

A man with short brown hair, wearing a dark blue suit jacket over a white button-down shirt, stands in front of a large glass wall. He has his hands clasped in front of him and is looking directly at the camera. The background shows a modern building with glass panels and some architectural details.

# outfront

**kw**  
KELLERWILLIAMS

VOL.12.2 2015

◀ **YIGAL ACHREN**  
Creating a  
**BULLETPROOF**  
**BUSINESS**  
in any market  
p.18

## HUMANIZING THE

# DEAL

**The Sue Adler Team Is Exceeding  
Customer Expectations** p.22



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# UNDAUNTED & UNDETERRED

The KW Family Fund is an enduring mark of the Keller Williams culture

**For more than 30 years**, Keller Williams has nurtured a unique culture of generosity, compassion and support. Out of this deep commitment to back one another, the KW Family Fund traces its origins. The inception of the fund was a direct response to the challenging competitive pressures faced by Keller Williams associates during the opening of the Greater Des Moines, (Iowa) market center.

## March 2012

Greater Des Moines market center opened its doors

2012



## March 2013

Mo Anderson delivers **\$107,040 CHECK** to Greater Des Moines associates

2013

## February 2013

KW Family Fund established at Family Reunion



Market Center Opening

The story begins in 2012 when the Greater Des Moines (Iowa) market center opened its doors with the goal of providing exceptional client service.

“We knew we wouldn’t be welcomed into town by competitors with open arms, but I never could have imagined what happened to us personally,” said Betsy Sarcone, an Associate Leadership Council (ALC) member. “On my second closing, I was paid one dollar.”

A local competitor with dominant market share declined to follow the customary real estate practice for sharing commissions between buyer and seller agents and instead opted to pay only one dollar to Keller Williams associates on most of the listings they controlled.

“Anytime you’re bringing a new product to the market, you expect challenges,” said Brian Wentz, team leader. “We didn’t expect to have this level of adversity.”

Agents Working On Inspiration

True to their nature, Keller Williams associates were undeterred, firm in the belief that it was their job to help clients, regardless of the commission arrangement. However, the financial challenges for associates began to mount.

“In my position, I had the unique ability to speak with agents on a personal level about all of the struggles they were having,” said April Darling, MCA.

Rallying around their colleagues, the Greater Des Moines market center owners donated a portion of their profits to the affected associates.

“We knew we had to do something,” said Sarcone. The ALC voted to create a fund, Agents Working On Inspiration (AWOI), to help associates in need.

ALC members and market center associates and investors pledged to donate 5 percent of their commissions to assist associates who lost commissions. Inspired by the example of the market center’s leaders, the entire office then joined in with associates willingly contributing.

As a result of this team effort, the associates were able to receive some compensation for their hard work. “One of the things we were able to do was to create a local fund so we could give our associates about 25 percent of the commissions they would have received,” OP Kacy Bell said.

“The AWOI fund gave us the ability to come together and find a way that every agent could at least walk away with something from the closing table,” said Wentz.

Overwhelming Response

They knew they had “right” on their side. What they didn’t know is how inspiring their example would prove to others.

As Family Reunion 2013 approached, Keller Williams regional leaders helped ensure every Greater Des Moines associate could attend.

At the Inspirational Brunch, Mo Anderson, vice chairman of the board, honored Greater Des Moines associates for their commitment to serving the community. “We are committed to making our Greater Des Moines family whole again,” Anderson said.

Anderson challenged the entire Keller Williams family in attendance to support their fellow agents. Within minutes, they raised more than \$100,000.

“When she announced the KW Family Fund, we all just broke down in tears,” said Sarcone. “Through the experience, I learned the Keller Williams experience is

all about family.”

Anderson challenged all Keller Williams associates to voluntarily donate a small portion of each of their closed commissions to help meet the ongoing needs of their Greater Des Moines family. This allowed associates to earn commissions on listings controlled by their competitor. “The cavalry really did show up,” President John Davis said. “It was about a unique real estate company that always keeps its agents at heart.”

“The support nationwide gave all of us the legs to stay standing, and for everyone to continue to hold their ground and move forward and know that they would make it,” said associate Erin Rundall. “There were so many offers of support from everyone,” Bell said.

“It was heartwarming to know I found a company that cares and gives as much as I do,” said associate Marcia Munger.

The KW Family Fund

For more than two years, the KW Family Fund helped offset the commissions that Des Moines associates should have received and distributed more than \$2 million to associates with the help of individual contributions and philanthropic events. In the end, no associate or investor lost a dollar.

In April 2015, the Greater Des Moines market center and its local competitor announced an agreement to resume a customary working relationship.

The KW Family Fund remains in place to safeguard Keller Williams associates from any future uncompetitive practices.

“It was absolutely the right thing to do and it ended in a truly win-win outcome,” said CEO Chris Heller. **kw**

April 2015

KW Family Fund distributes **MORE THAN \$2 MILLION** for associates affected (to date)

2014


2015

2014

2015

KW Family Fund continues to reimburse lost commissions

Agreement reached between both sides to establish normal working relationship



KELLERWILLIAMS 5


“We want to apply the models, training and market momentum of Keller Williams to set a new professional standard for Costa Rica.” – Allen Lungo

**KELLER WILLIAMS WELCOMES**

# KW Costa Rica

In July, KW Costa Rica, under the leadership of Allen Lungo, Celebrated its grand opening. “Over the past six years, I’ve talked with hundreds of Keller Williams agents and all of them have said it is the best company with which they have ever worked and they could never imagine leaving it,” Lungo said.





Trained as an architect, Lungo holds an MBA from UCLA and has compiled an impressive track record of business success in management, design, construction and finance in cities including New York, Los Angeles and Chicago.

