager to expand and grow their team. "We moved 65 active listings and a team that handles 130 transactions every year," Joe said. "To be able to transition that volume to our market center and be up-and-running in 24 hours with no disruption on our business was exactly what Keller Williams promised they could do. And they did it." Reflecting on their positive transition experience, they are confident that Keller Williams will help their business expand at a rapid pace.

"Keller Williams has such a great handle on the agents of today. KW provides opportunities and is always supporting associates. They are there for the newer agents and they put the agent first."

SACRAMENTO (CALIF.)

RICH CAZNEAUX

"I loved my previous broker and the brand," Cazneaux said about Coldwell Banker. "I was happy, but I had reached a production ceiling that I couldn't break on my own."



Rich Cazneau, a top producer in Sacramento, is breaking through his production ceiling with help from Keller Williams Realty and its associates.

Cazneau was intrigued by the Keller Williams models. "I was impressed with its out-of-the-box sharing culture," he said. "It seemed like the best place for me to grow."

Cazneau also credits Keller Williams technology and training for making it the company of choice for agents who want to grow their business. "The technology is second to none," he said.

"I attended Mega Camp before I joined Keller Williams and I felt more comfortable there as an 'outsider' than I have at any other industry event," Cazneau said. "When Gary Keller told the crowd, 'You are a business owner, not a real estate agent, and that means you need to act like a business.' I looked deeper into Keller Williams."

Cazneau has been impressed with the Keller Williams culture. When he attended Family Reunion, he learned of an idea to brand a moving truck and let clients and various communities, charities and schools use it free of charge. He was excited to start this in his town, but he didn't know where to begin.

He went to his market center and his OP put him in contact with another associate who successfully launched a similar program. "I couldn't believe it when the associate sent me a document outlining everything I needed to do," he said. "Everyone has been so helpful by putting me in touch with associates who are running successful businesses and sharing how they break through their ceilings."



ANDOVER (MICH.)

STEVEN FISICHELLI

"Keller Williams has been a wonderful place to work with a great culture. It makes it easier for me to do what I do day to day!"



Steven Fisichelli was attracted to Keller Williams by the opportunity to brand his team. He was a top performer in his market and enjoying a successful career as a RE/MAX franchise owner. However, he saw even more to gain by joining Keller Williams.

In addition to the ability to market himself and his team, Keller Williams offered Fisichelli a terrific support staff that is there whenever he needs them and educational opportunities for agents at all levels. The market center location and commission structure were added draws.

Fisichelli has immersed himself in the education offered by Keller Williams. He has attended Masterminds events and various course offerings in his market center.

Change can be disconcerting, especially when everything is going well. Fisichelli was concerned he might lose the identity he had worked so hard to build under another brand. "Those fears couldn't have been further from the truth," he said. "I didn't lose a step and had one of my best years." Fisichelli finished his first full year with Keller Williams with almost \$19 million in closed volume and a jump in GCI.

Keller Williams attracts successful agents like Fisichelli because of the associates who have already made Keller Williams home. Talent attracts talent.

MASTER BUILDERS

Building value one brick at a time

When Keller Williams President John Davis helped launch the Growth Initiative in 2011, he had a good idea of what would supercharge the company's growth, productivity and profitability. What he didn't yet have was proof.

Four years later, the evidence is indisputable.

In April 2011, Keller Williams market centers scheduled 8,438 recruiting appointments, which led to 2,314 gross recruits and 299 net recruits. By April 2015, the increase in activities and results was staggering. In one month, Keller Williams team leaders, operating partners and market center administrators notched 21,659 appointments and welcomed 4,974 associates to the Keller Williams family – a net gain of 2,036 associates in a single month. It was the best month in the company's history. And it built on the momentum of the company's best quarter and best year.

Keller Williams leaders are attracting top talent by building a wall of value in their local market. They're using the Growth Initiative and its systems, models and tools to raise standards, drive accountability and share new opportunities. Remarkably, Keller Williams' regional leaders say they're only in the "buy-in" phase and that results will increase dramatically as they move into "mastery."

Success stories already abound. The Washington Capitol Hill (D.C.) market center achieved record owner profit in April by focusing on cap management. By being purposeful

about when top agents are likely to exceed their cap for the year (the point after which they keep 100 percent of their commissions), the market center has been able to moderate seasonal fluctuations in owner profit. And because Keller Williams is a profit-sharing company – with approximately half of each month's profits redistributed to the associates who help the market center grow – agents benefit from cap management because it spreads passive income throughout the year.

The vast majority of Keller Williams market centers are profitable on an annual basis. (In 2014, a record 98 percent of market centers turned a profit.) Cap management helps market centers achieve profitability every month. A few years ago, the Washington Capitol Hill market center sometimes lost money in a given month. This April, associates received almost \$85,000 in profit share. "Success drives success," says Brandon Green, who serves as the market center's general manager. "And to drive great success, you need a long-term strategy and a long-term view. It's all about momentum."

In addition to cap management, the team is focused on helping more agents cap by promoting training and KW MAPS Coaching programs that boost agent productivity. Finally, they're leading with revenue and keeping a tight rein on expenses. The result is a larger, more productive, more profitable market center, which is benefiting everyone on the team. **kw**

OutFront reached out to members of the Washington Capitol Hill leadership team to find out how the success of the Growth Initiative is affecting them:



BO MENKITI OP

“The greatest value I receive is getting to see the people around me succeed at a really high level. Money can’t buy that. It’s what keeps you going.”



TY VOYLES ALC MEMBER

“In addition to the financial benefits of profit share, I enjoy being connected to a group of high-minded thinkers who are focused on growth and the long-term.”



KIMBERLY HORN TL

“We’re building leaders and building businesses. And we can talk about value in monetary terms. I love watching our agents thrive! It’s a team effort.”



JOSEPH MARTIN MCA

“I get excited knowing I directly impact our market center’s bottom line. I’m proud we’ve had the patience to implement systems that are showing up in our results.”



A Decade of DOMINANCE

Over the past decade, the real estate market has undoubtedly had its ups and downs, but through it all, Keller Williams associate Mark Spain and The Mark Spain Team of the Atlanta – North Fulton market center have managed to rank No. 1 in the competitive Atlanta Board of REALTORS®.

Spain has racked up accolades, like breaking the \$2 billion mark in sales, putting him in the top 0.01 percent of all REALTORS®. By adapting to the market's changing tides, Spain and his team have been able to surf the highs and lows and stay on top.

"We basically just continued to shift," Spain said of how his team has adapted to market changes. "If you pay attention, you can see around corners and the market will give you clues. Because we're doing such a large volume, we're able to see and react long before the rest of the market reacts."

When the shift hit Atlanta in 2008, the listing appointments Spain and his team went out on soon changed from mostly resale to mostly short sales, prompting Spain to re-evaluate his business strategy.

"We had to make a decision – either refer all the short sales out, which is what we did in the beginning, or we could learn to embrace this change in the industry," he said. "We dabbled in REO but decided to go full-fledged short sales, and we became really good at it. We took all the certification and education on it we could possibly take, and we thrived."

According to Spain, the market in Atlanta retracted by as much as 78 percent, and once his team got in the short sale game, they had as many as 250 short sale listings at any given time. With that kind of volume, Atlanta soon became a haven for investors. In 2010, Spain's team began working with investors, starting with a small hedge fund out of Australia.

“We started forging relationships with investors because they needed product,” he said. “It gave us a great knowledge base for when the large hedge funds showed up, and in 2012 and 2013, we worked with those hedge funds and large institutional buyers. In early 2013, retail started coming back, and today, our retail business is exploding. This month, we’ll close more than 100 retail units.”

It may come as a surprise that Spain didn’t set out to become a real estate agent, despite the fact that, as a second-generation agent, the business is in his blood.

“I’m a true-hearted entrepreneur and business guy who graduated from the University of Georgia with a degree in management, and I just happen to be in the real estate business,” he said. “My dad was an amazing businessman, and I grew up in the real estate business. I’m definitely an outlier, because by the time I was 25, I had 10,000 real estate hours under my belt because of the world I grew up in.”

