

outfront

kw
KELLERWILLIAMS.

VOL. 14.1 2017

TECH RE VOLUTION

With growth comes opportunity ...
KW TECHNOLOGY enters uncharted territory.
p.6





A NEW PERSPECTIVE

A new year means new opportunities to make your market and earn your unfair share. At Keller Williams, we're committed to providing you with the technology, training and tools you need to fund your life and create opportunities. And we're committed to delivering the platform that your buyers and sellers prefer.

Five years ago, we launched the Growth Initiative with a simple objective: to focus on our most leveraged activities to achieve our goals. It has led not only to doubling in the size of our company, but to remarkable increases in agent production. Since 2011, closed units are up 113 percent. Closed volume is up 183 percent. And GCI is up 176 percent. And we're just getting started.

This past year, we launched the Career Growth Initiative (CGI) to help agents boost their production, gain market share, and fund their lives.

In this issue, you will hear the stories of agents around the world who are embracing the CGI tools to grow their businesses. You'll meet some of the top agents in all of real estate and how they're investing in themselves and others to leave big legacies. And you will learn about the technology and tools our growth is funding so Keller Williams stays at the forefront of innovation and achievement. You will also learn about the technology our growth is funding (\$41.1 million this year!) so Keller Williams continues to be a disruptor: elevating the consumer experience and helping you make a difference in people's lives.

JOHN DAVIS
Co-CEO

CHRIS HELLER
Co-CEO

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Look for associates accelerating their success with **KW MAPS Coaching**.

BOLD Graduate

BOLD

KW MAPS Mastery
Coaching Client

KW MAPS MASTERY

BOLD

JULIE
HOPKINS

TELL YOUR STORY LIKE A FORTUNE 500 CO.

Keller Williams associate

Julie Hopkins of Park City, Utah, knows the power of a sound and consistent marketing plan, and it starts with writing your story.

The avid downhill skier ran \$100 million marketing departments for companies like Mrs. Fields, Sharper Image and Park City Mountain Resort before jumping feet first into residential real estate.

When Hopkins set up shop in her Utah ski town, one of the first steps she took was to craft a marketing plan fit for a Fortune 500 company. Hopkins says that marketing – your listings, your business, and yourself – is a crucial component to every agent's business plan. And it's one that will bring in both new and repeat business when done right.

"You can spend money really fast in real estate," says Hopkins. "You have to appropriate your funds in a smart way. Try something, and if it's not working, don't waste time – discontinue it."

Hopkins had an impressive career in high-end marketing after earning her MBA. She also taught marketing in the MBA program at The University of Utah, and consulted for companies such as Walmart, PetSmart's vet services, and the Toyota Dealers Association. But the long hours and the long commute were wearing on her.

"I came home every day exhausted," she says. "I wasn't happy. I quit my job without knowing what I was going to do."

For a while after, Hopkins did consulting work for high-end luxury brand brokerages and quickly became a top 10 individual agent at Prudential Utah Real Estate,

now Berkshire Hathaway Home Services. Then, Hopkins decided to join Keller Williams and start her own real estate business.

“When I branched out on my own, I was scared,” Hopkins says. “But when I did, I wondered why I hadn’t done it sooner. I still work long hours, but I’m energized by it – I love it and it makes me happy.”

Market Your Business like a Fortune 500 Company

Hopkins says the first step to creating a successful real estate marketing plan is to develop your story or personal brand. Your brand is the way you present yourself and your business to the world; it’s what sets you apart from other agents.

“It’s everything from your logo to how you write about yourself to how you present yourself visually,” says Hopkins. “It’s even how you answer the phone,” she says, noting a huge difference between a “Hello?” and an upbeat “Hi, this is Julie, how can I help you?”

Hopkins’ personal story of growing up in a ski town and knowing the mountain lifestyle, resort town dynamics and how to make a home is attractive for her clients: buyers coming to make Park City their home, as well as buyers looking for a second home to escape the city or to use as an investment property.

Hopkins’ website makes her a relatable local expert with pictures of mountain vistas, cozy homes with fireplaces, and herself smiling on the area ski slopes. She also includes insider information on her favorite local restaurants and a Park City events listings page as well as her community involvement on several nonprofit boards.

Your Business Marketing Plan

To hone in on your brand and create a successful marketing plan, first define your target audience – what are they looking for, what is their price range and how do they get their news and stay informed? Once you have that, you can choose the right marketing vehicles for your business. Hopkins sticks with a few core marketing strategies that have consistently worked for her, but also leaves room to experiment.

For agents starting out, says Hopkins, pick one or two marketing vehicles and do them consistently. Hopkins commits to sending an email with tips and trends to her network on the same day each month. Sometimes when work is busy, she’s tempted to skip it, but “I just force myself to do it and it always pays off,” she says.

Marketing Listings

For listings, Hopkins is meticulous. “A lot of agents take a listing and put it on the MLS and then think that’s it,” she says. “But it’s so much more.” Agents must think about what makes a home unique and who the future owner might be.

“I take great pride in looking at a home and thinking about what sets it apart from other homes and why someone would want to buy it. Then I use that information to craft a marketing message and campaign to get it sold.”

Hopkins also tries to be at as many showings as possible to overcome objections, hear what buyers are saying and then fine-tune her marketing and her approach to get it sold.

She believes her background in competitive skiing has also served



How to Market Your Business like a Fortune 500 Company in Four Easy Steps

1. Have a plan targeting your audience with the most appropriate strategies for your business and your area.
2. Spend only what you must and increase only when profits increase, not sooner.
3. Outsource the tasks you know others can do better than you.
4. Create unique and individualized campaigns for each listing.

her well in real estate, giving her a healthy drive to “win.” She also credits Keller Williams with her success.

“Keller Williams believes in individuality and promotes entrepreneurship, but they also support you when you need it. It’s a great fit for me.”

Keep Expenses in Line

Hopkins keeps very close tabs on her marketing expenses, tracking everything in a spreadsheet, and is extremely selective about the ads she chooses to place. She typically receives at least one sales phone call a day, from a grocery store or a television station, asking her to advertise. “You really have to sort through the ideas so you can be smart about your marketing spend,” she says.

For inexpensive marketing strategies, agents might consider a co-op ad, or a print ad shared by several agents, she says. Email blasts and social media posts are also effective and free ways to reach out to your network. But Hopkins still believes in traditional marketing media as well, for example direct mail.

“A lot of agents have moved away from that, but I still believe in it, right or wrong,” she says. The best approach, says Hopkins: one that balances both new and traditional media. **kw**

In today's consumer-driven
digital world, companies
must make a decision –
disrupt or be disrupted.

Keller Williams has chosen

**RADICAL
DISRUPTION**

As your customers spend more time online, they've been taught to expect an on-demand agent. Growing your business in this highly competitive, technology-fueled environment is more complicated and requires more energy than ever before.

Keller Williams acknowledges this reality, and is taking momentous actions to ensure that its agents get back to their leads faster, spend more time with their clients and focus on the activities that truly matter in their business.

"Real estate is a relationship business and it always will be, but it is absolutely necessary that we create more meaningful experiences for your clients," says Keller Williams Co-CEO Chris Heller.

In the past, Keller Williams has stood behind its agents. In today's world, this is no longer possible and the company must move from the shadows to stand firmly beside its agents. And so, after 34 years, the company has for the first time reimagined its mission and perspective. It's leveraging the collective power of its 150,000 associates and ambitiously charging forward as a technology company that provides the real estate platform that our agents' buyers and sellers prefer.

This incredible shift is possible thanks to Keller Williams' consistent growth and increased productivity, the result of Co-CEO John Davis's Growth Initiative, the Career Growth Initiative and the dedication of leadership at all levels.

A Technology Revolution

Over the past year, Keller Williams has made massive investments in its core infrastructure in order to reimagine your most critical technology. Keller Williams Technology Leaders Josh Team, Jonathan Berkowitz and Steve Peterschmidt are leading the charge.

"World-class technology companies need to own their product vision, they can't rent it. We can't outsource our road map and vision because no one cares more about what you need to be successful than we do," said Josh Team, chief innovation officer. "Our observation is the number one challenge an agent faces is the number of independent, disconnected technologies."

Currently, agents must track their customers across over a dozen software products and systems simultaneously. Keller Williams envisions a world where every one of its agents has ALL the data about their customers, their prospects, and their business in ONE place. This is accomplished through the creation of a single platform that allows agents to effortlessly run their business.

Jonathan Berkowitz, chief product / strategy officer, is helping Keller Williams work through this. New to the team, Berkowitz has been brought on to unburden agents from having to make and manage dozens of technology decisions and provide the ultimate alternative — an end-to-end platform that allows them to run their business.

Outside technology companies have seen the same challenge and have attempted to fill the gap between what consumers want and how the industry is evolving, but they rarely respond properly because the big picture is too complicated for them. "While many chase the promise of an end-to-end solution, it requires commitment to a single experience and cannot be assembled with dozens of parts," added Berkowitz.