In 2004, he founded the Summerland Group and served as broker for Costa Rica Real Estate Store. Lungo helped grow Summerland into the largest, fully integrated investor consulting and vacation support business on Costa Rica's Pacific Coast, managing more than 350 residential and commercial properties across nine resort locations. Other services included real estate sales, property management and insurance and mortgage consulting.

"We are thrilled to work with Allen and his talented team as

they bring the Keller Williams mission, vision and culture to real estate professionals in Costa Rica and help them grow their businesses and serve clients at the highest level," KW Worldwide President Bill Soteroff said. "We're excited to welcome KW Costa Rica to our growing international family."

Lungo is committed to enhancing education and production for real estate professionals in Costa Rica and promoting sustainable growth. He is president of the Costa Rica Global Association of REALTORS®, is a frequent presenter at international real estate conferences and has chaired an initiative to introduce a national multiple listing service in Costa Rica.

"Costa Rica has an unlicensed professional environment where voluntary associations provide

the only training available," Lungo said. "We want to apply the models, training and market momentum of Keller Williams to set a new professional standard for Costa Rica. The launch of KW Costa Rica will help agents, investors and consumers."

"Keller Williams is committed to the success of agents in their local markets," Soteroff said.

Keller Williams started expanding beyond North America in 2012, and has awarded regions in the Americas, Europe, Africa and Asia. KW Costa Rica is the first Keller Williams region in Central America. **kw**

## HELP KW COSTA RICA GROW

If you or someone you know wants to explore joining the KW Costa Rica team, visit [www.kwworldwide.com/kw-costa-rica](http://www.kwworldwide.com/kw-costa-rica).

From left to right:  
Bill Hunt, Chris Suarez, Allen Lungo,  
Stacie Kvanvig, Tim Roberts,  
Becky Clower



"I love that the Mega Agent Expansion model lifts geographic barriers and has the ability to take my business to the next level."

Mega agent **David Hoffman** of the Lake Norman – Cornelius market center (N.C.) didn't get his start in real estate. Before he became a successful top-producing agent, Hoffman was the go-to guy if you wanted to know about the "jock tax" – the practice by some tax authorities of levying state and local taxes against traveling professionals, especially professional athletes. Then, one day, Hoffman made a life-changing decision to follow his heart. This decision led him to real estate and ultimately to Keller Williams and Mega Agent Expansion.

#### Discovering Purpose

A successful economist with a law degree and dreams of becoming a sports agent, Hoffman was frequently tapped for media appearances and keynote speeches. "It was my dream coming true," he recalls.

He was scheduled to speak at a sports and entertainment law conference in May 2004. But the morning of the event, he came across a reminder card for a multiple sclerosis (MS) fundraising walk. The discovery struck a cord because several months earlier his mother passed away from MS.

Suddenly, he had an epiphany: his longtime dream wasn't what he wanted after all. He wanted to be in a business that was centered on genuine

# BIG Changes. Bright Future.



relationships with mutual benefit. It was time for a change.

Hoffman politely declined the speaking opportunity and instead, participated in the MS walk in honor of his mother. He recalls being filled with emotion and clarity on that fateful day. He was ready to make a career change

### A New Beginning

Hoffman had bought and sold a couple of homes and enjoyed the experience and so he decided to pursue a real estate license.

In his first year of his new career, Hoffman sold 46 homes, breaking rookie records. Over the next eight years, he built a sizable business in his market, working for a brokerage owned by a man who was his longtime mentor and a respected community leader. However, he wanted to expand because he was so busy that he was having to turn down so much business, but his current brokerage at the time didn't have the mechanisms for him to do so. He wanted to go where his opportunities were endless.

### Expanding to the Next Level

It is because of Mega Agent Expansion that Hoffman joined Keller Williams in March 2013. He launched his new business in Huntersville, N.C., where he saw opportunity for the kind of growth he wanted. As Hoffman built his successful real estate business, he focused on what he thought it would take to be limitless. He devised these three guiding principles which he practices daily: Treat people the way they deserve to be treated; Become the expert in what you're doing; Follow up and follow through.

"If you can do those things at the highest level, that lets people know you're someone they can count on," he says.

### Managing Fast Growth

With the Keller Williams systems in place, Hoffman began building the infrastructure he needed to build a large real estate business. In 2012, he closed \$20 million. In his first year at Keller Williams, he closed more than \$30 million, and that number jumped to \$54 million in 2014. In June 2014, he began expanding his business and added three more offices. With 18 team members, the team is on track to meet its \$100 million goal in 2015 and will add two to four more offices by the end of the year. Within five years, he wants to have 50 offices.

For Hoffman, success starts with finding the right market area based on economic strength and opportunity, then pairing it with the right leader to run the office. "You can't do one without the other," he says. While his first three locations are relatively close to each other, his fourth office, in Charleston, S.C. – a top second-home destination for Charlotte-area residents – was more than an hour away. That requires work maintaining relationships through frequent communication and in-person meetings, when possible, he says. He hires people based on work ethic, enthusiasm, and cultural fit, as well as experience. The infrastructure is important, he says, but it needs to be supported by people who care about clients, the business and who work well together.

KW MAPS Coaching and the accountability it provides have also been important to business growth, he says. Whenever he has questions, he has a coach to help guide him to the right answers, which also helps him keep positive and not bring work challenges home with him.

"There are weeks where I think, 'Holy cow, I have no idea where to go.' My coach is spot on every time. She cares about the team, so she cares about me. She knows my strengths, and she knows my weaknesses. She knows how to see other leaders on a team. They may watch their words because they don't want to disappoint me,



Robin Senter, Brandon Farmer, Lyn Briggs, David Hoffman, Cullen McNulty, Cathy Burns, Brittany McMeeking, Kathy Norman

but she tells me the truth," he says. In late 2014, Hoffman became a coach himself, now helping 25 agents.