Today, Spain’s father is retired, but whenever Spain has anything big coming down the pike, he takes his father out to breakfast to pick his brain. After all, his father was the one who set the fire under him, thanks in part to some childhood reading assignments.

“When I was 14, my dad had me read *The Psychology of Winning* by Denis Waitley, and he got me to read *How to Win Friends & Influence People*,” Spain said. “I realize now at 43 how blessed I really am and how blessed I was to

have parents early on who shared those kinds of self-improvement books with me. It changed the trajectory of my life and put me on the fast track. I’m very competitive, but I wonder would I have made it otherwise. It definitely accelerated my learning.”

As a second-generation real estate agent, Spain could almost be considered a shoe-in for success, but that idea discounts the hard work he’s put into his business and into building and training his team. Of course, that’s not to say that there weren’t some growing pains along the way.

“Early on, we did it the uneducated, hard way, where you hire your cousin and whoever else needed a job,” Spain said with a laugh. “Now we are full-blown RSTLM. We don’t try to cheat the system. My guys

take Recruit-Select two or three times a year. When you do it, it just works in a very big way.”

Training is a constant on The Mark Spain Team, from reading books together as a team (*The Power of Charm*, for example) to bringing in coaches for boot camps on topics like neuro-linguistic programming to participating in Keller Williams training modules like the Six Personal Perspectives. When it comes to Spain himself, he focuses on vision-setting and has also found inspiration in Mega Agent Expansion.

“It’s great to be exposed to something that’s about unlimited potential and not financially driven,” he said. “It’s helping me see how big my life can be and how I can help the people around me have a huge life too if that’s what

they want. We’ve launched in two market centers, and we’re failing forward sometimes. We cover 18 counties in my city, and we generate leads in all of them, so we probably have 275 cities and 2,000 units. For me, I’m getting more strategic in placing people where the bookings are and making things more efficient. We’re also tightening things up at home.”

While Spain implements Mega Agent Expansion and oversees his team’s training, he also spends a healthy amount of time looking forward and sticking to his philosophy for success.

“I always try to protect my craft and be the best I can be,” he said. “I train my people to be the best our team can be, to communicate the best and to never take what we have for granted.” **kw**

MARKET LISTINGS TO SELL

Mark Spain had 1,172 closings last year, \$214 million in sales volume. It’s clear that this second-generation real estate agent knows a thing or two about how to get listings sold. Here is what Spain says you should do to ensure every listing gets sold:

Pre-Listing

Price the home right. This is the most important element!

Make sure the home is in good condition. Even if you can’t afford staging, there are things you can do to help make the house more attractive.

How does it look outside?
Is it clean inside?
Are there any small repairs we can easily make?

Listing

Once the house is ready to show, you can market the home. “Yard signs, agents and the Internet are the main ways a buyer finds a home,” Spain said.

Make sure that you have a marketing plan that provides maximum exposure for the listing!

Give feedback because communication is KING!
Make sure to track your showings, collect feedback and update your sellers weekly via a phone call.

When you have done all of this correctly, you will get the listing sold.

► To read more about marketing listings to sell, visit (blog.kw.com)

For some buyers, sometimes all it takes to fall in love with a property is the land itself.

GETTING CLOSER TO NATURE

When people think about farms and ranches, they may visualize cattle grazing in the twilight of a big-sky sunset, chickens bobbing on the ground or timeworn red barns. While such places exist, what agents should also visualize is a multi-million-dollar listing.

KW Farm & Ranch member **Gary Steele** of Austin SW market center, stands outside on a brisk spring morning, taking in the clean air and evaluating the 51-acre plot he is preparing to list. But these acres of ranchland are probably not what you are imagining. No, this land isn't for raising cattle or growing food. It is a beautiful spot where families can raise their children and enjoy a little extra breathing room.

Ten years ago, Steele sold this tract of land to its current residents. The time has come for them to sell, and soon a new family will move in and enjoy this country paradise located just 40 minutes outside of Austin.

The property is listing for \$2.6 million and boasts a 3,200-square-foot home, a 2,000-square-foot converted

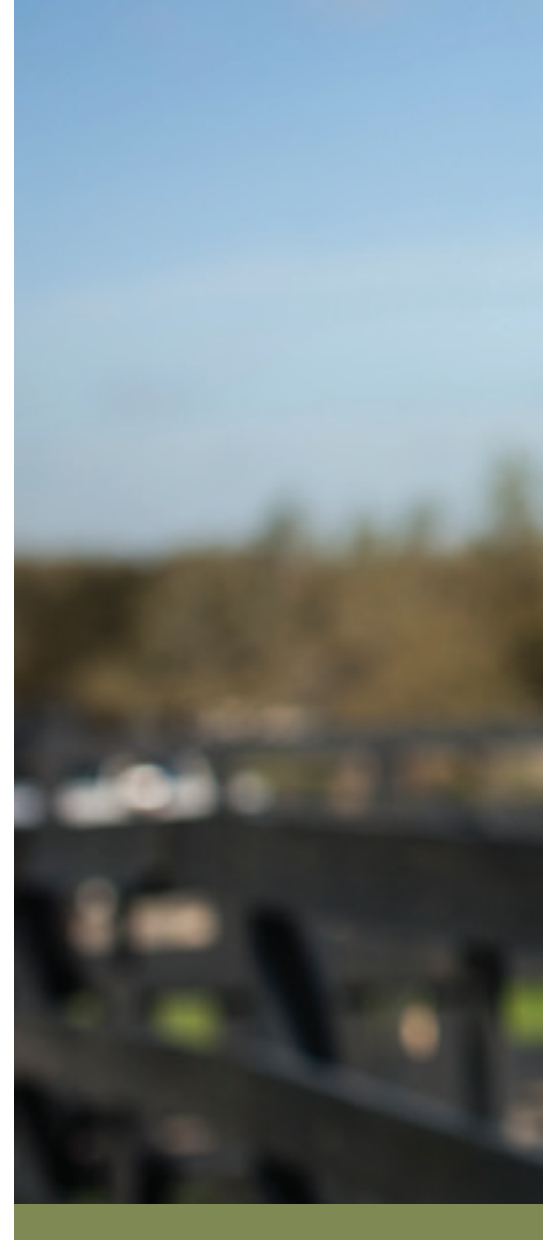
barn that is now a beautiful guest house and a fish-filled pond. Steele said buyers are attracted to properties like this because they love the idea of spending weekends outside fishing in their own private pond and reconnecting with nature, yet they are less than one hour from a major city.


Contrary to popular perception, buyers don't have to work a farm or ranch to buy one. However, agents need to know agriculture – and wildlife – specific rules that apply to farm- and ranchland. “There are different rules for farm and ranch transactions,” Steele notes. “It is important to understand the requirements for wildlife and agriculture exemptions and properly guide your clients to purchase the land that best fits their needs.”

For example, on this particular tract of land, there is a wildlife exemption for nesting birds. This requires the owners to perform and report quarterly egg counts. Buyers need to be informed of these restrictions and compliance standards or they risk paying significantly higher taxes.

There are also development rules specific to each area. In Dripping Springs, where this property is located, the minimum size of a subdivided lot is five acres where there is well and septic. “It used to be one acre, but in an effort to protect the very thing residents love, open land, they increased the lot size requirements.”

An avid hunter and fisherman, Steele is a wildlife enthusiast and feels blessed to work outside where he loves



A close-up portrait of a middle-aged man with a grey goatee, wearing a white cowboy hat and a white button-down shirt. He is smiling and looking slightly to the left. The background is a blurred outdoor setting with a house and trees.

“Many people buy acres of land for reasons other than to run a farm or ranch. Some clients might want space for recreation or to spread out and raise a family. Others may want to buy the land for the purpose of protecting wildlife.”

to be. “Even though it is different than residential sales, it is still real estate,” Steele said. “The property still has to be cleaned up and priced right or it won’t sell.”