Uncompromising Core Values

Keller Williams has decided to invest in closing this gap and pivot to intersect the best consumer experience with the best agent solutions. And since the company has taken development of its technology future in house, it is able to apply the best practices and proven principles that Gary Keller and Jay Papasan are using to develop the MREA2.

"Every six months you'll see us take another step on our road map. We'll move from simplifying agent technology to expanding your ability to reach new consumers," explained Berkowitz.

To accomplish this, focus will be spent innovating on the following three core product strategy principles:

1. Simple: The only tech worth using is tech that provides beautiful, uncomplicated experiences.

2. Smart: Real estate-focused technology will be smart — the more you use it, the more it will accomplish on your behalf.

3. Scalable: Everyone starts out small; some get big and some get huge. Your tech needs to grow as you do.

Introducing the Keller Cloud

With a renewed mission and clear vision to simplify your technology ecosystem, Keller Williams has created the Keller Cloud, the industry's smartest platform. Designed to help you learn and earn, the Keller Cloud dramatically simplifies the day-to-day experiences you have with the most important technologies you use.

Within the cloud lives an ever-growing collection of tools, all of which work together and allow you to control every key aspect of your business and growth goals. Key functions include training, connecting with fellow associates, day-to-day business operations and expansion of your circle of influence.

CONTINUED ►

LEARN with KWConnect

Keller Williams' product strategy reflects a continued commitment to training and education. This is reflected in KWConnect, a trusted resource for the 97,000 agents who have already adopted it. Powered by Keller Williams agents, KWConnect is on its way to becoming the most influential community of real estate professionals in the country. It will only get smarter and become more deeply integrated into the Keller Cloud.

EARN with KWCommand

Key to empowering agents to own and execute their growth plans is KWCommand. Built on agent insights, KWCommand is an integrated experience that knows your goals, knows your market, collects data on your customers and helps run every aspect of your business from one location. An agent's database is their business and this goes far beyond a CRM. And when you opt in, you opt in to more referrals and powerful, strategic integrations like social media advertising with Facebook and Kelle, an AI-based tool that understands and works within the Keller Cloud.

The Transition

Removing fragmentation and revolutionizing the solutions agents use to manage their business and achieve their goals is a journey, and it's already begun. "By Mega Camp [September 2017], agents will be able to learn in one place. One experience," says Steve Peterschmidt, chief technology officer. KWCommand will be rolled out through August and will include complete task and pipeline management, referral and AI services.

Over the past five years, Keller Williams has become the world's largest real estate company with the most powerful community of agents. Over the course of the next five years, the company will build the simple, smart and scalable technology solution for agents to help consumers pursue their perfect lifestyle. **kw**



LEFT TO RIGHT:
JONATHAN BERKOWITZ,
JOSH TEAM AND
STEVE PETERSCHMIDT

KELLER CLOUD ROAD MAP



► Details and developments can be found on (KWConnect.com)

KW MAPS MASTERY

NOAH
OSTROFF

Given the scale of his operations, it is amazing that Noah Ostroff, founder of Global Living Companies in Philadelphia, Penn., has only been in the real estate business eight years. By the end of 2016, he and his team closed more than \$138 million in sales volume that year.

REWARD YOURSELF CULTIVATE SUCCESS

In 2008, when the housing and financial markets were recessing, Ostroff got his real estate license, joined Coldwell Banker Preferred and earned Rookie of the Year for closing more deals in his first year than anyone in the company's history. Two years later, *Philadelphia* Magazine bestowed on him an award for excellence in the industry. That same year, Ostroff established the Philly Living team to serve the Philadelphia market, where they have racked up accolades.

In 2014, looking for a more collaborative environment and a framework for even more growth, Ostroff transitioned with 15 team members to Keller Williams Philly South. "When I came to Keller



Williams, there was a great shift in my whole approach," Ostroff says. "Instead of learning how to sell more houses, I learned how to achieve success through others and how to efficiently run a business."

Because he wanted to push himself even further, Ostroff signed up for weekly KW MAPS Coaching, even though he had some initial reservations about it. "I really had to question if I wanted to be held accountable for my goals, plans, and daily activities," he admits. "Athletes have always relied on coaches, but I hadn't yet made the connection: if athletes use coaches to improve, so can business owners and real estate entrepreneurs. When I finally committed, I realized the impact it

Since KW MAPS Coaching has been crucial to his success, Ostroff offers some

COACHING TIPS to help BOLSTER YOUR BUSINESS

- 1. Align accomplishments with goals.** What did you accomplish this week? Do your accomplishments align with your goals? A coach will remind you of what you said you were going to do. For every aspect of your business, whether you like it or not, having someone to hold you accountable helps your bottom line.
- 2. Work more ON your business rather than IN your business.** There will always be emails, urgencies, interruptions and meetings. These things are going to happen no matter what. So, do some strategic planning to stay focused on where you can get the highest return on your time and energy.
- 3. Guard and protect your lead generation time.** No matter how busy you are, no matter what distractions come your way, make sure you spend time every single day generating leads.
- 4. Allow yourself to be open to learning about your areas of weakness.** Don't be sensitive about it either. A coach is neutral and has an outsider's perspective. They can likely laser in on your weaknesses far better than you can. Learn from them and improve.

had on my mindset and productivity. It has really been transformative,” he says.

While he has clearly had great success in the Philadelphia area, Ostroff was not content with the natural boundaries that a large city limited him to, which is the metropolitan area and its surroundings. So, he set a 10-year goal to form 50 teams that will do \$1 billion in sales. The plan is already in high gear. One year ago, Ostroff formed his company, Global Living Companies, and bulked up his team so he could focus on expansion. Now the Global Living family of real estate offices include Philly Living, Jersey Living, Palm Beach Living, and Miami Living.

Ostroff has since hired a second KW MAPS Coach, and he points out that each coach specializes in a different aspect of leadership and business to help him with strategy so that he is consistently working to his highest and best potential. Not only does he receive coaching, but this year he has taken on the role of KW MAPS Coach himself. “I work with two people each week and it has been rewarding for me to share

“Instead of learning how to sell more houses, I learned how to achieve success through others and how to efficiently run a business.”

what I’ve learned. I help them consider ways to execute on their unique visions and build strategies for overcoming distractions to focus on what is most important to them.”

In 2016, Ostroff started his own KW franchise in Philadelphia and is now the operating officer of the brokerage. He is proof that even if you are already doing well, coaching can hold you accountable to your craft and fine-tune your specific story to fortify your confidence and success. In addition, he urges fellow agents to hire a KW MAPS Coach before bad habits take root. It is easier to build momentum with good habits than to break habits that are not serving your purpose. **kw**

5. Set goals equal to your potential. A goal is a dream with a deadline. People often set goals far too low for themselves. You must ask yourself why you aren’t setting goals high enough. Is it fear? A limiting belief? Negative self-talk? What’s your potential? When you know, set goals that will get you there.

6. Surround yourself with success. “You are the average of the five people you spend the most time with,” says entrepreneur Jim Rohn. So surround yourself

with a cadre of high-level thinkers, passionate leaders, and entrepreneurs.

7. Think like a businessperson, not like a real estate agent. We all want to sell more houses, but we need to learn to think like business owners instead of sales agents.

8. Be comfortable with being uncomfortable. A coach is going to take you outside of your comfort zone because comfort zones are meant to be disrupted.

9. Change perceived limitations. This is all about mindset and you must do the mental work to remove them. Our lives and our careers are determined by our acceptance or rejection of our perceived limitations.

10. Set the stage. Make sure you have the infrastructure and systems in place to fully implement all the ideas that will be generated by coaching.

11. Don’t be afraid to pay well for the right talent. Great people will give you the

highest return on investment. A great hire is worth three times what a good hire is worth.

12. Have a plan. A coach will help you refine your business plan and concentrate on the activities that are directly tied to your success.

13. Dig deep with a coach to hone in on your Big Why. It is the road map for all you do.

BOLD

BRIAN
100,000TH BOLD
REGISTRANTDIANNA
KOKOSZKA

THE ONE IN

Brian Wilder marked the 100,000th life and business made better by KW MAPS Coaching and BOLD Experience

When he saw Dianna Kokoszka, CEO of KW MAPS Coaching, heading through the courtyard – on crutches, no less – toward the BOLD classroom, **Brian Wilder** with KW Preferred Partners in West Palm Beach, Fla., had no idea she was heading his way.

Wilder knew that someone in the room was the 100,000th person to register for BOLD. And he reasoned that the odds were not in his favor. There were at least 100 people in attendance, giving him a one in a hundred chance of being the one. When they narrowed down the mysterious registrant to someone who was a table leader, Wilder still brushed it off since there were 10 other table leaders. When the last clue – “someone who has 11 letters in his or her name” – was given, Wilder let out a whoop.