### A Focus on Goals

Even with his fast-paced growth, Hoffman isn't harried. Making time for family, friends and other personal goals is important to him. One of those goals is public service, which drove his decision to run for mayor of his hometown of Marvin, N.C. He says his team has been incredibly supportive, running meetings themselves and tending to clients while he works on his campaign and coaching activities.

It's been hard to not be hands-on all the time, but he says that's the beauty of Keller Williams systems: he is able to take the time he needs to achieve his goals, confident that the business will run well, even when he can't be there all the time. Even with his fast growth and expansion plans, he still picks up his son at day care in the afternoon, he says. And his employees are enthusiastic about helping him because they know that the success of one member of the team helps everyone, he says.

"Your specialty is your time. Always be present, always follow through with what you connect to. When you live your life by treating people well, being an expert in what you do, and taking care of others, opportunities line up," he says. **kw**

# MASTER BUILDERS

Building value one brick at a time



From left to right:  
Jennifer Martin, Joanna Odabashian,  
Devin McCliment, Herb Catania,  
Katie Dahlheim, Cindy Sprowell

Keller Williams market centers everywhere are having amazing results from implementing the Growth Initiative. “It has been tested and tried. And it is true,” President John Davis said. “If your market center is not embracing the Growth Initiative, stop. Stop what you are doing and start to embrace it one piece at a time,” Jennifer Martin, operating principal of the Fresno (Calif.) market center, said.

On May 26, 2009, the Fresno market center opened in California, approximately two hours away from the nearest market center in its region. Despite its remote geographic location, this family-owned and operated market center has almost doubled its agent count in the last three and a half years.

As of July 2015, the Fresno market center had 152 agents and is still growing. How did they do it? For starters, they implemented the Growth Initiative.

"If your market center is not embracing the Growth Initiative, stop. Stop what you are doing and start to embrace it one piece at a time." — Jennifer Martin

"We are big and getting bigger; attracting new agents every day with our success and enthusiasm," Lindsey Vasquez, ALC member, said. "When others see the success of the market center and our involvement at a regional level, they get excited."

### Systemizing Success Leads to Profit Share

Unknowingly, the market center had begun putting pieces together of the Growth Initiative prior to 2013, but had not systemized it; once they fully implemented it, they had record appointments and, in 2014, they experienced a 156 percent increase in appointments year over year.

Along with increases in appointments, gross recruits and net recruits, the Growth Initiative has boosted agent productivity, which has resulted in more profitability and profit share.

While profit share can mean many things to different people, for Martin it means being able to have a positive impact on an entire community. "When our agents are successful and earn profit share, they are able to directly impact the local economy," she said.

Joanna Odabashian, team leader, loves that profit share takes care of families. "It is us doing what we said we would, providing careers worth having, businesses worth owning and lives worth living."

MCA Herb Catania is on the profit share frontline when he distributes monthly profit share statements to associates. "I love seeing people who just joined Keller Williams receive profit share for the first time," Catania said.

"It's a lightbulb moment because people outside the company hear about profit share and don't believe it until they get their first check. Only then do they realize this is the owner's profit and they are sharing it with me."

### Increasing Productivity

Two years ago, the Fresno market center had a vision that 80 percent of its agents would be in production each month. They became more passionate about it and began using the T2 (Training Tracking) to put systems in place to help achieve the goal.

From January to April 30, 2015, the market center had 107 training opportunities including Ignite and BOLD. "Our research for the first quarter of 2015 revealed that agents who participated in two or more training opportunities had 146 percent higher GCI," Odabashian said.

Jose Reyna, ALC member, says that the genuine desire of the market center leadership has always been to help agents increase productivity and attract new agents. "They really want each and every agent to be successful," he said. **kw**

## CREATING OPPORTUNITIES

### COMMIT

The Growth Initiative is a team activity. "How can an owner invest so much into opening a market center and not buy-in to growth?" Martin said. "You need buy-in from the top down," added Vasquez. "When the market center as a whole takes on the Growth Initiative, everyone succeeds."

### COACH

Implementing systems and new processes can be challenging. Catania has a KW MAPS Coach who coaches and helps him prepare reports and communicate them to the staff and agents every week. "My coach has helped me see that we need to communicate our progress and activities if we want to grow."

### EMBRACE

"When associates embrace the Keller Williams culture, they see success," said ALC member Reyna. "Then they embrace it a little more and see even more success."

### SCALE

"We embraced the Growth Initiative piece by piece," Odabashian said. "We started by using The Language of Sales to get everyone speaking the same language."

### LEARN

Catania is grateful his leadership believes in investing in education. "I wouldn't have this level of success if leadership didn't believe in me and send me to Family Reunion, Mega Camp and coaching."



# HEAD STAFF

## CUPERTINO (CALIF.) THE BOYENGA TEAM

Husband and wife Eric and Janelle Boyenga, along with their five-member top-producing real estate team, believe that teamwork is the key to their success. This is why they thought it was critical they join a company that appreciates and supports teamwork.

Leading a top-performing real estate team with more than \$600 million in closed volume since 2000, together they really are living their creed: "Proven Results Through Teamwork."

After 13 years with Intero Real Estate, the Boyenga Team sought a change and wanted to join a company that shared their values. They made the decision to move to Keller Williams and brought with them a team with more than 100 years of combined experience.

Eric Boyenga understands what it takes to succeed in the real estate industry. "We know the future of real estate is teams: those that embrace them will win, those that divide them will lose," he says.