Steele said that KW Farm & Ranch has helped take his business to the next level. Since a majority of buyers come from out of the area, they have to be able to find the listings. Through his KW Farm & Ranch memberships, Steele receives a discount with Lands of America, which he said is just one of the many marketing tools he needs to push his listings outside his market. “You just don’t get that with any other company around here,” Steele said. “The membership benefits outweigh the membership fee. They are huge!” he exclaimed. **kw**



► To learn more about KW Farm & Ranch, visit (kwfarmandranch.com)

Putting On the Blitz

Pasadena Team Is Creating Magical Sales Results

For a couple who met a few years ago in a home on a broker open house caravan, it's fitting that **Jason and Laura Berns** of The Berns Team at the Pasadena market center, are making real estate gold with their unique approach to open houses. They're selling homes in record time because they have fine-tuned a system to "create the magic to sell homes for the most money in the least amount of time." They call it the 10-Day Blitz.

By the end of 2014, their system resulted in \$50 million in volume, 62 closed transactions and \$1.2 million in GCI for The Berns Team. They are among the top five real estate producers in the San Gabriel Valley. They ended the year as No. 2 in production in the Pasadena market center.

During the 10-Day Blitz, Jason and Laura are deliberate about creating a buzz for the newly listed home. Their program reflects their gregarious personalities: they like people, and they like to entertain. So over the course of the 10 days, they host three food-related events to draw crowds into the home.

Jason says that all their events have an open-door policy. "We never require an RSVP as that could stifle a natural curiosity for folks to just stop in to see the home in person and have a sandwich or taco on us," he said. "We get names of people as they pass through, write notes to them, and make sure they know that we are here when they need us."

One of the keys to building the momentum and buzz for each home is that the sellers willingly agree not to



Jason and Laura Berns



The Berns Team 10-Day Blitz

Before the Blitz

The 10 days don't start until the home has been decluttered, new carpet installed, hardwoods polished and it has been professionally staged. Each listing gets its own Website (usually the StreetAddress.com; see www.6470ivarene.com) with a professionally photographed tour, map, floor plan and general/historical information about the property. Create marketing materials for open houses and twilight tastings.

open or accept any offers until after the 10-Day Blitz.

With nearly 500 people coming through each home, The Berns Team follows the same process every time. It's working. Eighty-five percent of all their listings have a buyer in the day or two following the second Sunday open house. Meanwhile, competitors' listings in the area are averaging 50 days on the market.

Jason and Laura were doing well as solo agents before they met and married and formed a team in 2012. Both had played sports competitively and knew how crucial coaching was to success. They enlisted the services of KW MAPS Coaching legend Tony DiCello and learned the true power of mindset when they surpassed their yearly goal in a single month. "Before we were being coached, determining how many contracts we were going to write each week felt presumptuous, but now it is part of our success mindset," Jason said.

For their first large listing in August 2012, they wanted to market the home with a systematic approach and, thus, sketched out a rough plan. They invited past clients and knocked on doors to invite neighbors to have dinner at the home. "It had a warm, block-party feeling, and people enjoyed a no-pressure way to see the property up close," Laura explained. When that first listing sold higher than its appraisal, the Berns named their plan and made it part of their brand and have been using it with great success ever since.

Just two years later, The Berns Team has built a reputation based on their 10-Day Blitz. Jason says the best thing about this system is that it can go anywhere. "This is a phenomenal approach for a buyer agent," Laura adds. "It allows agents to work relationally, not transactionally. But with this program in place, there is no ceiling for someone who works with the model provided." **kw**

Day 1 (Fri)

- ☐ Launch the listing on the MLS. Results show that homes listed on Friday sell for 3 percent more than homes listed on any other day.
- ☐ Send an email to all local agents telling them about the two open houses and twilight tasting.
- ☐ Send invitations to your database.
- ☐ Distribute fliers and place open house signs.
- ☐ Door knock; invite people to visit the home and enjoy refreshments.
- ☐ Advertise the open houses in papers and on Websites.
- ☐ Build excitement by letting folks know that Sunday will be the first opportunity to see the house.

Day 2 (Sat)

- ☐ Make phone calls.
- ☐ Field phone call inquiries.

Day 3 (Sun)

- ☐ Host the open house event from 1 to 4 p.m. with light fare, such as sandwiches, chips and drinks.
- ☐ Have people sign in and provide their address.*
- ☐ Have someone at the door with a notepad to jot down names and children's names.

***TIP:** Many times people give inaccurate information. Jason and Laura go to tax records and White Pages to follow up.

Days 4/5 (Mon/Tue)

- ☐ Follow up with each visitor to invite them to the twilight tasting.
- ☐ Write a handwritten note to any guest with whom you made a special connection.
- ☐ Participate in a broker caravan.

Day 6 (Wed)

- ☐ Twilight tasting from 4 - 7 p.m. with made-to-order tacos, juice boxes, soft drinks and water.

Days 7/8 (Thu/Fri)

- ☐ Follow up with each visitor and potential buyer, inviting them to the last open house.

Day 9 (Sat)

- ☐ Door knocking, social media promotion and phone calls

Day 10 (Sun)

- ☐ Host the final open house event from 1 to 4 p.m.

After the Blitz

On the second Monday, review all offers with your client; the 10-day timeline allows people to get pre-approvals in order. Once an offer has been accepted, the buyer is excited to be the chosen one after the home has had such intense and maximum exposure.

kw



13
mo. WARRANTY

We've Got You Covered.



- ✓ **13-Month Home Warranties**
- ✓ **Award-Winning Customer Service**
- ✓ **Seller's Coverage**
- ✓ **Quick Online Claims & Ordering**

HWA offers comprehensive 13-Month home warranty plans at a great value with easy, reliable solutions for unexpected problems that may arise post-sale.

Make a Smart Move.

At a time when clients are stressed out with moving, you can offer them “peace of mind.” With a 13-month HWA home warranty, you help your clients avoid the trauma of unexpected home repairs, a costly replacement and unreliable service. It's a smart move for you both!

Call 888.492.7359 | HWAHomeWarranty.com

KELLERWILLIAMS.
2019 STRATEGIC ALLIANCE

Keller Williams Realty, Inc. does not warrant any product or service delivered under this strategic alliance. All products and services are provided by Home Warranty of America, Inc.

International Buyers in Your Own Backyard

KW Global Property Specialists member, **Mallina Wilson**, of the Bellingham (Wash.) market center knows how to mine listings in her own market, and she can teach you what it takes to build a successful real estate business serving international buyers – without ever leaving your local market.

Wilson advises to first act like an expert. Refine your elevator speech and place global expert designations on your business cards and Website. But it's not enough to simply act like an expert – you need to take steps to be an expert.

Start by submersing yourself in knowledge by reading, finding a mentor and researching your target audience. Different cultures have different business standards, and it is extremely important that agents know how to communicate appropriately with their international clients. Wilson suggests reading *Kiss, Bow, or Shake Hands* by Terri Morrison. “While it is not real estate specific, the book goes directly into the cultural guidelines for appropriately doing business with international clients,” Wilson said. “You can kill a deal just by the way you hand over your card, so be sure you know what is acceptable,” she cautioned.

Wilson also emphasizes the importance of seeking international property designations to build your credibility and knowledge. Keller Williams Global Property Specialists members receive Certified International Property Specialist (CIPS) training as a benefit of membership. The designation provides agents with the knowledge, research, networking and tools to globalize their businesses.

The designation's five-course education requirement prepares agents to succeed at working across borders. In addition to designations, agents should join professional organizations that will further advance their knowledge and provide them with networking opportunities to boost international contacts.

Wilson also recommends making full use of all the global marketing tools available to GPS members. “They really help you market yourself as an international expert,” she said.



Mallina Wilson

Here are some ways to identify your local gold mine of international clients and mine it!

IDENTIFY IT


1. Order NAR statistics and title company lists.
2. Get involved with your local chamber of commerce in sister cities, as many countries use chambers as a resource.
3. Look for local publications in other languages that you can advertise in and local international organizations you can join.
4. Form relationships with local businesses.
5. Look for opportunities with college students. Fifteen percent of admissions are reserved for foreign nationals. Parents often purchase housing for the students to reside in during their studies.
6. Find out which businesses are internationally owned and/or hire internationally. Develop relationships with HR departments and work with them to offer your services to employees who are relocating to the area.