It was fitting that he was the 100,000th person to register, attend and graduate from BOLD. A satisfied customer, this was his third time to take the course. When the program debuted back in 2009, he was one of the original attendees. “It was a great course then and it’s a great course now. I learn something new every time,” Wilder shared.

BOLD EXPERIENCE PARTICIPANTS

Real estate is in his blood. He still has a picture of him at 8 years old wearing the signature gold blazer from the company where his dad and aunt were agents. After school in 1998, he decided to go into the family business, earned his real estate license in one week, and followed his aunt to Keller Williams where he was named Rookie of the Year in 1999. He’s been going strong ever since and credits the strategies he learns in BOLD with his incremental growth these last few years.

“Back in 2009 in south Florida, the market was shaky. We were just coming out of a shift and there were a lot of REOs and short sales. So many, in fact, we were teaching the banks how to do them. It was in this environment that I experienced BOLD for the first time. It felt like drinking water from a firehose because the program is so packed

WHAT YOU focus on EXPANDS.

Come explore BOLD and learn more about each of the **30 BOLD laws!** Each one will help you grow personally and professionally.

1. Change the way you look at things and the things you look at change.
2. A life by design, not by default.
3. BE, DO, HAVE.
4. There is no try.
5. What you focus on expands.
6. Complaining = garbage magnet.
7. Don't listen to your drunk monkey.
8. Want = lack.
9. Come from contribution.
10. Do what you have always done, and you will get what you have always gotten.
11. If it is not on your schedule, it doesn't exist.
12. You can have reasons or results and you can't have both.
13. All work expands to fill the time allowed.
14. Your business grows to the extent that you do.
15. Keep your emotions between the lines.
16. Success is simple, not easy.
17. Don't mistake movement for achievement.
18. Motion = emotion.
19. Clarity is power.
20. It's not about selling real estate; it's about following a schedule.
21. People will grow into the conversations you create around them.
22. No pressure, no diamond.
23. Spontaneity is a conditioned reflex.
24. You get what you deserve in your imagination.
25. Don't compare your insides to other people's outsides.
26. How you participate here is how you participate everywhere.
27. The purpose of business is to fund your perfect life.
28. Things aren't always how they appear to be.
29. Focus on the solution, not the problem.
30. Your cells eavesdrop on your thoughts.



and accountability teamwork, participants learn real-time tactics that immediately impact their production. Last year, BOLD graduates increased their closed transactions by 50 percent and increased their income by 114 percent.

At the class where he was awarded a VIP trip to Austin for being the 100,000th registrant, Wilder and his tablemates did the BOLD 100 in a single day. He confesses that the month prior had been “a weird time in south Florida” and he needed BOLD more than he even knew. In the years that he has been armed with BOLD, Wilder has thrived through market highs and lows. “My passion for real estate has been magnified in the economic shift that has found most people struggling. It has been an honor and a privilege to assist and direct people who otherwise would not

with content. I didn't know what I didn't know.”

BOLD, which means “Business Objective: Life by Design” was written by Kokoszka to help agents increase their productivity. The program was born from strategies she used to sell more than 4,000 houses. Using lead generation techniques, mindset activities,

know what to do with properties that are challenged by deflated prices. It is through this shifted market that my value is greatest.”

kw

WINS IN RECORD TIME

In 2011, Operating Principal **Ron Wexler** of the Orland Park market center adopted the Keller Williams Growth Initiative without hesitation. The previous year, he had seen first-hand in another market center that the activity and focus-driven back-to-basics system for fueling growth worked.

"I knew it was time to listen to the people who had been there before. The biggest curse being in real estate is we all think we know and can figure out everything. There's just a point where we have to surrender," Wexler says about wholeheartedly adopting a new way of doing business.

A Remarkable Turnaround

At the time the Growth Initiative was introduced to the Orland Park market center, Wexler's team had nothing to lose in adopting it. In 2010, the Illinois-based market center suffered a loss of \$59,000 and times seemed bleak. However, after implementing the Growth Initiative the following year, the leadership team was able to turn around the losses and net \$8,000 profit. It was the start to remarkable growth and recovery. In 2012, the system really took root and profits jumped to \$204,000. In 2016, the team had a 60 percent profit increase over 2015.

It's a remarkable turnaround, but not a unique one. Since its

company-wide introduction in 2011, the Growth Initiative has led to historic gains, including doubling the associate count, making Keller Williams the world's number one real estate franchise by agent count, while cumulative profit share has surpassed \$850 million, including \$154 million in 2016.

Back to Basics

Each week, Keller Williams Co-CEO John Davis hosts separate conference calls with operating principals (OPs), team leaders (TLs), and market center administrators (MCAs) to discuss company performance and focus on activities that are working to drive that success.

For **Karen Saut**, Orland Park's MCA, these calls and activities were a wakeup call. She began to better understand what her TL was handling and where she could help her be more effective in her job. It created leadership team awareness and got everyone on the same page.

"It helps us understand what is expected of us and our TL's systems," Saut says. "Everyone knows what their role is and what they need to do to be successful and how others can help."

Team Leader **Colleen Basinski** says that the Growth Initiative gave her a set of standards she was expected to uphold and a system to teach her team to help them succeed. Initially, there was some resistance among the team with regard to more reporting and greater accountability. But Basinski says that when the

leadership team began to show how filling out their reports could lead to better systems and greater overall success and transparency, the team all got on board.

Building Careers

And while the Growth Initiative is primarily targeted toward the growth of the market center, in July 2016, KWRI rolled out the Career Growth Initiative for associates. This program uses similar goals, accountability and reporting to help individual Keller Williams agents achieve their own success and move forward in their careers.

Having experienced such great success with the GI, the leadership seamlessly rolled out the CGI, which was designed to be used in tandem with the GI language and tools already established.

Dave Auffarth, member of the Orland Park market center's Associate Leadership Council (ALC), says he's not really a "numbers guy," but the Career Growth Initiative has changed that. By focusing on four key areas

– listing appointments, listings secured, closings and profit – agents can see where their strengths lie and where they may need additional focus, training or coaching to improve.

“What this does is it allows agents to focus on running a business, because without these four conversations, you’re just running around for a paycheck. You’re not really focusing on being a businessperson and owning a business, which means watching the numbers, which is a lot more numbers than these four. But if you can get them focused on these four, it expands from there,” he says.

The Payoff

The market center’s turnaround is a testament to what the Growth Initiative can accomplish, but the team members say that it’s been more than that. Better systems

have allowed the team to grow from 46 agents in 2010 to 425 today. The team is in the process of growing five more leaders over the next two years – a goal that Wexler has made a priority.

But it’s also personal. Everyone in the market center is earning more money as a result of the increased success and profit.

Auffarth says that the overall success of the market center has been inspiring to him and is helping him realize his own career goals.

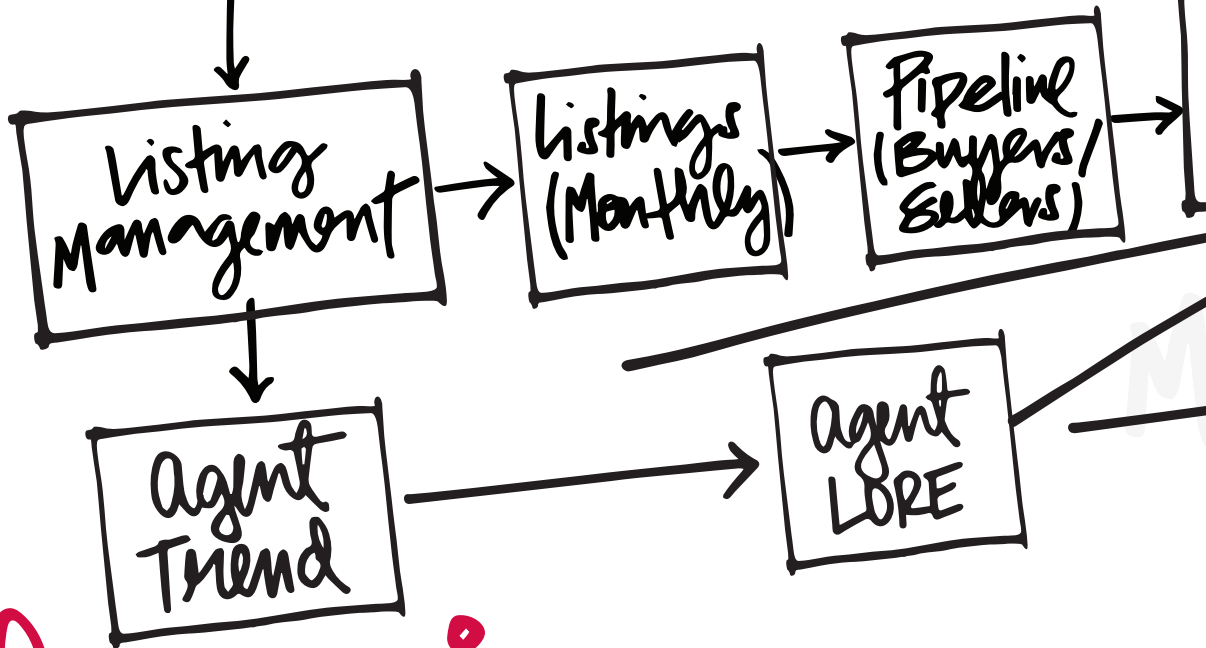
Meanwhile, Basinski has helped agents grow their income to levels they never thought possible – and seen her own personal income more than quadruple during her six years with the team. “And that allowed for things like sending my son to college. Being able to write a check so he can go to any college and I don’t have to worry about it at all,” she says. “And our associates are earning more than ever before. They are going on vacations with their families and paying cash.”