**"We know the future of real estate is teams – those that embrace them will win, those that divide them will lose."**

– Eric Boyenga



Every day Keller Williams Realty is turning the heads of top-performing agents who are joining the company and turning heads of agents around the world. What about Keller Williams is it that entices successful agents to transition their businesses to the company?  
Find out in *OutFront*'s feature, Head-Turners.

# TURN

ENCINO-SHERMAN OAKS (CALIF.)

## STEPHANIE VITACCO

**"I get tremendous support from my OP and TL. They've been very supportive in allowing my current team to thrive in this environment. Whatever I need, they're there for me."**

Stephanie Vitacco, of the Encino – Sherman Oaks (Calif.) market center, was consistently in the top 10 of Coldwell Banker's agents in the nation. She has been recognized by *Los Angeles* magazine, the *San Fernando Valley Business Journal* and consistently appears on the *REAL Trends*' "The Thousand." With more than 25 years of experience in the field, when it was time to make a change, she knew all the players and had some ideas about where she wanted to go.

"I wanted to be with a national company that was entrepreneurial in spirit. I wanted to be with a company that supported their agents, had great technology and had a strong infrastructure as far as education and team building," she said.



Vitacco moved her six-person team to Keller Williams in January 2014. Since then, she says the support she has found from her market center has been invaluable, especially in helping her learn and implement the KW systems that will help her grow her business.

When Kyle Passkiewicz joined the Jacksonville Southside (Fla.) market center in October 2014, several factors attracted him to the company. He had big plans to grow a team in his market and liked the entrepreneurial spirit he found at Keller Williams Realty.

"In some brokerages, there's jealousy. Agents wonder why certain people are doing better than others," he says. "The environment around Keller Williams is the opposite. It's really encouraging people to do as well as they want."

Passkiewicz also likes the commission structure offered by KW. His three-person team met their cap within two months, making the business more profitable. That helps him reinvest in his team for growth.

And while some real estate agents focus on niches or try to develop specializations, Passkiewicz finds that KW allows him to build his business according to the demands of his market area, and that he can make business decisions his way.

"We try to find out what the next niche is and be the first in that market, and ride it as long as you can, realizing that there's always something else on the horizon. There's always a change in the market. There's always a new niche," he says.



JACKSONVILLE,  
SOUTHSIDE (FLA.)

## KYLE PASSKIEWICZ

**"It's been a great experience with Keller Williams. They've allowed me to retain my flexibility as well as continue to grow the business."**

**"Keller Williams has somehow bred a culture of abundance philosophy, which is certainly how I like to live and work. I've been really amazed at how prevalent an attitude of sharing and cooperation is in the company."**

DESTIN (FLA.)  
**CINDY COLE**





When it comes to luxury properties in the Destin, Fla., area, the go-to person is Cindy Cole. Since she began selling real estate in 2009, she has carefully built the Cindy Cole Fine Homes brand, becoming the number one seller of Gulf-front property on Florida's Emerald Coast.

As her business grew, she realized she needed more support in systems and technology, and she found what she was looking for with Keller Williams Realty. In March 2015, she joined the Destin (Fla.) market center.

In addition to the technology support she sought, she liked the KW culture and opportunities it offered to move into areas like coaching and public speaking.

After attending Family Reunion and seeing KW's collaborative culture and the success of countless mega agents, Cole knew the company and KW Luxury Homes International was a good fit.

Today, her signs bear the Keller Williams Luxury Homes International brand, which she hopes to take a leadership role in promoting. Luxury homes require nuances in selling, Cole says. Working with a staff that includes an assistant, marketing assistant and showing coordinator, she completes roughly \$40 million in transactions each year. In 2014, her average sale was slightly more than \$1.3 million.

Kevin Larose had been working in the real estate market of his Port Credit community in Toronto, Ontario, for more than 13 years with RE/MAX. Two colleagues, shared Keller Williams with him and expressed interest in having him join.

Larose had read *The Millionaire Real Estate Agent* by Gary Keller and was impressed with its approach to building teams. Still, Larose had a hard time leaving RE/MAX out of loyalty, which he values greatly. So he approached his Keller Williams contact for a frank discussion and was then invited to a 10-person mastermind group with Gary Keller.

During the mastermind, Larose expressed concern about the impact a brand change would have on his business. Keller said that was "limited thinking," and that the customer does business with the agent, not the brand.

Since joining KW, Larose has found systems that have helped him continue to build his 14-member team. In addition, he found true mentors, "not other professionals who were really just competitors," he said. While he realized that the models and systems made business sense, Larose said the Keller Williams culture was what really attracted him to the company. "If someone wants to build a team, they have to be givers," he says.

PORT CREDIT, ONTARIO

## KEVIN LAROSE



**"What Keller Williams offers the marketplace is models and systems that you can follow that will help ensure longevity within the marketplace, whether you're a team member or individual agent."**

# FLUENT IN SUCCESS

Reza and Laura Shirangi prove the language of real estate is universal

In 2014, Keller Williams Luxury Homes International agents Reza and Laura Shirangi of the Mission Viejo (Calif.) market center recorded \$35 million in closed volume. Midway through 2015, this dynamic duo is on track to nearly double their production of the previous year, already posting \$30 million in closed volume. These figures echo the explosive growth the Shirangis had in their second year with Keller Williams, when they more than doubled their production from \$10 million in 2009 to \$26 million in 2010. With results like that, it's no surprise that the Shirangis rank in the top 1 percent of agents in ultra-competitive Orange County.

"Our business is mainly referral, so it's all about customer service," Reza says. "My wife responds to emails within five seconds, and I'm good with texts and phone calls. We take having a good response time very seriously."

## Success Spoken in Many Languages

Reza's transcontinental upbringing is responsible for one of the ways he offers his clients a unique customer service experience. Growing up in the Middle East and Paris, Reza is fluent in both Farsi and French, which has become an asset to their diverse clientele in the Southern California luxury market.