MINE IT!

1. Be where other agents are not.
2. Write articles or blog posts.
3. Offer services not offered – identify their needs.
4. Teach classes about the subject matter and make it known that you are the global property expert.
5. Have interpreters available to you on short notice.
6. Build a team of lenders, title companies, attorneys, accountants and property management companies. Have your team ready to go! **kw**

INVESTING in CLIENT RELATIONSHIPS

How one associate protects clients and their businesses through tenant representation



“When I got in the business 30 years ago, only about 20 percent of tenants were represented. Today, it is more like 80 - 90 percent.”

Darrell Nevin

KW Commercial associate and Managing Director **Darrell Nevin** of the Greater Howard County (Md.) market center began his career in commercial real estate 31 years ago and has worked as a tenant rep broker for 21 years. He is a member of the Agent Leadership Council for the Columbia office and Commercial Leadership Council for the Maryland – D.C. region of KW Commercial. Nevin completes 40-60 deals each year and he knows what it takes to develop long-term relationships with clients.

There are many aspects to being a tenant rep. Nevin finds that many businesses enter into commercial transactions thinking they will figure it out along the way. However, what they need is to be focused on running their business, not their lease. His role is to protect business owners and their businesses.

“There can be 150 moving parts in any given lease transaction,” Nevin said. “Most spaces need to be renovated to fit the business needs of the tenant. There are codes to comply with such as

how many parking spaces are needed per square foot. There is a lot more than any business owner should negotiate and juggle on their own. To get in the right lease, they need a high level of representation.”

“Tenant rep agents are active in our communities; we love interacting with people,” Nevin said. “This role is important in developing trust with your clients through relationships you develop outside the real estate industry.” Nevin has several tips for developing trust and winning clients for life.

Commitment to the Community

Potential clients want to know you are committed to your community, go beyond the call of duty to help others and are trustworthy and accountable. By developing relationships in the community through involvement in committees, being active in the Chamber of Commerce and serving on nonprofit boards, people develop an opinion about you and your character.

The result: When they have a commercial real estate need or question, they go to you. “It takes time, but it is priceless when it comes down to who they are going to call,” Nevin said.

Seer of the Future

Tenant rep agents are the “Seers of the future.” Knowing what is happening in the community you serve is important and invaluable to clients. “Clients want to know what is going on not just in their building, but in their area,” Nevin said. And they don’t just want to know what is going on today; they want to know what to expect during their lease-term.

Your Initial Appointment

When meeting with a client for the first time to talk about their needs, come completely unarmed and bring a business card. “The initial conversation is about being relaxed and identifying what their needs are,” Nevin said.

By entering the meeting with the goal of helping the clients, not selling the client, you plant the seed for trust and a life-long relationship. “It is important

for developing a good rapport with your potential client,” Nevin said.

Adding Value

One complimentary service to perform with new clients is a review of their existing lease and pass-throughs to find any potential issues. This is something no other broker Nevin knows does and it is one of the many things that set him apart from the competition. It puts the client’s needs at the forefront of the conversation and starts the relationship off right.

Nevin also suggests “wearing the architect’s hat” and evaluating the space plan to look for ways the area can be made more efficient and require less construction. This is an important “value add” to bring to the table as your client wants to know that you understand this aspect of the process.

Be Available and Be There

Make time to visit the site with your client during renovations. Know who the project manager is and help make sure that renovations are on schedule. Clients like walking through the space with someone who knows what to look for and who to talk to. Once construction is completed, Nevin attends the final inspection to help his clients walk through the punch list and make sure everything is completed to satisfaction.

Once the lease is signed, construction is completed and business is open, Nevin makes sure to block time to visit his clients periodically throughout the duration of the lease. These visits are helpful for maintaining the relationship. Regular communication with your clients provides insights into how the lease is going as well as what their future plans are.

Nevin joined KW Commercial in 2014 and has found that access to commercial training and education has been very helpful to his business. “Understanding that education never stops and keeping current is critical to all agents, both commercial and residential,” Nevin said.

kw



WE HELP AGENTS SELL MORE HOUSES

Get Paid Now On Pending Contracts

Since 2004 KW associates in over 250 Market Centers have trusted Real Commissions to get their commissions paid up front - when the deal is signed - and not having to wait until closing. Approval is fast and easy, and we never check your credit.

50% OFF*

FOR 1ST TIME CLIENTS — PROMO CODE: KWOF15



www.realcommissions.com/kw
(888) 610-0003
info@realcommissions.com

Neither Keller Williams Realty, Inc. nor its affiliated companies warrant any product or service delivered under this program.

All products and services are provided by Real Commissions, LLC. A Keller Williams Approved Vendor Program member is a business entity independent from Keller Williams Realty, Inc. and has no agency, partnership, or joint-venture with Keller Williams Realty, Inc.

*Limited time promotional offer; restrictions apply.

KELLERWILLIAMS
2015 APPROVED VENDOR



How Important Is Culture?: An Inside Look at Keller Williams Realty

By David F. Larcker and Brian Tayan
April 16, 2015

"When we talk with top agents and ask them what attracted them to Keller Williams, they mention our models and systems, they mention our training, they mention our technology, and they absolutely mention our culture."

— Chris Heller, CEO

the sharing of information and best practices to improve the quality of decisions, benefiting both the organization and individual employees.

Keller Williams Realty is an example of a company that takes a blended approach. While its franchising process is centrally controlled, the company still lets each office make significant decisions.

WINNING WITH CULTURE

For the third time in the past decade, researchers at the Stanford Graduate School of Business have chosen to study Keller Williams and its success. A 2007 case study reviewed the company's economic and cultural models. A follow-up study in 2011 looked at Keller Williams' response to the real estate market shift. Now, researchers David F. Larcker and Brian Tayan have published a report in Stanford's Closer Look series on the importance of culture to Keller Williams.

"We're an education-based company, so of course we're honored that one of the best research universities in the world chose to learn from us," President John Davis said. "What's even more exciting is that they wanted to look at our unique Keller Williams culture. Our culture is what defines who we are and how we think and act."

The new study says that Keller Williams has achieved its success by leveraging an economic model that delivers profits through economies of scale and a cultural model that relies on profit sharing, interdependence and succeeding through others.

"When we talk with top agents and ask them what attracted them to Keller Williams, they mention our models and systems, they mention our training, they mention our technology, and they absolutely mention our culture," CEO Chris Heller said.

The Stanford scholars highlighted four cultural practices that ensure agents, market center owners and team leaders

operate as real stakeholders in the company: profit share/growth share, shared decision-making, open books and training.

Profit Share/Growth Share

Keller Williams is unique among real estate franchise companies for offering associates a passive-income stream through its profit share/growth share program. (Profit share covers associates in North America; growth share covers associates everywhere else.) The profit share formula is based on a combination of agent productivity and market center profitability. Associates who recruit productive agents to the company are rewarded with a share of the market center's profits. In 2014, Keller Williams market centers shared more than \$98 million in profit share/growth share with associates.

Shared Decision Making

Keller Williams market centers are owned by operating principals (OP) and managed by team leaders (TL). This structure is designed to give the team leader accountability as well as ensure the OP and TL have aligned incentives. However, the responsibility for the success of the market center is not left solely to the OP and TL.

Holding true to the belief that associates are stakeholders in the success of their market center, each market center has an Associate Leadership Council (ALC). The ALC consists of the OP, TL and associates chosen from among the top 20 percent measured by GCI. Together, the ALC makes decisions from financial planning to marketing to community giving and more. One of the reasons this is such a successful structure is that it allows those with local market knowledge and the greatest financial stake in the market center to be involved in the decision making. The minutes of the ALC meetings are available for all associates in the market center to view.