For Wexler, building his market center has been both professionally and personally rewarding. After seeing some agents lose everything in the recession because they “were only as good as their next sale,” he takes the commitment to build a thriving market center personally.

The associates are also experiencing tremendous benefits from utilizing the CGI. “We have agents capping now who never capped before,” says Basinski. “The CGI breaks up activities into monthly, weekly and even daily activities so everyone can achieve their individual goals.”

“Just based on my production, these companies all wanted me. None of them had anything to offer except, ‘Come work at our company. We’ll give you money upfront.’ They were going to offer me a bounty to come join them. Ultimately, I wanted the personal growth. That’s what attracted me to this world. Now that’s what I want to share with the people here. I by no means think we’ve arrived. I think we’re on a really great track, though,” Auffarth says. **kw**

LEFT TO RIGHT:
COLLEEN BASINSKI, DAVE AUFFARTH,
KAREN SAUT, RON WEXLER



Changing the GAME

% to Goal
75%

You can't achieve your goals without first knowing what they are.

Since the launch of the **Career Growth Initiative (CGI)** in July 2016, Keller Williams associates have used the tools to blast through production records and change the game for the fourth quarter. The results of these efforts are in, and the numbers tell a powerful story.

KW associates continued their winning streak of setting all-time production records every single month in 2016! This is their story – and no one in the entire industry has a value story like this. As a result of the CGI tools, our associates are starting 2017 at full speed.

Now is the time to maintain this incredible momentum and push to achieve even more. Here is a look at how six associates are using the CGI tools to change their businesses and change their lives.

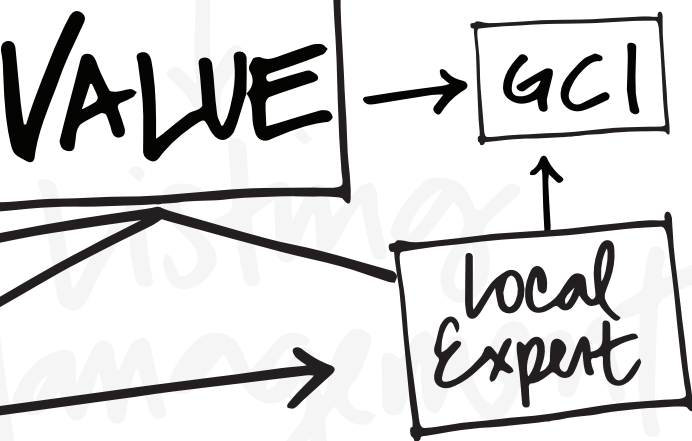
WHAT WILL YOU ACHIEVE WITH CGI?

CAREER
GROWTH INITIATIVE

JUL

AUG

SEPT



CGI CALCULATOR:

→ Set Big Goals

With the CGI Calculator – the first step in the CGI tool suite – agents can work backward from a profit goal to uncover the activities they need to complete each month to stay on track. The calculator allows agents to track how their activities are driving results, investigate their true earnings and evaluate how close they are to their goals and funding their life.

By using the CGI Calculator, agent **Elizabeth Ulrich** of the Chesterfield, Mo., market center can set even bigger goals because she can see how to attain them.

“It’s been a big awakening of ‘That’s all the business I need to be doing? Why can’t I push myself?’” Ulrich says. “If I made 10 more contacts a day, I can see what I could achieve. It’s made me challenge myself more.”

In addition to goal setting on the listings side, the CGI Calculator creates an avenue for accountability across all aspects of the business.

“It’s made me challenge myself on my budget,” Ulrich says. “I love the breakdown of it and how the left side is the layman’s terms of explaining what you’re looking at. It truly makes you run it like a business. I love being able to couple the accountability of the tool with having a coach. It all works really well hand in hand.”

Specifically, Ulrich has found success with the expense management capabilities of the CGI Calculator.

“It makes me really focus on the right activities and why I am or am not converting,” she says. “Before I go out and buy something like leads from Zillow or Trulia or put up a banner, I use the CGI tools to see what’s going on in my business that I can change before I spend money.”

LISTINGS (MONTHLY):

Stay on Track

Just as we rely on red and green lights to tell us when to stop and go when we are driving, the Listings (Monthly) tool offers agents a quick color-coded cell to let them know if they are on track in their goals for the month. In the worksheet, the adjusted monthly listings taken goal cell turns green if an agent is ahead of their goals or red if an agent is behind. When you know your status, you can look at the calendar to determine what you can do to meet your monthly goal.

If agent **Cathy Banu** of the Ridgewood, N.J., market center sees that the cell is red, she knows exactly what to do to get back on track.

“I would immediately call my allied resources – my top 25 clients in my sphere of influence,” she says. “First, they start out as clients, then friends, and now they are family. Who better to ask for help than family? We have worked together, established a bond and a mutual respect for each other. They are happy to help add to the pipeline. All we need to do is ask.”

“Hosting an open house would be my next response,” she adds. “It is one of the easiest ways to meet people who are interested in the housing market. The key is to listen. Take the time and speak with them and listen to what they need. You will make a friend, and oftentimes you will find a client.”

Banu also knows that green doesn’t mean you sit back and relax.

“As an agent, you learn early on, ‘Never give up, never stop lead generating, and always be BOLD,’” she says. “I don’t think I could stop if I tried.”

ALWAYS BE BOLD

AGENT TREND REPORT:

Coron market share

PIPELINE:

Follow Up

After setting your goals with the CGI Calculator and using the Gross Goals Worksheet to stay on track, you can follow up on each appointment you book by using the Pipeline tool. Agent **Laura Bowers** of the Castle Rock, Colo., market center shares how she puts the CGI tools to work for her to do just that.

"The Pipeline tool has proven to be invaluable to me," she says. "I generate business from multiple sources – FSOs, expireds and referrals – so I actually generate a separate Pipeline report for each source of business. I am able to keep a pulse on each stream of business. The Pipeline tool not only holds me accountable to my goals and business but also shows me what my next step or action is that I need to take with each client."

In the Pipeline, each lead can be rated with a number based on when they plan to buy or sell.

"I tailor my follow-up with each client to meet the client's needs and desires," Bowers says. "Some clients are ready to buy or sell right away; others need more time, which means more cultivation and contact on my end."

Bowers already has seen big results from the tool.

"Before the Pipeline tool launched, I really wasn't proactively or effectively managing my pipeline," she says. "Looking back, I am sure I lost prospective clients due to lack of pipeline management and follow-up. Since I have been using the Pipeline tool, I have more time to devote to cultivating business relationships and growing my business. My level of closed volume has skyrocketed as I have become more purposeful. There is a direct correlation between my current level of closed business as it relates to the implementation and use of the Pipeline tool."

Tracking your growth has never been easier, thanks to the Agent Trend Report. Through eight critical levers, agents can assess their performance and gain another avenue for demonstrating value to prospective clients. Those production metrics are listings taken, listings taken volume, listings sold, listings sold volume, contracts written, contracts written volume, closed units and closed sales volume.

"Numbers are the language of business," says agent **Chad Smith** of the Arlington, Texas, market center. "Numbers always tell a story."

That's why Smith finds it important to review the metrics in the Agent Trend Report each month.

"I look to find what was going well and double down on it," he explains. "Then I look to see what holes I had in my business and work to fill the gaps. You can also see your own patterns from previous years. A good example is that going into the third quarter, a lot of folks naturally let off the gas a bit. We look at the Trend Report and can see that the team or a certain individual has a hole, and we can work harder to either maintain or to increase production in those months to compensate for that."

Smith has used a version of the report since 2009, but the CGI tools save him the time and effort of getting copies of his production numbers each month from his MCA.

"It's awesome," Smith says of the new Agent Trend Report. "We wait

for it to come out each month, and as soon as it does, we roll through the numbers at our next team meeting. That's how we create the story we go out and share with our clients. This year, our local market has flattened out, but our volume is up 73 percent year to date."

AGENT LORE:

Show Your Value

Words can paint compelling pictures, and by using the Agent Language of Real Estate (LORE), it's easier than ever for agents to do just that. In the LORE report, agents have a communication tool that allows them to compare their business to an MLS or board, a subdivision, a market center, a region, as well as to Keller Williams agents around the world. Agent **Brett Jennings** of the Los Gatos Estates, Calif., market center uses LORE to tell the story behind his production and underscore his validity with clients.