"I work with a lot of international clients," Reza says. "I just sold a \$3.2 million home to a French client, and I don't think it's just because I speak French, but it helps. Also, there are a lot of Farsi speakers in this area, so I do market in the Persian community."

Laura, on the other hand, brings a home field advantage to her real estate career as a native of Southern California. Her background includes a degree in accounting and an MBA, both of which complement the Shirangis' work as a real estate team of two.

"Working as a team helps us better provide our clients with service beyond their expectations through the power of teamwork," Laura says. "We understand the value of time and the importance of family."

Reza reiterates the importance of teamwork in praising his wife's contributions to their business.

"She's the back office, and I do all the front, so she's the brains of the operation," he says.

The Shirangis joined Keller Williams in 2009, a few years after the company first piqued their interest.



Reza and Laura Shirangi

### At Home With Keller Williams

“Keller Williams had always been intriguing for us before we even started with them,” Reza says. “I knew that was the only company I had in mind if I ever wanted to move. I was curious about the systems and how they were different and so fast-growing. It’s always about learning more, and I was very excited about the training programs.”

Six years and tens of millions of dollars in closed volume later, the Shirangis are very happy with their decision to join the Keller Williams family.

“One thing about Keller Williams that I’ve always been attracted to is the culture,” Reza says. “I truly believe that you have to care for your client. What I love about Keller Williams is that when you go to Family Reunion, you build that inside of you because you know that the client is what you really are here for.”

The Shirangis credit the Keller Williams models, systems and

training tools for their impressive productivity gains.

“When we started out, we used all of the training and watched a lot of videos,” Reza says. “Going to Family Reunion and participating in all of the training programs there helped me a lot as well.”

### Proven Strategies

Two strategies that have yielded dividends for the Shirangis are farming and keeping their business streamlined.

“We started farming in 2005, and our name was getting out there,” Reza says. “It really took off.”

As the Shirangis developed their farm by sending out postcards and booking billboards, it made sense to target the luxury market in their area.

“Most of our sales are around a million or above, so KW Luxury Homes International made sense,” Reza says. “Also, in thinking of marketing to the area, just having the name ‘luxury homes’ is great. It’s very productive and helps in meetings throughout the country. Also, I use the luxury homes brand when calling other agents out of state, so if a client wants to move out of the area, I can use it to refer to luxury agents out of state.”

### Committed to Community

With their focus on farming their area, the Shirangis naturally have become more involved in their community by supporting local charities.

“We do a lot of events in the community,” Reza says. “We help a lot of schools and volunteer at homeless shelters every month. “We also support children’s sports teams. Supporting the local schools is very important for me, because if a school is doing good, everyone wants to live in that area.”

In addition to earning the reward that comes from giving back, agents can also receive a marketing boost by participating in local events and helping out with community charities. The Shirangis have seen that impact firsthand.

“When you’re helping the community, people see you differently,” Reza says. “At events, we always put our banners out, and it’s good marketing because people come up to you later and say, ‘It’s so nice that you give back to the neighborhood.’”

### Time-Saving Technology

Technology is another tool the Shirangis rely on in their business.

“I do everything on the go,” Reza says. “The iPad, online document processing – those are all time-saving for me. If my client likes a house, I pull up the contract on an iPad, and we do it right there.”

Although Reza and Laura Shirangi have found success by relying on strategies such as farming, community involvement and streamlining, at the end of the day, ranking in the top 1 percent all comes down to providing stellar customer service.

“I truly believe in this business,” Reza says. “For us to do it, just the two of us, it is about word of mouth and about our clients pursuing us. Every time I sell a home, my goal is for those sellers or buyers to give me business because we do what we say and because we’re on top of it. The truth is that commissions are the last thing on my mind because if you do things right, the commissions will come. That’s what really brings business back. When you truly believe in what you’re doing and when you do things from the heart, people see that in you.” **kw**







# Motivated to Succeed

**Yigal Achren** of the Keller Williams Referred Realty (Toronto) market center found his Big Why when he and his wife welcomed their baby girl into the world last year. Suddenly, everything he had been doing for 10 years to build his commercial real estate business came into focus.

“My motivation now is crystal clear,” Achren says. “I am excited to create a better future for my wife, my daughter and our growing family. Commercial real estate is cyclical, and my family is depending on me to provide for them in any market cycle.”

It was only a decade ago when Achren graduated from college and had no real goal in mind for his career or life. He was working in his family’s business when a close friend suggested they both get their real estate license. It took a while, but his passion for the business began to grow.

Achren began his career with an independent broker who had, at that time, been in real estate for more than 30 years and was considered by many to be a legend in the development business. Always an observer and learner, Achren saw the extensive

## 4 Practices for Building YOUR Legacy

Yigal Achren reveals proven tactics for residential and commercial success.

### 1. Build the relationships you want to have.

All of real estate is a relationship business – who you work for and who you work with. Achren is intent on surrounding himself with the right people.

**Clients** “Who do you want your clients to be?” he asks. “Find a way to connect with them. From a variety of experiences along the way of my career, I have made decisions to work with specific clients who develop, own and operate specific and unique real estate.

**Associates and friends** Achren is handpicking a group of advisers and mentors to guide him. “My goal is to encircle myself with a group of commercial experts who specialize in land, income-producing plazas, retail, office buildings, housing units and investment properties.”

### 2. Develop and nurture a positive mindset.

Achren has wrestled with his mindset through the years. He knows that the right mindset can power performance. He’s done the hard work to develop a winning mindset, knowing that it can make or break him.