“We empower our people to make decisions that they literally own and are accountable for, because they have been given a voice,” Mark Willis said. “They have been treated like partners and they’ve been respected.”

Open Book Policy

Keller Williams associates have access to detailed revenue and expense information for the entire market center. This transparency helps to increase the market center’s profit and profit share/growth share because it holds everyone accountable for the income and expenses in the market center.

As the Stanford researchers noted: “The open book system means that there are no secrets between the leaders of the market center and the individual agents regarding financial or managerial decisions.”

Training

Providing education to associates is a core belief of Keller Williams that drives the success of the company and its associates.

In February, 2015, Training Magazine named Keller Williams the world’s #1 training organization across all industries. Keller Williams was recognized for the growth, productivity and profitability gains resulting from its world-class education and training programs.

In 2014, more than 100,000 associates and affiliates attended classroom-based learning sessions and 26,000 associates completed online study programs. Keller Williams also provides productivity enhancing coaching through the many coaching offerings from KW MAPS Coaching. The report looked specifically at BOLD, an agent coaching program designed to improve sales productivity.

The report concludes with a review of the Growth Initiative, a training and accountability program for local and regional leaders that has fueled the company’s record growth.

“We know for a fact that our systems don’t work without our culture,” Mary Tennant said. “We need our culture to reach our full potential.” Or as Vice Chairman Mo Anderson adds: “Culture is the glue that holds it all together.” **kw**

► Download the free report at (blog.kw.com/category/culture)



30 UNDER 30

ROCK
STARS

What does it take to be a real estate rock star and build a successful business before your 30th birthday? Just ask Keller Williams associates **Amy Campbell**, **Kelly Henderson**, **Saliq Khawar** and **Sarah Pomerleau**, who were named **REALTOR® Magazine's 2015 "30 Under 30" Winners**. Henderson was also named the Web Choice winner, making it the third year in a row that a Keller Williams associate has been the top vote-getter!

Tips for Agents Entering the Business of Real Estate

Amy Campbell of the Milwaukee North Shore (Wis.) market center, has been in real estate for three years and is already leading a successful team of agents. She advises young agents just entering the business to focus on prospecting every day. "Start with your sphere – your friends and family want to help you succeed. If you create the mindset that you are in the business of lead generating, you will have success much sooner than other agents who are focused on the minutiae of starting their business," Campbell said. "Also, read your real estate contracts. Thoroughly knowing and understanding the information in the contracts will help you become an expert."

Kelly Henderson of the Phoenix-Arcadia/Biltmore (Ariz.) market center, understands the dream of home ownership and shares her passion with her clients. "Having the opportunity to make that dream a reality for myself and others is exactly why I got my license," Henderson said. She tells new agents to stick with it and get past the burnout or frustration threshold. "It gets a lot easier," she encouraged. "My clients started needing to buy or sell again, my sphere started sending more referrals

my way, I had a higher comfort level on the transactions – everything felt as though I had more control. There is a whole new level of scariness on the other side of the hump (like growing a team), but it's a great feeling."

Saliq Khawar of the Falls Church (Va.) market center, draws upon his personal experiences to drive his passion for serving underserved communities. "I grew up in Pakistan, where it is often difficult, if not impossible, for an average person to purchase a home in his or her lifetime," Khawar said. The key to his success was getting a mentor. "People have lived before us, there is no need to reinvent the wheel. If an agent starting out cannot afford a coach, it is very important to find an office that will provide guidance and training. Without a role model or system, a new agent limits their chance at success."

Sarah Pomerleau of the Maple Grove (Minn.) market center, understands the value of being surrounded by great talent. Her primary role is to constantly generate leads for talent to add to her growing real estate business: The Pomerleau Team. "I am betting my life that I will wake up some day in the future with a massive organization if I hold the line on hiring," Pomerleau

says. Her advice for agents just getting started is to locate a high-producing agent in your area with shared values and vision and see if you can get in business with that person.

Market Opportunities

Whether you are growing a team or starting out as a solo agent, there are some great opportunities young agents can benefit from. Here is what our “30 Under 30” Class of 2015 will be focusing on this year.

Campbell and Khawar will be keeping a watch on millennials. “With the current low interest rates, a large number of millennials are deciding to take advantage and buy real estate,” Campbell said. “The potential long-term value of this demographic is huge by creating clients for life. When you consider the value of their repeat business and referrals, focusing on millennials now will contribute to long-term, sustained success.” “In the next five years, the millennial buyer will become the largest buying demographic, which is really exciting since I am part of that demographic and the vast majority of real estate professionals today are not,” Khawar said.

Every market has a unique opportunity and Henderson says this one is no exception. She sees great opportunities in increasing her listings and maintaining a strong Keller Williams referral network. “My efforts are dialed into FSBs, my sphere of influence, and our Keller Williams referral business,” Henderson said. “Typically about 30 percent of my business each year comes from KW referrals out to the Phoenix and Scottsdale area,” she adds.

Pomerleau is showing no signs of slowing down on her quest for the best real estate talent she can find. “I am going to keep hiring the best people on the planet, in every position,” she said.

How They Get a Deal Written Right Now

When it comes to closing the deal, all four agents agree that it takes more than one person to make it happen. Campbell keeps her database full and calls until she finds someone who is ready to write the offer, while Pomerleau utilizes her best agents and finds one who is available to write the deal.

Henderson knows that when she needs to get a deal done quickly it is always a pricing conversation. “The quickest way to sell a house is to price it right, and I need to make sure they understand that,” she said. “We’ll start by looking at some comparables, both ‘closed’ to get an idea on what history shows us, and ‘active’ to get an idea on who we’re competing against.”

Henderson and Khawar keep scripts handy to help them through the deal. Henderson uses BOLD scripts when guiding clients through pricing discussions. Khawar takes his favorite Ben Kinney script, “What are your real estate-related goals for 2015?” and goes through his database and calls everybody. “I bet you anyone could get a property under contract in 30 days with that one,” Khawar said.

Amy Campbell



“My knowledge of contracts and negotiating has immensely increased my proficiency as an agent, which allows me to negotiate the best possible outcome for my clients.”

Kelly Henderson



“I’ve worked tirelessly to narrow the bounce-back time, using many techniques I’ve learned through taking BOLD six times and through KW MAPS Coaching, and there is always room for improvement.”



Jack Pratt Signs
Since 1950

KELLERWILLIAMS.
2015 APPROVED VENDOR

Take their word for it... Not ours.



"I have used many sign companies, but since I have found Jack Pratt Signs, I will never go with another."

Nicky Dou
Sr. Vice President, Executive Broker



"Jack Pratt Signs is the best! It's about time that signage was created that can brand the agent and build their business!"

Ben Kinney
CEO - Home4Investment, Inc.



"Preserving my brand was very important to me during my transition to KW. Jack Pratt Signs delivered quickly with results that exceeded my expectations!"

Robert Floodman
Luxury International Estate Specialist



live**design**

More than a service.. It's an experience.

What is a Live Design?

- Screen share and conference with our designers.
- Watch your signs being designed in real time.
- No more e-mailing sketches back and forth.
- Receive your signs sooner!

See for yourself why the experts use Jack Pratt Signs.
Make your appointment today at JackPratt.com/LiveDesign
or call us at 800-299-5551.

"I picked up a script I love from Family Reunion: 'Think of the list price we've decided on like a gallon of milk; after a few weeks it's going to get old and start to stink,'" Henderson added. "On average, our listings sell in half the time of the average agent in Phoenix, and for 99 percent of list price – so I'd say so far our pricing conversations are working."

Overcoming Challenges

The road to success has some bumps, which are to be expected. As Henderson said, "It's not about how often that happens to you, it's about how quickly you bounce back from those moments." Here are some of the challenges our "30 Under 30" representatives have worked hard to overcome.

Campbell's most significant challenge is time management. "Between my responsibilities as the managing broker for a growing market center, and working with sellers and buyers, my schedule can get very hectic," she said. "Time blocking to make sure everything gets done – including blocking time for myself, my family and volunteering in my community – is an incessant challenge of mine."