"The LORE report got us focused on an office level on our numbers as



(LORE)
Language
of Real Estate

they relate to our competition,” Jennings says. “We’ve been using that as a differentiator to share at our listing appointments because it lets people know they’re working with a winning team. If they’re considering an agent from another brokerage, we can show that we’re outperforming them in the marketplace by selling more homes, so who does it make the most sense to work with?”

The LORE report has also created a healthy sense of competition inside his office.

“It’s brought an awareness to knowing our numbers because if you don’t know your numbers, you can’t really make progress,” he says.

Jennings offers a compelling example of just how inspiring numbers can be.

“If you’re in the Olympics and you’re the second-place swimmer in the world, you’re not only aware of what Michael Phelps’ 100-meter butterfly time is, you know it down to what his split times are because that’s where the bar is for you,” he says. “Knowing what our competitors are doing as far as growth inspires us. It’s not competition from an ego perspective. It’s the best definition of competition – a group of people conspiring for greatness.”

LOCAL EXPERT: Tell your story ↘

With the Local Expert tool, agent **Tony Swainey**, who is part of the Fort Mill, S.C., market center, can offer hard proof of how his production surpasses other agents in his local market, which covers parts of both North Carolina and South Carolina. By comparing the growth of his business to that of the local board, market center and region, Swainey is able to pinpoint

NUMBERS
always tell
a story!

exactly what sets him apart from the competition.

“The tool provides a very easy to understand visual aid, which I can walk the client through, illustrating why they should list with Keller Williams and me,” Swainey says.

The numbers generated by the report give a clear view for potential clients in a way words might not.

“No matter the personality type of the client, by comparing my stats to the local stats, they clearly understand the competitive advantage Keller Williams and I represent in working for them in the marketplace,” Swainey says.

With the Local Expert tool, Swainey saves time before listing presentations.

“Before we had this tool, I would have to go to the general MLS site and pull statistical information for the general area and make adjustments to try to zero in on the competitive set, then go through and pull numbers and manually calculate my numbers to put together a document for a listing presentation,” he says.

In addition to making his presentation preparation more efficient, Swainey has seen an increase in effectiveness thanks to the solid proof the Local Expert tool generates.

“The tool has increased my effectiveness in dealing with potential clients who are primarily numbers oriented,” he says. “Secondly, when I am in multi-interview situations with non-Keller Williams agents, I am able to provide a clear value differential as compared to the competition.” **kw**

HEAD TURNERS

Every day, top-producing agents are turning heads as they make the move to Keller Williams.

While the reason for making a brokerage change is personal for each and every agent, the desire to grow personally and professionally is evident in all.

Top-notch agents choose Keller Williams for the value they receive and the endless opportunities they have to build careers worth having, businesses worth owning, lives worth living, experiences worth giving, and legacies worth leaving. In every issue of *OutFront*, we celebrate these individuals. Here's a look at a few who are now proud to call KW home.

TURN



“Keller Williams has so many great tools for agents. It can make your head spin because you want to take or use them all right now.”

DESMOND **MILVENAN**

AUSTIN, TEXAS

Desmond Milvenan's 15-year tenure in the Austin real estate market has come full circle.

“I’m coming back to Keller Williams with 15 years of experience, an average annual closed sales of \$20,000,000 and as the top producer of Engel & Völkers Austin,” Milvenan says.

“Real estate is a business of matchmaking. It allows me to fulfill my mission daily: Strive to connect people with others, homes and experiences that enrich my life. I’ve always kept my eye on Keller Williams throughout the years. I’ve watched Keller Williams transform as the market and economy needs it to. The concept that the company is here to serve the agent, not the other way around, sets Keller Williams apart from everyone. I feel like the tools and trainings will grow my business and offer more services to my clients.”



GOLDEN, COLO.

COURTNEY OLSON

"My approach to my business is about establishing relationships," says Courtney Olson of The Core Group in Golden, Colo. "I get to share in the most exciting time of people's lives. It's sharing in their journey, not just showing and closing homes. My relationships with my clients remain after closings."

Olson has been in the real estate business for 10 years. In 2016, as a solo agent, she sold 81 units for a total of \$28 million in closed volume. The decision to move to Keller Williams wasn't considered lightly by Olson. What really "sealed the deal for her" was a series of conversations with a KW associate who told her he wanted to help her get her life back. Closing the amount of volume she was doing on her own without the benefit of the KW models and systems in place proved exhausting at times. "I realized that

Keller Williams had my best interests at heart."

Olson was also very attracted to Keller Williams' profit sharing opportunities. "That they offer it to the associates, anywhere in the world, is outstanding. I love the idea that I can have income generating without me doing anything – it is an amazing concept."

Olson's goal for 2017 is to double her production from 2016. She realized that in order to do that, after 10 years as a solo agent, she needed a team. "Not just any team; a team that would be stewards of her work ethic and client standards," she says. "Keller Williams gave me the opportunity to assemble a fantastic team. Their systems and models alone are powerful tools. What's more is their broad scope of training tools including the Career Growth Initiative. Amazing!"

"Keller Williams gave me the opportunity to assemble a fantastic team. Their systems and models alone are powerful tools. What's more is their broad scope of training tools including the Career Growth Initiative. Amazing!"

MELISSA MACHAT

LAS VEGAS, NEV.

Melissa Machat of Las Vegas, Nev., has been a successful solo real estate for six years, but in 2016, she was ready to grow a team.

"In January 2016, I decided that I wanted to build a team. I had been relying entirely on my own production, but I knew there must be a better way to do business and balance my life," Machat says. "I re-read *The Millionaire Real Estate Agent* and the dots connected for me; this is exactly what I was trying to do."

"It had been ingrained in me that the more I produce, the more successful I am. But what I really wanted was a successful business, a company that was functioning and self-reliant. Coming to Keller Williams literally saved my business." Machat says that the Keller Williams

road map of models, systems, as well as Mega Agent Expansion opportunities attracted her to the company. But that wasn't the only reason. "The amount of opportunity in this company is unbelievable and what agents are achieving is inspiring. The idea of expansion is beyond motivating to me, and I've already taken Career Visioning, BOLD and ESO twice."

Machat and her team joined Keller Williams in October 2016. She emphasizes the importance of balance in life between her career and her husband and their two dogs. "I want to be the best agent I can be. Now I know how to achieve it, while also living the best life I can live."



"Coming to Keller Williams literally saved my business."

NAPERVILLE, ILL.

ALICE CHIN



**“They listened to me,
they got to know
me and helped me
to figure out what I
was missing in my
business.”**

Naperville, Ill., is recognized as a top community in which to live. The quaint and picturesque city has made headlines for its outstanding quality of life. Keller Williams associate and Naperville native Alice Chin uses her in-depth knowledge of the city to showcase herself as the local expert.

The Alice Chin Team has been ranked the #1 residential real estate team in Naperville for the last two years in sales units and total volume.

Despite the laurels in her business, Chin says that, for the last couple of years, she actually felt like she was hitting a wall. “The spark of work was dulling and I started to question what more was out there,” Chin says. “The team leader and operating principal of my market center sought to understand how they could help me. They listened to me, they got to know me and helped me to figure out what I was missing in my business.”

Last year, Chin attended the Expansion Systems Orientation course at Keller Williams Realty International in Austin, Texas, and says, “That was totally out of the box for me. Doors were opening all over the place, and my future became brighter. The environment at Keller Williams is like none other. It’s truly a culture of caring and has the agents’ best interests at the forefront.” Since making the move to Keller Williams in September 2016, Chin has assembled a brand-new team of nine including an inside sales agent, buyers specialists, and a listing specialist.

BOLD

HELEN KEIT
& THE KEIT TEAM

ACTION

RED CARPET VIDEO TIPS TO BRING YOUR LISTINGS TO LIFE

Keller Williams associate **Helen Keit** has more than 35 years of experience in real estate. During her career so far, Keit and her six-person team have collectively sold more than 2,000 properties. The Keit Team's hard work has not gone unrecognized – they were recently ranked as a top-producing team in the Queens/NYC market in the REAL Trends 2016 America's Best Real Estate Agents list.

What does Keit believe the key to her success is? “It’s multifaceted,” she says. “Experience has certainly taught me to be a better agent. I am constantly assessing the market, changing with it and challenging myself to stay on top of the game. You do it over time, and you always want to have a wide base when you carve out your specialties. I believe in order to give the best and most informed service, you have to be well-versed and own your niches.”

As a Certified Senior Advisor (CSA)[®] as well as a Seniors Real Estate Specialist (SRES)[®], a Certified Relocation Professional (CRP)[®], a Global Mobility

Specialist (GMS)[®] and a Certified Luxury Home Marketing Specialist (CLHMS)[®], Keit has created quite an arena of niches.