### 3. Read good books.

*Think and Grow Rich* by Napoleon Hill

*Rich Dad, Poor Dad: What the Rich Teach Their Kids About Money That the Poor and Middle Class Do Not!* by Robert Kiyosaki

*The Alchemist* by Paulo Coelho

*Start with Why* by Simon Sinek

### 4. Don't get too busy to get the training you need.

Achren has participated in KW Commercial Boot Camp, commercial training classes and seminars, has taken BOLD several times and is a constant student of others' experiences.

How a Toronto KW  
Commercial agent's  
**BIG WHY** is changing  
the Canadian  
landscape

Yigal Achren

opportunities and became fascinated with the commercial and land side of real estate. As his interest grew, he realized he needed more training and mentoring.

Meanwhile, a top-producing agent, who was mentoring Achren, was preparing to join Keller Williams. The pair often bounced ideas off one another and shared what they were learning.

When the agent made the switch, Achren agreed to take a few courses and practice with some of the company's scripts and lead generation resources. After a short while, he was hooked and made the transition to Referred Realty, the first Keller Williams market center in Toronto, where he has been steadily growing his business ever since.





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Achren, a member of KW Commercial and the Commercial Leadership Council, is enjoying a steady increase in closed volume year over year. This year, he's already closed a premium condominium development deal at just under \$19 million. He attributes his success to his stubborn and persistent personality. "This is a very challenging business," he confides. "It takes time to find your place and build a reputation. Some deals take years from start to finish."

Indeed, it's not for the faint of heart. Glenn McQueenie, operating principal of Keller Williams Referred Realty, offers, "Yigal is one of the hardest-working and most tenacious agents that I have ever met. The word 'no' to Yigal is just a temporary obstacle. He inevitably gets the best outcome for his clients. He is a shining example of KW culture and we are all so happy to be in business with him." In fact, Achren credits his tenacity to a phrase he has heard McQueenie say through the years: "Most people quit before they are just about to be successful."

But Achren is not most people. He reflects, "My biggest lesson from my day-to-day experience in this business is this: When I set goals and make up my mind to complete something, nothing is able to get in my way until I complete the objective, small or big."

## A Conversation with Yigal Achren

**OUTFRONT:** Have you been in commercial real estate your entire real estate career?

**ACHREN:** Mostly, yes. In 10 years, I've only done a handful of residential deals. Commercial is my passion and where I want to be.

**OF:** You work with many builders and developers around the Greater Toronto area interested in residential and commercial development opportunities. Are there a lot of development opportunities in Canada right now?



**ACHREN:** The commercial market is very hot right now in Canada. There are a lot of international, global and local buyers with plenty of money to spend. With so much opportunity, I'm very excited about it for myself and other commercial brokers in this market.

**OF:** How has membership in KW Commercial benefited you?

**ACHREN:** When KW Commercial was first established, it made perfect sense. I didn't think twice about joining. The educational opportunities and resources are vast. I see the big picture and how having the KW Commercial brand on my business card complements and furthers my reputation with my clients.

**OF:** What is it about commercial real estate that draws you so strongly to it?

**ACHREN:** I am building a legacy for my family. I drive by empty land and envision the possibilities. I imagine showing my children and grandchildren a shopping center or housing development and telling

them how I had a part in transforming the city and the surrounding areas. Not long ago, I worked for three years on a land assembly deal that completely fell apart. We had to start completely over, but I refused to give up. I imagined the families that would be impacted. Today there is a nine-story building with 100 families living where once there was only land and obstacles. That feels like something worth celebrating. Something I'm proud to show my family. I want them to see my footprint across the city and the greater Toronto area.

**OF:** What does the next 10 years hold for you?

**ACHREN:** It has been a fantastic journey of learning so far. I am so grateful and look forward to all the many experiences and challenges to come. In the next decade, I will work to grow my business, help open other KW Commercial offices in Canada and even own a market center in Canada someday. **kw**

# HUMANIZING THE DEAL

Keller Williams Mega Agent **Sue Adler** of the Summit (N.J.) market center is focused on making sure her mega team provides a competent caring client experience worthy of repeat business.

Sue Adler's team's closed volume in 2014 was \$120 million, and her team is on track to close that same amount by the end of August 2015, making them the No. 1 Keller Williams team in the Garden State for 11 consecutive years.

"It's all about putting your consumer hat on," Adler says. "If you pay attention to what attracts you as a consumer, what annoys you and what is invisible to you, it changes your perspective and gives you the insight that you need to stop 'being an agent' and simply be a human being, work from your heart and build trust."

In addition to her roles as CEO, listing specialist and rainmaker, Adler, an entrepreneur, founded HearItDirect, a panel series featuring consumer insights on the home buying and selling experience, the real estate industry and the evolving role of agents. Adler generously donated some of the HearItDirect content to KWU for the new Customer Experience course. The course is designed to help KW associates learn directly from the customer on how to improve their businesses.

"After hearing the sellers discuss how they choose their agents, I realized that my laptop PowerPoint was actually getting in the way of connecting with consumers," Adler says. "So, now we focus on connecting and building trust."

If you would like to bring a live HearItDirect consumer panel conference to your office or region, contact Brandy@hearitdirect.com and watch your referral business grow.

## Consultations Not Presentations

Adler now calls her listing presentations "consultations." "It's about strategy from staging, pricing, creating urgency and bulletproofing to ultimately getting the best price and terms. It's not about me selling myself," she says.

"When you give sellers the context they need to make a good decision, you build trust and confidence that you are the best one to get the job done for them. It sounds so obvious, but we're taught to go in and 'sell ourselves.' That was a huge shift."

## Consumer-Centric Website

Questioning buyers and sellers about what is most important to them also led Adler to fine-tune her website, SueAdler.com, into what is now a nationally recognized consumer-centric website. Adler includes professional photography, interactive floor plans, video and blog articles about the community, nearby school information and up-to-date home sales statistics.