Henderson is working hard to keep up with her listing inventory. "Our homes have been consistently priced right, and because of our fast-paced market, we're selling them a bit faster than we're bringing them in," she said. "My coaching with MAPS has played an incredible part in keeping me on track and constantly moving forward. This is the first time in my career where I have actually enjoyed lead generation and am in the habit of getting it done."

Khawar found that once he changed his mindset from "I can't" to "I can," he realized he could think big. "In order to be able to achieve a lot, you must be around people who think big things are possible and not listen to the naysayers," he said.

Pomerleau's biggest challenge is hiring the best people as fast as she can. "Locating top talent and following the Recruit-Select process takes time."

The Future

Campbell, Henderson, Khawar and Pomerleau are just getting their journey started. The future is very promising for all of them and we are excited to watch their continued success.

In the near future, if you want to find Campbell, she will be taking advantage of all of the networking opportunities being named a "30 Under 30" winner provided her. She wants to build her referral database and increase her connections with other successful professionals.

Henderson can be found in KW MAPS Coaching and "gunning for Gary's Top 100," while reaching her goal of closing 75 transactions this year. As a founding member, she will also be busy with Keller Williams Young Professionals (KWYP).

Khawar will be preparing for the next market shift and continuing to grow as a real estate professional, so he can be a dominant agent in any market.

Last but not least, Pomerleau will be busy recruiting the best in the industry. **kw**



Saliq Khawar

"My extravert personality allows me to connect with everyone. I didn't realize how much of an asset this was until I really got to know myself through the DISC and AVA. Recruit-Select is a must!"



Sarah Pomerleau

"One of my greatest strengths is that I learned early on how to succeed with and through others."

A Commitment to GIVING

KW Cares

KW Cares was founded in 2003 as the result of compassionate agents in the Austin Southwest market center. Over the years, this charity has made an incredible impact not only on individuals and their families, but on entire communities during times of need.

Through the incredible generosity of Keller Williams associates, KW is able to support its own during national, regional, local and personal crises. Each market center maintains an emergency fund as the first line of defense against unexpected hardships. An additional layer of security is added by KW Cares. Associates and their immediate family

can apply for a KW Cares grant should they suffer from an emergency or natural disaster.

In the event of a natural disaster, the KW Cares team remains at the ready to send aid. Ensuring that associates and their families are safe and have the essentials they need to start rebuilding their lives is crucial. “In the wake of a natural disaster, agents don’t just lose their home,” CEO Chris Heller said. “If the area is devastated, they lose their business. Their livelihood vanishes if there are no homes to sell and no apartments to rent.”

When Hurricane Katrina ripped through the Gulf Coast in 2005, it

impacted the lives of more than 1,000 Keller Williams agents. In less than 72 hours, associates had raised more than \$1 million in pledges. In total, they generated \$5.3 million in donations to help those in need. “The outpouring of support for fellow associates was amazing! Over \$5 million in donations is an incredible feat, even more so when you consider the fact that Keller Williams was less than half the size it is today!” said President John Davis.

Since 2005, KW Cares has impacted the lives of many more associates and sent aid following other horrific, weather-related events, such as the Joplin, Miss., and Moore, Okla., tornadoes in 2011



Borodychuk family received specialized vehicle donation from KW Cares



Keller Williams volunteers assist with Texas flood relief

and 2013 and Hurricane Sandy in 2012. KW Cares has also impacted the lives of associates' family members abroad during devastating natural disasters in places including Mexico and the Philippines.

To date, the charity has awarded an astonishing 2,475 grants totaling more than \$21,500,000. It also supports other deserving charities whose causes are closely aligned with the mission and values of Keller Williams Realty and KW Cares through an annual 10 percent tithe.

KW Kids Care

KW Kids Care (KWKC) was founded in order to fill a large educational gap missing from many young lives – the lesson that to achieve big results, you must first think big. As the #1 training and coaching company in the world, Keller Williams teaches that a disciplined “can-do” mindset is crucial for achieving success. KWKC was established with the belief that it is never too early to start introducing these concepts.

The foundation of this new charity is QL, an experience powered by Gary Keller's Quantum Leap. This life-changing experience offers students the opportunity to engage in powerful discussions about living a life of intention and equips them with tools and models to follow for continued growth and success.

Led by Executive Director Danny Thompson, one of the team's first tasks is to develop a curriculum geared toward young adults who are exiting high school, attending college and preparing to enter the workforce. The team is also working

with various nonprofit professionals and Website developers in order to build a strong foundation for the charity.

As a 501(c)(3), the team is working hard to deliver its lofty mission of providing youth with learning



Gary Keller with the first Quantum Leap for Young Adults Class

Leadership Legacy



As Keller Williams Realty has grown in size, its ability to help others has also grown. Leading the way forward is Sharon Gibbons, a founding associate of more than 30 years. As vice president of market center administration, Gibbons has overseen the network of market center administrators (MCAs) and managed a team of 30 MCAngeles.

Gibbons' ability to streamline processes, manage expenses and bring out the strengths in others led KWRI's executive team to present her with a new opportunity. Gibbons will now oversee the public, not-for-profit charities KW Cares and KW Kids Care.

Gibbons was attracted to Keller Williams by the leadership and vision of Gary Keller as well as the culture. “The W14C2TS is really the essence of who I am. It is in my DNA and I've instilled it in my daughter.” Gibbons is excited to share these core beliefs with many more children through KW Kids Care.

Having been a part of the company since the beginning, Gibbons understands how hard the agents work and sees it as her duty to ensure she helps expand the reach of these organizations and meet the needs of KW associates.

Staying true to the company culture, Gibbons explains that the phenomenal success of Keller Williams and its agents means that it is even more important to give back. “There's nothing wrong with being successful, but with success comes an additional responsibility to be charitable.”

experiences that inspire big thinking, model wealth building and instill a passion for generous giving. These efforts were greatly aided by the success of the inaugural Kids Care Pledge drive in January 2015. Through the generosity of KW associates (and some friendly competition among market centers and regions!) more than \$860,000 was raised to launch the organization.

In the coming years, KWKC will engage a wide range of students with powerful, age-appropriate educational content and help fund higher education.

KW Family Fund

Established in 2013, the KW Family Fund is a demonstration of unwavering support for Keller Williams associates in places like the Greater Des Moines (Iowa) market center. Donations to

WOLFNET® IDX 3.0R IS HERE!

BRAND NEW & FULLY RESPONSIVE



Get it Now at WOLFNET.COM/KWRESPONSIVE



KELLERWILLIAMS
2015 APPROVED VENDOR

Disclaimer: Neither Keller Williams Realty, Inc. nor its affiliated companies warrant any product or service delivered under this program. All products and services are provided by WolfNet Technologies. A Keller Williams Approved Vendor Program member is a business entity independent from Keller Williams Realty, Inc. and has no agency, partnership, or joint-venture with Keller Williams Realty, Inc.

this fund support KW agents who are working to overcome challenging competitive practices which directly interfere with their livelihood.

The largest real estate company in Des Moines had been paying KW agents only \$1 on most of the company's listings. For more than two years, the KW Family Fund helped to offset the commissions that Des Moines associates should have been receiving. In April 2015, the Greater Des Moines market center and its local competitor announced that they had reached

an agreement to resume a customary working relationship.

In total, the KW Family Fund distributed more than \$2 million to associates in Greater Des Moines with the help of individual contributions and philanthropic events. These donations ensured that the income of affected associates was made "whole" so that they could continue to pay their bills and provide for their families.

The Company You Keep Matters

It is a core belief of Keller Williams that the company you keep matters. Through

charitable giving in their market centers and the communities in which they live and work, KW associates go the extra mile to take care of their own. Associates should be proud of the fact that their generosity has touched the lives of so many.