“That is the beauty of Keller Williams,” Keit says. “I’m always learning and growing, which is why Keller Williams is so well-suited for all agents. The company helps keep us all current and in front. In 2016, we sold 76 properties and earned \$31 million in sales. This year we’re going to end up with 85 properties sold, and \$36 million in sales.”

In 2015, a near \$3 million property listing became available after unsuccessfully being on the market for a year. There was heavy



Create WOW Factor Selling with Video

Keit says that as video becomes more popular, it is important that people know how to make professional-looking videos.

“KW Video helps agents stand out with a ‘finished-looking product’ as opposed to just filming live on Facebook,” Keit says. **“It is especially important when using videos for featuring properties.”**

► Create your own custom listing video and wow your clients at (kwvideo.com)

Here are some of Keit’s tips for making the most with your KW Videos

- › Make the message short, kind and informative.
- › Come from a place of authenticity and professionalism.
- › Personalize the video – it tells your audience you took the time to care about them.
- › Keep a YouTube channel for listing and informative videos (staging ideas, etc.).

competition for the listing, which Keit ultimately ended up landing. She attributes the use of KW Video to helping her seal the deal. “Most agents in Queens don’t belong to a luxury division, so I’m already set apart with Keller Williams Luxury Homes International. But creating a video is what gave me the edge,” Keit says. “The sellers were very professional and interviewing at a high level of scrutiny. I personalized and sent two KW Videos – one about the worldwide network of KW agents, and the other about KW marketing key points. The sellers were looking to find something that set an agent apart; these videos spoke to that.”

Keit not only got the listing, which was the highest selling property at the time, she ended up closing on the house, which happened to be the most expensive property listed in Queens to date. “The brand value of the KW Videos has a powerful effect on my clients,” Keit says. “In the luxury home market, I believe the videos are appealing because of their quality. When done right, a video listing is nearly as powerful as seeing the property in person and has the ability to attract nonlocal buyers.”

Keit explains that listings in her area that are priced for \$1.2 million to \$5 million tend to sell a little slower, while lower-priced properties move more quickly. So to get a \$3 million listing and sell it as quickly as

“The company paves the way for us to be better and gives us the tools to do it. After coming to Keller Williams Realty, I quadrupled my business.”

she did was a testament to the power of using video in her listing presentation and marketing efforts.

“We are always talking about our agent toolbox and ways to improve and add to it. We look for innovative ways to market our businesses and properties, and ways to bring what we’re doing to the public. These videos are a fantastic solution to that discussion,” Keit says.

Yes, YOU Can Make a Video

“Using the KW Video app was so easy to use that I floored myself,” says Keit. “I have an MBA in marketing and management, but believe me, I am not very tech savvy! That I can do these videos should tell you how easy it is.” Keit has been using KW Video for a few years now and says they allow her to do something simple and current. They offer an opportunity to connect with her sellers on a new level.

When asked where Keit sees the biggest opportunity for using video marketing in 2017, she says, “I think the biggest opportunity for video in real estate is to create meaningful content for your viewers on a regular basis. This way people can start to look forward to and recognize the uniqueness you offer.” **kw**

KW Global Property Specialists (KW GPS) associate Tim Gilson is connecting with buyers and sellers around the world.

GLOBAL REACH

Whether the market is shifting or booming, agents who find a way to set themselves apart from the competition will always find success. For Keller Williams associate **Tim Gilson** of the Birmingham (Mich.) market center, the strategy through which he has found success is in targeting international buyers and sellers as a member of KW GPS.

"It's a nice referral opportunity for someone looking for someone who has the ability to market to people outside the country and in their own language," he says.

Gilson joined Keller Williams in March 2016 after working in real estate since 2000.

"It was all the things I was seeking and wasn't getting in terms of support and the education in how to run a business," he says. "It's really powerful stuff. We're still getting our feet wet and looking forward to getting more involved, but it's a wonderful place to be."

In his inaugural year with Keller Williams, Gilson helped launch the Birmingham (Mich.) market center.

TIM GILSON

He also learned about the KW GPS program during his first month there and quickly became a member.

“It was a nice introduction right out of the gate,” Gilson says of GPS. “I use it as a marketing tool. We’ve had clients within the last week who asked, ‘What are you going to be able to do for us that would put this property in front of international clients?’ They’re accustomed to people talking about the MLS but not about putting it in front of people outside the U.S. in other languages. People are impressed by it.”

It is also easy to be impressed by Gilson’s own international background. He spent many years living and working outside of the United States, traveling both for business – his previous career field was metallurgical engineering – and for pleasure to more than 30 different countries. He also earned a master’s degree in international business from Pepperdine University.

“Travel was always fun and games, but on Sept. 11, I found myself staying at Arab quarters in East Jerusalem,” he recalls. “With that kind of seminal event when you’re that far from home and things are going haywire, it makes you do some self-examination. I made the decision to try to find a way to sleep in my own bed and took on real estate full time.”

The Michigan Technological University graduate also has conversational fluency in German and Spanish, the latter in part due to his Mexico-native husband and children, all of whom speak Spanish at home. Perhaps because of his history and family ties, Gilson has continuously found himself in well-traveled and

“For international buyers, much more goes into the relocation process than finding the perfect home. It’s not just buying and selling. We’re taking care of the entire transition.”

multicultural/linguistic social circles, which fuels his business both in terms of clients and team members.

“People from around the world searching for homes in southeast Michigan gravitate to me for a reason I can’t define,” he says. “We built our business out because of that. We have some buyer agents in our group who speak a variety of languages, which helps us target our marketing to specific audiences. For example, we recently targeted our Russian-speaking community through print and email campaigns because we’re able to communicate the concepts of both real estate and settling here in the U.S. in a way they can understand in their own culture.”

For international buyers, much more goes into the relocation process than finding the perfect home, which Gilson and his team understand.

“It’s not just buying and selling,” he says. “We’re taking care of the entire family. We explain the process and how we protect your interests, and here are the neighborhoods with the services

that can meet your needs. We’ve helped German nationals, Italian families, people from the Middle East, Argentinians. We’re currently working with a Chinese family. It’s a really neat mix of people. Being able to do it in their language is really helpful.”

The KW GPS program dovetails well with his team’s full-service approach by allowing Gilson to offer his international clientele more than a traditional real estate team could.

“KW GPS fits nicely with this,” he says. “For example, we have a luxury listing that I think is probably well-suited to investors from specific cultures outside the U.S., so we shot drone video of it and had full video production done in Arabic. We produced it in Russian as well. We loaded it onto YouTube because we knew that we needed to communicate these ideas to people in their own language. It blew the builder’s mind because he said nobody else has ever done anything like this.”

In Gilson’s opinion, his local market in Southeast Michigan is likely no different than other geographic areas in terms of his success with international buyers.

“I think we’ve uncovered a need that probably exists in every corner of the country,” he says. “Despite the rhetoric of the past six months, immigration is a mechanism for our country to grow and prosper and be better.”

Gilson’s team also supports a number of immigration-targeted nonprofits in his area, including Global Detroit, as well as refugee support centers and organizations that offer business planning for immigrant communities. They also sponsor picnics and other events in these communities to help get their name out there.

“We are vitally invested in supporting the transition of people from other cultures, and we wholeheartedly believe that these people are vital to the continued growth of Southeast Michigan,” he says. “That’s why we spend a lot of money to support community-based organizations that help do this. By being associated with these nonprofits, we’re demonstrating that we can help serve all the different needs of the immigrant community. We’re showing that we’re invested in this thing and that it’s not just, ‘Let’s sell you a house.’”

For Gilson, it also helps keep him motivated and engaged in his business.

“It’s fun and it keeps real estate lively,” he says. “It shows that it’s not just about opening doors and turning keys. It’s about helping families grow and prosper and feel comfortable in this country.” **kw**



BUSINESSES WITHOUT BORDERS

How the KW Global Property Specialists (KW GPS) program is helping Keller Williams associates expand their businesses to global proportions.

“Global opportunities have existed for a long time, and there is more money than ever to really tap into, so we’re working hard to create a community and provide the training to make that process a lot easier and faster for our associates,” KW GPS Director Matt McPheely says.

KW GPS provides agents with two main components – technology and training.

“We have technology that enables associates to interact with people within the membership and also connect them to Keller Williams agents worldwide, enhancing their network at both levels and resulting in more referrals and more listings,” McPheely says.

In addition to connecting with a network of agents worldwide, KW GPS members have access to a powerful tool that translates listings into 22 languages so they can be seen in more than 100 countries around the world, really setting associates apart from the competition.

Going Global in the Suburbs

Many agents mistakenly believe that international buyers are only interested in big cities like Miami and New York, but McPheely stresses that this is not the case.

“Sure, there’s a high-dollar volume going in the big cities, but more than 50 percent of all international money coming into the U.S. and Canada goes into the suburban areas,” he says. “For agents in those areas, there is less competition, so you can be a big fish in a small pond.”