## Attracting Buyers

"After learning directly from the consumers, it became clear that forced registration was annoying buyers and, as an industry, we were alienating the very consumers we are trying to attract," Adler said. As a result, Adler requires forced registration for IDX only, not team listings. Her goal is attracting buyers instead of capturing them.

The Adler Team dedicates a majority of their lead generation efforts and dollars to listing lead generation instead of buyer lead generation. They hired inside sales agents (ISAs) and beefed up their direct mail and listing marketing to attract buyers.

“Also, we now make buyer consultations mandatory on our team,” Adler said. “If we aren’t showing our value on the buy side, consumers just view us as lockbox openers and tour guides and salespeople instead of as consultants. No one likes to be sold.”

Making these shifts in strategy is what Adler believes helped her team double their business in one year, with this year on track to be even better.

### Strong Client Reviews

Adler’s success as an agent bears these ideas out, in ways both concrete – with high production numbers – and those that are less quantifiable, like finding the precise customer-service alchemy that goes into earning a strong client review.

“Buyers and sellers will write the review if they have had either an above-and-beyond experience or a terrible experience,” Adler says. “Getting the job done is the expectation. That won’t get you

the review. The experience that gives them a story to tell will get the review.”

### Team Building

Adler attributes her success and ability to create a great overall consumer experience to her team of specialists, strategists and consultants who ensure their clients receive the highest caliber of service.

“I started over in a new market in 2005 and hired my first administrator before I sold my first house,” she says. “Then came a showing assistant, buyer agents, a virtual assistant, a transaction manager, a lead coordinator, a sales manager, ISAs and then a director of operations.”

“Hire those who share your vision and values. We look for track records of caring service, and we ask them to give us an example of how they have gone above and beyond for a client. We look for positive people who are high energy with a can-do attitude and solution-oriented. This is important to fit into our team culture,” said Adler.

With the right team members in place, Adler exemplified the mix of dedication and education she knew would help them become a top real estate team. Today, that team supports each other and celebrates together, meeting for happy hours and taking in Broadway shows together.

“We are a team in the true sense of the word,” Adler says. “We are extremely goal oriented, and we time block our lead generation daily. The Adler Team also comes up with their goals together, holds morning huddles, trainings, role-playing and morning administrative meetings. “We track everything at all times, and we cheer each other on and support each other,” she says.

The Adler Team recently implemented “Fail Forward Fridays” after attending Coaching Skills Camp. Every Friday, they get on a call and talk about their failures for the week. “If someone didn’t have any failures that week, they weren’t trying hard enough,” Adler said.

Adler prioritizes education and growth in her own career as well, which is why Adler as well as her key team members are in KW MAPS Coaching. “I’ve always had a coach for different aspects of my life,” Adler says. “This is how I stay accountable.”

“For me, the biggest shift was going from being an agent to being a businessperson,” she says. “For so many years, I was used to being an agent, and coaching helped me become a leader and then an even better leader.” **kw**



Sue Adler





# Creating a Business **BUILT TO LAST**

Nick Waldner

Nick Waldner, of the Greater Howard County (Md.) market center, has been in sales for just about as long as he can remember. From selling candy in middle school to helping run a photography business in college, grossing more than \$1 million for the company, before joining a startup that helped develop Cold Stone Creameries in the area, he is definitely an entrepreneur at heart.

While handling the commercial real estate aspect of the business for Cold Stone Creamery, Nick developed a passion for real estate and investing. It wasn't long after that he decided to join his mother, Diane Winters, a real estate veteran of roughly 20 years, at RE/MAX and begin a residential real estate business of his own.

True to form, Waldner sold 40 houses in his first year and earned "rookie of the year" status in 2005. Although Waldner's career was on fire, something was missing. He craved training and tools that would help him more efficiently manage and run a team-based business.

When Waldner was introduced to Keller Williams University's Recruit-Select course and the complete RSTLM model, he saw

that he could turn around his leadership game. The training provided a system for managing new hires and efficiently running a team-based business, he says.

So, in 2012, ready to scale, Waldner and Winters joined Keller Williams. During his first year with Keller Williams, Waldner's business skyrocketed 87 percent. His team is on track to hit 230 transactions and \$70 million in volume in 2015.

### Learning to Scale

Waldner was no stranger to Keller Williams when he joined the company. He had been invited to Mega Camp and Family Reunion and had already read *The Millionaire Real Estate Agent*.

Prior to joining Keller Williams and applying the RSTLM model to his business, Waldner says he didn't understand how to manage his assistant. "Here I was, around 23 years old, saying to my assistant, 'Okay, I hired you. Now, I expect you to know what I'm thinking and to do it before I ask you.' It was a terrible style," he recalls.

Soon, he was bringing in enough business to hire a buyers assistant. Then, he added two more buyers agents, a listing agent and two administrative assistants. His focus then shifted to finding the right talent and putting those people to work in the places where they were needed.

### Putting the Systems in Place

Waldner says the Keller Williams models and systems have been integral to his success. First and foremost, *The Millionaire Real Estate Agent* has been important to his business as it gave him a vision of what his business could look like.

In January 2015, he joined KW MAPS Coaching, which has also been important to his business' growth.

"Coaching is a very tough thing because you have to really click with your coach. KW MAPS Coaching was great about letting me decide whether my assigned coach was right for me or not," Waldner says. "I have a fantastic coach who works with many top agents."

Waldner has also benefited from Masterminds with Gary Keller. That's helped him create a community of top-level agents he can call on with questions or problems. It's helped him think about problem-solving and possibility in new ways, he says.