KW Cares, KW Kids Care and the KW Family Fund are prime examples of the Keller Williams culture in action. Donations can be made through Greensheets, by mailing in a check or by making a contribution online. **kw**

Under African Skies

KW Southern Africa hosts first **Keller Williams Family Reunion** outside of North America

One of the most exciting parts about Keller Williams' global expansion has been watching all of the worldwide regions embrace and spread the Keller Williams culture. On RED Day, Keller Williams associates around the world give back to the communities they serve. KW Worldwide regions have cultural ambassadors and wellness ambassadors and raise funds to help associates dealing with unexpected hardships. You can now add to that list: Hosting KW Family Reunion.

In May, the KW Southern Africa team hosted a sold-out, highly successful Family Reunion for associates in South Africa. The region's leaders and some of its agents have traveled to North America to attend Family Reunion in recent years, but for many KW Southern Africa associates, this was their first exposure to such Family Reunion traditions as Red Bash, the State of the Company and the Inspirational Brunch. Hundreds of KW Southern Africa associates were joined by Keller Williams executives and the winners of last year's BOLD competition.

KW Southern Africa has quickly become the largest Keller Williams region outside of North America, with 24 market centers and more than 500 associates.

"This is just one more way that KW Southern Africa is leading the way," CEO Chris Heller said. "Niel Cronje, Johan Gouws, Tertius Zitke, Stefan Swanepoel and all the people of KW Southern Africa, thank you for helping to change the world."

The networking and training event included topics ranging from working with banks to using technology to win to becoming an agent rock star. "The panels were very popular, especially Dianna Kokoszka's keynote address on mindset," said Lorette Barnard, marketing and communications manager for KW Southern Africa. "We had an extremely positive response to the panelists' knowledge-share and their great energy."

At the Inspirational Brunch, Anna Barker, OP at KW Infinity, shared how she and a few members of her team supported their team leader,



Anita Laas, whose daughter was diagnosed with cancer. To show their support for Laas, they all shaved their heads. Following the presentation, KW South Africa gifted them all with a weekend breakaway at a resort for some rest and relaxation.



"Thanks to you, the Keller Williams culture is stronger than it has ever been," President John Davis said. "We are very proud of you and what you are accomplishing. It's no easy task starting a new company – just ask Gary Keller! You're expanding our global footprint, which means more opportunities for everyone in the Keller Williams family." **kw**



TOP-PRODUCING TEAMS

First Quarter 2015*

	Name	City, State	GCI	Units
1	The Bob Lucido Team	Ellicott City, Md.	\$1,545,409.99	193.0
2	The Mark Spain Team	Alpharetta, Ga.	\$1,365,425.46	240.0
3	The Sands Group	Santa Monica, Calif.	\$1,123,831.65	3.0
4	The Alchemy Real Estate Group	Seattle, Wash.	\$945,729.94	42.9
5	Jeff Glover & Associates	Plymouth, Mich.	\$885,677.14	169.0
6	Ben Kinney/Home 4 Investment Team	Bellingham, Wash.	\$850,802.12	145.7
7	The Rana Williams Team	New York, N.Y.	\$814,550.04	15.8
8	The Matt Fetick Real Estate Team	Wilmington, Del.	\$793,092.94	50.0
9	Joe Rothchild Realty	Katy, Texas	\$714,442.24	229.0
10	The Perna Group	Novi, Mich.	\$695,232.72	136.0
11	The Pyron Team	Southlake, Texas	\$681,061.76	115.0
12	Phil Chen - The Sybarite Team	Burlingame, Calif.	\$671,483.12	10.0
13	TeamBuilder KW	Kirkland, Wash.	\$660,000.38	99.0
14	The McCarty Team	Marco Island, Fla.	\$650,238.67	27.0
15	The Lysi Bishop Team	Boise, Idaho	\$642,405.10	58.7
16	The Loken Group, Inc.	Katy, Texas	\$640,980.38	218.8
17	The Rhodes Team	Dallas, Texas	\$637,925.01	82.0
18	The Heyl Group	Austin, Texas	\$624,520.49	73.6
19	The Jennifer Young Team	Chantilly, Va.	\$611,732.35	83.2
20	The Stephen Cooley Team	Fort Mill, S.C.	\$583,578.27	116.0
21	The Stern Team	Salt Lake City, Utah	\$576,549.57	73.0
22	Kent & Associates	La Jolla, Calif.	\$570,309.50	30.0
23	The Laurie Reader Team	Plantation, Fla.	\$560,255.22	74.1
24	The Lee Tessier Team	Bel Air, Md.	\$559,328.55	84.0
25	The Wallace Cartwright Team	Nashville, Tenn.	\$557,567.40	7.0
26	The Heller Real Estate Group	San Diego, Calif.	\$553,609.81	36.0
27	The Unity Home Group	Anchorage, Alaska	\$547,299.27	79.0
28	The Noel Team	Santa Monica, Calif.	\$546,352.77	21.2
29	The Sutherlin Group	Hoboken, N.J.	\$545,732.25	29.5
30	Prosser Stevens Real Estate Investments	Santa Monica, Calif.	\$539,281.88	7.0
31	Reynolds Team Realty	Chantilly, Va.	\$535,486.97	48.0
32	The Omega Group	West Hollywood, Calif.	\$535,122.40	19.0
33	Five Doors Network - Reed Moore	Anchorage, Alaska	\$531,550.69	60.0
34	The Rider Elite Team	Scottsdale, Ariz.	\$525,653.31	93.0
35	The Merrick Team	Peoria, Ill.	\$518,054.05	120.6
36	Lee Ziff, Real Estate Professionals	Beverly Hills, Calif.	\$516,215.30	12.9
37	Bracha Group NYC	New York, N.Y.	\$510,181.68	18.3
38	The Kenny Klaus Team	Mesa, Ariz.	\$506,272.03	86.7
39	The Wemert Group	Orlando, Fla.	\$495,711.48	83.2
40	The Pantuso Group	Southlake, Texas	\$493,227.70	22.0
41	The Jessica Hargis Group	Rockwall, Texas	\$491,887.82	85.8
42	The Jonville Team	Carlsbad, Calif.	\$478,922.50	35.0
43	Debbie Sharp	Burlingame, Calif.	\$477,164.00	16.5
44	The Gold Team	Beverly Hills, Calif.	\$471,700.00	17.0
45	Eng Garcia Properties	Washington, D.C.	\$468,577.99	29.5
46	The Erickson Group	Anchorage, Alaska	\$466,302.53	71.0
47	The Anderson Team	Memphis, Tenn.	\$462,862.35	101.5
48	The Tom Daves Group	Roseville, Calif.	\$457,730.73	58.4
49	The Christie Cannon Group	Frisco, Texas	\$453,395.88	59.0
50	The EZ Sales Team	Westlake, Ohio	\$451,896.78	140.0