McPheely also points to international business and universities as particularly strong selling points for the international

market. “Find the opportunities for international buyers who may be coming to your area already for work or school, and become the go-to person for your community,” he says.

What’s New for KW GPS

This year, KW GPS is expanding its membership offerings to make it easier than ever before for agents to gain access to the international market.

“We’re creating more options for people out there,” he says. “It’s no longer a one-size-fits-all program. There are three different tiers in membership, and we have a new structure around the idea of fostering a community and using that community to generate more referrals. We’re enhancing the already award-winning training that we offer to help members ramp up lead generation to win more listings.”

“It comes down to the fact that people that are interested in growth and are willing to invest in it are typically those that produce more,” McPheely says. “With KW GPS, there is definitely an added level of opportunity in learning how to tap into new buyers to win more listings so you can grow and not stay stagnant. Every person who comes into KW GPS and puts in the work to build that foundation sees success from it.” **kw**

ECONOMIC TRENDS TO WATCH IN 2017

RUBEN GONZALEZ Keller Williams Staff Economist



As real estate agents accelerate into 2017, many want to know what to expect for the coming year. The past two years proved to be stable with home sales reaching post-housing-crisis record levels and most indicators showing that the U.S. housing market has been potentially nearing a peak. With consistently low interest rates, increasing sales and low inventories in many markets in 2016, many benefited from an economic recovery which has brought unemployment back to pre-recession levels and is now showing signs of producing rising wages across the country.

The question now is what can we expect for the next year?

The overall expectation for 2017 is that we will have another good year similar to 2016, but there are a few things to watch for that could shake things up. The topics most likely to be top of mind in 2017 are interest rates, tax changes, government spending changes, and changes in financial regulations and enforcement.

INTEREST RATES

We have begun to see an upward trend in interest rates recently, and depending on how quickly this trend continues, we could see this have a tangible impact on home sales. Higher rates will mean fewer qualified buyers in the market and home sales could decline. However, rates could also go the other direction. If the economy doesn't move along at a quick enough pace, we could see rates drop down to 2016 levels again. This would mean another boost to home sales as long as we aren't looking at a contraction in the economy that would signal a recession.

TAX CHANGES

Some speculate that there is a possibility we could see a reduction in taxes sometime in the next several years. While

it is yet to be seen how these reductions would be structured and who they would benefit, there is some possibility that in the short run, they could boost housing if they result in more cash in the pockets of potential buyers.

GOVERNMENT SPENDING CHANGES

The federal government currently employs approximately 2.8 million people. Any significant movement in this number, in either direction, can affect local real estate anywhere there is a large number of federal employees. There is also always the possibility of changes in spending on government projects. Any meaningful increases in government-sponsored projects could result in more jobs in the areas where the projects are located and a boost in the local economy.

CHANGES IN FINANCIAL REGULATIONS AND ENFORCEMENT

If regulations on financial institutions are relaxed in a way that could increase mortgage availability to more buyers, it could boost home sales or help offset the effects of any rising mortgage rates.

All of these issues will be things to watch in the coming year as they will have an impact on the trajectory of the U.S. housing market. While it is always hard to know what any year has in store for us, our outlook as of now is for another good year for real estate.

SHARE YOUR STORY WITH CGI

No matter what is happening in their market, agents can leverage the Career Growth Initiative (CGI) tools including the Trend Report, LORE and Local Expert tools to show how they and their people are performing and bringing value to their local market.

It doesn't matter where an agent lives, whether it is warm or cold outside or what kind of market they are experiencing. What will define an agent's success is their degree of FOCUS on their people and the system that supports them! **kw**

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TOP-PRODUCING TEAMS

	NAME	CITY, STATE	GCI	UNITS
1	Bob Lucido Team	Ellicott City, Md.	\$3,769,780.29	436
2	Alchemy Real Estate Group	Seattle, Wash.	\$1,653,970.88	75.417
3	Kevin Blain Team	Visalia, Calif.	\$1,440,410.36	286.35
4	Jeff Glover & Associates	Plymouth, Mich.	\$1,420,744.17	245
5	The Rider Elite Team	Scottsdale, Ariz.	\$1,420,664.62	211
6	The Peggy Hill Team	Barrie, Ontario	\$1,368,827.09	159.25
7	Ben Kinney Team	Bellingham, Wash.	\$1,354,808.47	180.531
8	The Ez Sales Team	Westlake, Ohio	\$1,281,761.47	285
9	The Loken Group, Inc.	Katy, Texas	\$1,254,385.75	351
10	Joe Rothchild Realty	Katy, Texas	\$1,213,082.10	214
11	The Wemert Group	Orlando, Fla.	\$1,182,891.59	163.36
12	Laurie Reader Team	Plantation, Fla.	\$1,142,854.52	106.716
13	Teambuilderkw	Kirkland, Wash.	\$1,123,934.45	170
14	Juliana Lee Team	Palo Alto, Calif.	\$1,111,929.40	30
15	Reynolds Team Realty	Chantilly, Va.	\$1,010,015.90	81.2
16	Global Living	Philadelphia, Pa.	\$976,243.09	118
17	Team Jordan	Barrie, Ontario	\$953,945.05	145.05
18	The Kelly Group Real Estate	Portland, Ore.	\$883,057.58	75.714
19	Jessica Hargis Group	Rockwall, Texas	\$855,399.56	103.4
20	The Graham Seeby Group	Atlanta, Ga.	\$854,139.58	83
21	Eng Garcia Properties	Washington, D.C.	\$842,039.82	49.4
22	Lee Tessier Team	Bel Air, Md.	\$841,263.31	103.75
23	Unity Home Group	Anchorage, Alaska	\$831,946.68	105
24	Ken Wimberly Dba Kw Net Lease Advisors	Arlington, Texas	\$828,796.89	19
25	Tom Daves Group	Roseville, Calif.	\$823,651.31	82
26	Jesse Weinberg And Associates	Marina del Rey, Calif.	\$808,770.52	41.9
27	Jim Shaffer And Associates	Royal Oak, Mich.	\$795,538.70	137
28	Jennifer Young Team	Chantilly, Va.	\$777,394.77	79
29	Mg Residential	Washington, D.C.	\$759,893.17	50.15
30	Chernov Team	Studio City, Calif.	\$759,518.75	25
31	Cynthia Froid Group	Minneapolis, Minn.	\$759,056.72	35.6
32	The Haro Group	Anderson, S.C.	\$755,061.09	130
33	Boyenga Team	Los Gatos, Calif.	\$746,123.14	27
34	Fulcrum Properties Group	Washington, D.C.	\$745,094.40	44
35	The Amy Kite Team	Naperville, Ill.	\$744,534.86	124
36	Christie Cannon Group	Frisco, Texas	\$744,075.63	101
37	The Ensburry Group	El Segundo, Calif.	\$743,041.00	23.3
38	The Heyl Group	Austin, Texas	\$740,707.34	75.05
39	The Heller Real Estate Group	San Diego, Calif.	\$739,763.40	43
40	Kenny Klaus Team	Mesa, Ariz.	\$736,839.05	112
41	The Mark Z Team	Novi, Mich.	\$736,003.60	124
42	Daniel Beer Group	San Diego, Calif.	\$688,315.12	36.85
43	The Stephen Cooley Real Estate Group	Fort Mill, S.C.	\$685,873.65	127
44	The Merrick Team	Peoria, Ill.	\$672,086.98	148.15
45	Levinson Team	Edmond, Okla.	\$669,995.38	124.25
46	Dragon Team	Newport Beach, Calif.	\$669,301.71	5.2
47	Josh Deshong Real Estate	Dallas, Texas	\$661,242.37	92.56
48	The Hoffman Murphy Team	El Segundo, Calif.	\$658,584.29	31
49	Mulhollandross Group	Toronto, Ontario	\$658,194.65	28
50	Noel Team	Santa Monica, Calif.	\$656,720.32	21.35

*Based on data/transmittals received for 2016 (July to September 2016).
Closed transactions identified with specific agent/team.

LEADING BY EXAMPLE

KW Mexico

launches tools designed exclusively for Keller Williams associates, setting them apart from any other company in the area and increasing agent production by 25 percent in just two months.

On Sept. 1, 2016, KW Mexico took an important step toward helping its associates by rolling out the newly launched Career Growth Initiative (CGI). The day prior to its launch, the region held a webinar call with all OPs, TLs and MCAs, making sure the leaders had all the tools and information required to lead by example. And that is exactly what they are doing. In less than five months, 70 percent of KW Mexico associates from all 17 market centers are utilizing the CGI tools and making big strides in their businesses.

“The CGI and LORE are tools that allow me to laser focus on my goals,” says KW Mexico associate Estela Gutierrez. “It’s one thing to have a Big Why or a goal and another to have that goal and then keep going back to it all year and analyze progress.”