TOP-PRODUCING AGENTS

First Quarter 2015**

	Name	City, State	GCI
1	Juliana Lee	Palo Alto, Calif.	\$732,431.75
2	Matt Kanner	West Hollywood, Calif.	\$490,203.12
3	Paige Martin	Houston, Texas	\$486,402.62
4	Juliette Kulda	Burlingame, Calif.	\$462,150.00
5	Lan Bowling	Palo Alto, Calif.	\$447,050.00
6	Stephanie Vitacco	Encino, Calif.	\$442,179.67
7	Robert Stepp	Long Beach, Calif.	\$409,619.36
8	Reza Shirangi	Mission Viejo, Calif.	\$394,961.98
9	Richard Mann	Santa Barbara, Calif.	\$384,125.00
10	Dennis Chernov	Studio City, Calif.	\$345,778.75
11	Yigal Achren	Toronto, Ont.	\$333,046.50
12	Sean Brown	Salt Lake City, Utah	\$315,750.00
13	Julie Hopkins	Park City, Utah	\$311,127.00
14	Rama Mehra	Danville, Calif.	\$306,932.00
15	Toni-Diane Donnet	San Diego, Calif.	\$304,671.51
16	Julie Kang	New York, N.Y.	\$298,000.00
17	Jason Trembicki	Hoboken, N.J.	\$291,341.00
18	Kevin Kimbrel	Wayzata, Minn.	\$288,632.17
19	Marcy Moyer	Palo Alto, Calif.	\$280,665.00
20	Laura Bryant	Burlingame, Calif.	\$274,125.00
21	Paul Grout	Medford, Ore.	\$265,500.00
22	Mark Von Kaenel	Los Gatos, Calif.	\$265,394.00
23	Dena Luciano	West Hollywood, Calif.	\$262,218.75
24	Nazneen Dhanani	Sugar Land, Texas	\$258,245.00
25	Richard Johns	Studio City, Calif.	\$251,380.00
26	Peter Acocella	New York, N.Y.	\$251,250.00
27	Brady Carroll	Wilmington, Del.	\$247,842.12
28	Frank Martin	Limerick, Pa.	\$239,554.70
29	Tim Abney	Cumming, Ga.	\$238,850.00
30	Russell Puterman	New York, N.Y.	\$238,447.50
31	Hans Vilaivan	Fremont, Calif.	\$228,462.50
32	Xiaodan Lin	Aventura, Fla.	\$227,180.00
33	Amar Amarnath	Palo Alto, Calif.	\$223,931.88
34	Sam Jacobson	West Hollywood, Calif.	\$223,091.50
35	Matthew Resnick	San Antonio, Texas	\$221,771.36
36	Paul D'Aoust	Ottawa, Ont.	\$221,046.68
37	Leslie Romenesko	West Hollywood, Calif.	\$212,700.00
38	James Benson	Toronto, Ont.	\$212,680.14
39	Nicolette Lesperance	Newmarket, Ont.	\$209,877.50
40	Richard Stone	San Diego, Calif.	\$208,404.37
41	Joe Cannon	Atlanta, Ga.	\$206,286.49
42	Mark Dyer	Valencia, Calif.	\$198,125.00
43	Jonathan Cook	Arlington, Texas	\$196,975.00
44	Cindy Hill Slater	Studio City, Calif.	\$192,950.00
45	Liza Vernazza	San Carlos, Calif.	\$192,335.00
46	Matthew Klein	Eagan, Minn.	\$192,227.77
47	Uwe Maerz	Pleasanton, Calif.	\$189,118.50
48	Brian Dapice	Beverly, Mass.	\$185,875.00
49	Lenny Lerman	Beverly Hills, Calif.	\$184,325.00
50	Raymond Lyon	Santa Monica, Calif.	\$181,332.00

TOP STAKEHOLDERS

First Quarter 2015***

	Name	Market Center	Associates Sponsored
1	Brent Mitchell	Austin SW	31
2	Julio Sanchez	Palm Beach Central	27
3	Algernon Herron	Dallas Park Cities	14
4	Tiffany Elia	Tenafly	13
5	Jocelyn Shimizu	Beach Cities	11
5	Matthew Thomson	Denver South Metro	11
5	Chip Rowand	Weston	11
5	Matthew Thomson	Gig Harbor	11
5	Michael Sroka	Bryn Mawr	11
5	Elise Sessions	Fort Worth	11
6	Rodney Bradley	Irvine	10
6	Robin Camacho	Las Vegas SE/Henderson	10
6	Cindy S. Blustein	Houston Memorial	10
6	Leigh Broughman	Lynchburg	10
7	Michael Dell Elba	Northampton County	9
7	Joseph Fulginiti	Philadelphia - NE	9
8	Peter ReJune	Palm Beaches	8
8	Stacy St. George	Bedford-Manchester	8
8	Francis Sanchez	NYC - Manhattan	8
9	Rich Cazneaux	Roseville	7
9	Chris Toomey	Ft. Lauderdale NE	7
9	Chip Glennon	Kansas City - Northland	7
9	Brentin Hess	Crofton/Ft. Meade	7
9	Kyle Webster	Clifton	7
9	Ariel Belisle	Clifton	7
9	Robert Cecchini	Burlington County	7

*Based on transmittals received for the First Quarter 2015 (January through March 2015). Closed transactions identified with specific team.

**Based on transmittals received for the First Quarter 2015 (January through March 2015). Closed transactions identified with the specific agent.

***Associates with the most growth at the first level of their profit share tree. First Quarter 2015 (January through March 2015).

****Data from CEO report used for award purposes (KW owner profit adjusted for federal/state taxes). First Quarter 2015 (January through March 2015).

TOP MARKET CENTERS

First Quarter 2015****

	Market Center	City, State	Team Leader	Profit
1	Austin SW	Austin, Texas	Diane Johnson, Melanie Kennemann	\$424,721.82
2	Arlington	Arlington, Texas	Christy Broussard	\$322,634.27
3	Ballantyne Area	Charlotte, N.C.	Ann Yountz	\$278,857.48
4	Austin NW	Austin, Texas	Brian Martin, Christi Davidson	\$215,505.12
5	The Woodlands	The Woodlands, Texas	Cindy Hamann	\$199,230.74
6	Greater Howard County	Columbia, Md.	Laura Strunk	\$193,002.62
7	Portland West	Portland, Ore.	Katie Benson	\$177,098.19
8	Boise	Boise, Idaho	Stacie States	\$174,175.08
9	San Antonio City-View	San Antonio, Texas	Amy Clifton, Lorri Cutler	\$164,450.46
10	Houston Metropolitan	Houston, Texas	Stephanie McClimon	\$164,175.52
11	Heritage	San Antonio, Texas	Craig Owen	\$161,648.75
12	Cary	Cary, N.C.	Lesley Williams	\$150,506.76
13	Dallas Preston Road	Dallas, Texas	Brett Caldwell	\$147,991.30
14	Denver Tech Center	Englewood, Colo.	Anthony Carnesi	\$144,837.52
15	Charlotte - South Park	Charlotte, N.C.	Stefanie Scroggins	\$144,430.40
16	San Antonio Legacy Group	San Antonio, Texas	Steven Gragg	\$139,403.56
17	New Orleans	New Orleans, La.	Bill Cooper	\$138,776.93
18	Summit	Summit, N.J.	Jacky Elliott	\$138,303.77
19	NW Tampa	Tampa, Fla.	James Shaw	\$137,701.90
20	Dallas DFW	Southlake, Texas	Lesli Akers	\$137,430.67



KELLERWILLIAMS
2015 APPROVED VENDOR

SOLD

Michelle
MILLER

www.michellemiller.com

kw
KELLERWILLIAMS
(620) 555-0606

Real estate signs are subject to local and state laws.

MAKE A STATEMENT
MAKE IT MEMORABLE
SIGNS THAT IMPRESS

Our customers believe to stand out in a region crowded with other agents, a good sign matters. Attention to detail makes an impression. Professional, high-quality signs display the confidence home buyers expect from a real estate expert.

LOWEN
SIGN COMPANY
A DIVISION OF LOWEN CORPORATION
Signs That Mean Business®

800.545.5505 - www.lowensign.com

Neither Keller Williams Realty, Inc. nor its affiliated companies warrant any product or service delivered under this program. All products and services are provided by Lowen Sign Company. A Keller Williams Approved Vendor Program member is a business entity independent from Keller Williams Realty, Inc. and has no agency, partnership, or joint-venture with Keller Williams Realty, Inc.



LONG LIVE HAPPY HOMES®

Happy Homes start with... **a Home Warranty Service Agreement.**

Give your buyers and sellers the industry's most comprehensive and easiest-to-use coverage. When a system or appliance unexpectedly breaks down, you'll smile knowing your client is protected.

*Learn more by visiting **2-10.com***

KELLERWILLIAMS®
2015 STRATEGIC ALLIANCE

Keller Williams Realty, Inc. does not warrant any product or service delivered under the strategic alliance. All products and services are provided by 2-10 HBW. Home Buyers Resale Warranty Corporation and Home Buyers Warranty Corporation VI d/b/a 2-10 Home Buyers Warranty. California: 2-10 HBW Warranty of California, Inc. Virginia: 2-10 Home Buyers Warranty of Virginia, Inc. 2-10 Home Buyers Warranty or its affiliates does business in all states except Alaska, Hawaii, Montana, New Hampshire, Wisconsin, and Wyoming.

AND WE'VE
JUST BEGUN