“The CGI tools are able to translate the real numbers in a country where such tools are limited,” says Teresa Anderson,

director of training and culture for KW Mexico. “It is up to every agent in Mexico to individually track and report on trends – there is no organization or tool that does this for them – until now. Having the LORE CGI tool is such a huge help for us to be able to organize the data that we need to be sharing in our market. Agents are taking this information on listing presentations and winning because no other company can come to the table with this value.”

Launching into 2017 with unstoppable momentum, the region expects to have every associate utilizing the CGI tools in 2017. They also are aiming for 50 percent increases in market center talent and agent gross commission growth. “We will have better productivity and profitability in 2017 due to the CGI,” says KW Mexico Regional Director Gerardo Contreras. “We are

training our ALC and empowering them to work with the agents in their market centers to use these valuable tools,” says Anderson.

KW Mexico associate Ceci Parra says it is important to utilize the LORE report and CGI tools to hold herself accountable. “I now have clear objectives to measure my production and be able to know how many transactions I need in order to achieve my goal,” says Parra. **kw**



LEFT TO RIGHT:
TERESA ANDERSON, JORGE CARBONELL,
BARBARA GAXOET, MARIO AVILES

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TOP MARKET CENTERS

	MARKET CENTER	CITY, STATE	TEAM LEADER	PROFIT
1	Arlington	Arlington, Texas	Dennis Tuttle	\$555,740.84
2	Ballantyne Area	Charlotte, N.C.	Chip Walton	\$428,356.99
3	Austin SW	Austin, Texas	Diane Johnson Melanie Kennemann	\$427,989.61
4	Houston Metropolitan	Houston, Texas	Kenneth Zarella	\$298,448.61
5	Long Beach Pacific Estates	Long Beach, Calif.	David Culen	\$281,176.19
6	Honolulu	Honolulu, Hawaii	Kevin E. Miyama	\$275,909.90
7	Kirkland	Kirkland, Wash.	Tracey Forde	\$267,678.95
8	Federal Way	Federal Way, Wash.	Rebecca Jones	\$244,941.32
9	Heritage	San Antonio, Texas	Craig Owen Lisa Munoz	\$238,967.04
10	Washington Capitol Hill	Washington, D.C.	Mary Garner DeVoe	\$236,180.05
11	Fayetteville, AR	Fayetteville, Ark.	J. Pat Newland	\$234,392.04
12	Greater Portland	Portland, Maine	Shannon Selig	\$233,659.88
13	Grand Rapids East	Grand Rapids, Mich.	Judy Brasseur	\$223,617.52
14	Greater Hartford	West Hartford, Conn.	Christopher Grant	\$222,552.47
15	Dallas Preston Road	Dallas, Texas	Brett Caldwell	\$222,260.30
16	Charlotte - South Park	Charlotte, N.C.	Stefanie Scroggins	\$219,094.00
17	Fort Mill	Fort Mill, S.C.	Shelby Ryburn	\$216,718.27
18	NYC - Manhattan	New York, N.Y.	Lezley Dawn Schad	\$214,291.81
19	Dallas DFW	Southlake, Texas	Dustin Wright Lesli Akers	\$213,042.14
20	Houston Memorial	Houston, Texas	Michael Bossart	\$209,901.75

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TOP STAKEHOLDERS

	NAME	MARKET CENTER	ASSOCIATES SPONSORED
1	Robert Cartwright	KW Maui West	22
2	Brent Mitchell	Austin SW	19
3	Monty Maulding	Austin SW	15
4	Leigh Broughman	Lynchburg	13
5	Israel Gonzalez	Collegeville	12
5	Linkwald, Bill	Atlanta - Roswell	12
5	Dana Johnson	Houston Memorial	12
6	Kristen Hughes	Downers Grove / Hinsdale	11
7	John Rettich	Keller Williams Home Town Realty	9
8	Martin Porter	Beverly Hills	8
8	Denise Holtz	Charleston / Mt. Pleasant	8
8	Gayle Satcher	Naples	8
8	Manuel Moreno	Destin	8
8	Frank Montro	Keller Williams Preferred Realty	8
8	Patricia Brady	Central Valley	8
8	Yau Lung Chan	Greater Nassau, NY	8
8	Molly Austin	Missoula	8
8	Kalista Bradshaw	Nashville - Franklin	8

Correction: April 21, 2017

We discovered an error on the Top Stakeholders rankings in the printed edition of OutFront Volume 14.1 2017. The correct names appear above and will be published in the OutFront Volume 14.2 2017 edition.

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TOP COMMERCIAL

	NAME	CITY, STATE	GCI	UNITS
1	Robert Stepp	Long Beach, Calif.	\$880,677.74	16
2	Henry Garcia	Studio City, Calif.	\$503,875.00	3
3	Matt Kanner	Los Angeles, Calif.	\$503,800.00	4
4	Carlos Ros	Miami, Fla.	\$503,075.00	2.5
5	Frances Crossley	Round Rock, Texas	\$496,503.96	7

*Based on data/transmittals received for 2016 (October to December 2016). Closed transactions identified with specific agent/team.

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TOP-PRODUCING AGENTS

	NAME	CITY, STATE	GCI
1	Greg Sellers	Idaho Falls, Idaho	\$770,039.55
2	Kimberly Rodstein	Miami Beach, Fla.	\$545,405.00
3	Roger Burdick	Shawnee, Kan.	\$526,505.00
4	Stephanie Vitacco	Encino, Calif.	\$507,653.48
5	John King	Palo Alto, Calif.	\$458,080.00
6	Grant Linscott	Los Angeles, Calif.	\$437,885.00
7	Julie Hopkins	Park City, Utah	\$418,738.78
8	Sheri Bienstock	Los Angeles, Calif.	\$408,233.53
9	Anthony Amaru	Boston, Mass.	\$405,387.50
10	Jeffrey Tricoli	West Palm Beach, Fla.	\$402,786.16
11	Eric Delgado	Encino, Calif.	\$391,187.65
12	Kyle Seyboth	Cumberland, R.I.	\$390,738.77
13	Sara Soleimany	Beverly Hills, Calif.	\$382,192.50
14	Viola Taliaferrow	Scarsdale, N.Y.	\$375,501.00
15	Julie Wyss	Los Gatos, Calif.	\$368,600.00
16	Coco Tan	Cupertino, Calif.	\$363,555.50
17	Juliette Kulda	Burlingame, Calif.	\$349,001.24
18	Matt Skrabo	Palo Alto, Calif.	\$328,066.25
19	Jennifer Jones	Newmarket, Ontario	\$308,558.75
20	Rama Mehra	Danville, Calif.	\$307,291.90
21	Greg Simpson	Los Gatos, Calif.	\$304,525.00
22	Paige Martin	Houston, Texas	\$301,247.10
23	Trevor Street	Port Coquitlam, British Columbia	\$298,059.54
24	Marian Sichel	San Francisco, Calif.	\$290,614.50
25	Barry Dane	West Hollywood, Calif.	\$284,814.50
26	Joe Clair	Durango, Colo.	\$283,220.39
27	David Shemesh	Calabasas, Calif.	\$271,452.50
28	Dotty Hopkins	San Francisco, Calif.	\$270,321.35
29	Jennifer Rosdail	San Francisco, Calif.	\$269,850.00
30	Tosha Corrigan	Destin, Fla.	\$269,450.20
31	Jennifer Gelfand	Boston, Mass.	\$268,392.50
32	Randolph Davis	Los Angeles, Calif.	\$262,500.00
33	Carolee Chirico	Woodcliff Lake, N.J.	\$256,314.98
34	Bentley Pugh	Seattle, Wash.	\$250,006.57
35	Evangelyn Lin	Pasadena, Calif.	\$249,159.50
36	Marc Robinson	Beverly Hills, Calif.	\$248,140.63
37	Nadine Wynn	Cornelius, N.C.	\$247,882.90
38	Rebecca Hoffman	San Francisco, Calif.	\$247,500.00
39	Lori Turoff	Hoboken, N.J.	\$245,613.14
40	Disen Cai	Burlingame, Calif.	\$245,417.00
41	Melody Ann Russell	Santa Cruz, Calif.	\$243,954.38
42	Kasteena Parikh	Houston, Texas	\$243,180.00
43	Jessica Ye	Cambridge, Mass.	\$237,397.08
44	Laura Robertson	Allen, Texas	\$235,059.18
45	Gary Hendrickson	University Place, Wash.	\$234,314.92
46	Rick Beck	Beverly Hills, Calif.	\$234,120.00
47	Dani Habbal	Mississauga, Ontario	\$232,477.50
48	Michael Mendenhall	San Jose, Calif.	\$229,528.00
49	Tom Francis	McLean, Va.	\$227,745.00
50	Elizabeth Roditi	Tenafly, N.J.	\$225,000.00

*Based on data/transmittals received for 2016 (October to December 2016).
Closed transactions identified with specific agent. All production completed by non-commercial agents who do not serve on a team.

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