"The mantra here is 'no one succeeds alone.' If you put two people in a room, they're going to be smarter than one. If you put four people, eight people, 16 people, it doesn't matter. Every time you add people, with the right models and systems, it's going to be a stronger unit, a stronger result," he says.

Today, Waldner has 10 team members in his thriving business. He also says the environment at Keller Williams is very supportive and, instead of telling him what won't work, as some others have in the past, his team and colleagues are dedicated to his success. Everyone shares and helps each other, he says. And that's been inspirational for him.

### Taking the Show on the Road

When Waldner was approached by TLC to film a reality television show titled *Waterfront House Hunting*, featuring not only his real estate talent, but his athleticism and affinity for water sports, he knew it was an opportunity he couldn't afford to miss.

However, filming this TV show would require traveling to seven states in three-and-a-half months – and staying away from his business. He talked to his team, and they enthusiastically encouraged him to go for it; they were ready and able to manage business while he was gone. And they did! Waldner credits the Keller Williams systems he put in place, especially leverage.

Specifically, he needed to have a listing agent and a full-time listing manager in place to manage that aspect of the business while he was away filming. He also needed to have a bank of scripts and ensure everyone could speak to the systems and tools they had in place. Essentially, he needed to have a well-trained team all speaking the same business language.

Waldner understands that appearing on television isn't for everyone. He advises other agents that if they desire to be on TV to be sure they only do a show if it feels right to you. "Don't say anything you wouldn't say to a client and don't make things up," Waldner says. "Cameras or not, this is you as a professional, don't do it just to be on TV. Stick with what you know."

Now, Waldner is newly engaged and ready to embark on new adventures personally and professionally. Today, he knows that no matter what he does, his business is strong enough to allow his team and him the flexibility to live the lives they want to live.

"As I move out of real estate sales and into running a business, my Big Why has changed. I see other great sales-people working for me, and I want them to have freedom and time with their kids and time with their family. I want them to enjoy a life that's not just work and have the balance and the team support they need for that." **kw**



Nick Waldner on the set of *Waterfront House Hunting*

# High Tech

Get Behind the Camera to  
Get in Front of the Action

# High Touch

Video marketing has become an increasingly important marketing tool for real estate agents. What was once considered a “nice-to-have” in a marketing plan is quickly becoming a “must-have.” **Steve Johns**, of the Overland Park (Kan.) market center, is staying ahead of the curve and upping his game with video marketing, and the results are impressive.

Johns’ personal closed volume jumped from \$6 million in 2012 to \$11.7 million in 2013. In 2014, his team reached \$20 million in volume, and they are on track to almost double it in 2015. Johns credits the exponential increase in lead conversion to his KW Video marketing efforts.

Once KW Video was launched, Johns didn’t waste any time getting started with video marketing. “I was attracted to KW Video because it was cutting edge,” he says. “It works so well because video is another way to contact people when a phone and email don’t work. It bridges the gap between high tech and high touch.”

When people receive Johns’ videos, they often reply to him with praise and amazement that he created something so personal and professional in a matter of minutes. “People like when you follow up quickly, and when you can follow up with a personalized video, you really capture their attention,” Johns says.



Steve Johns



## Four Conversations of a Mega Agent Video Marketing Plan

Steve Johns' video marketing plan is based around four conversations: Appointments, agreements, contracts and closings.

### APPOINTMENTS

After each appointment with a buyer or seller, Johns immediately sends a "Thank You" video.

### AGREEMENTS

When an agreement is signed with a seller, Johns immediately sends a "Congratulations" video and shortly follows up with a video introduction to the team. For buyer agreements, a "Congratulations" video is promptly sent.

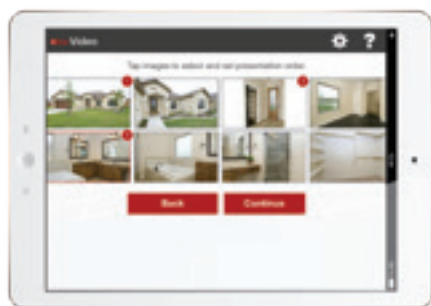
### CONTRACTS

Once a buyer or seller is under contract for the purchase or sale of a home, Johns sends a "Congratulations" video right away and follows up with an email that details the process going forward.

### CLOSINGS

Upon closing, buyers and sellers are sent "Congratulations" videos.

Johns doesn't stop client outreach after the deal is closed. Part of his commitment to high touch is following up with what he calls aftercare videos. These videos include "Happy Birthday," "Just a Note to Say 'Hi'" and purchase anniversaries.



Originally, when Johns started using video marketing, he made voice-over videos. Now he is producing quick personal videos using the KW Video app. He says that his ability to create customized videos right from his smartphone has really helped to set him apart from his competition. "I don't see a lot of other agents using video the way I am doing it," Johns says.

Johns sends personalized videos immediately following listing appointments. "I do it right from the car before I leave the appointment," he says. He also sends videos to all open house attendees, thanking them for coming. Video marketing is great for lead conversion, but it is equally beneficial for client retention.

"My customized videos make the client experience so much better," Johns says. He lets current and past clients know he is thinking about them by sending "Happy Birthday" videos and "Just a Quick Note" messages. "We have noticed an increase in business as a result of sending our personalized videos to people in our sphere of influence," Johns says. "One might think it is a coincidence. I think not!"

Johns has seen the huge benefit video emails have over text: it puts a face to the name. "Our lead conversion rate increased once we connected with potential clients using video in addition to email and phone calls," he says. And the response is great. "Video is extremely personable," Johns says. "When someone receives a personal video, it

is similar to receiving a handwritten note. It is meaningful and purposeful."

In addition to video marketing, Johns has also seen increased production due to his team continually studying *The Millionaire Real Estate Agent*, focusing on setting goals and holding each other accountable to meet their goals.

### Every Good Video Needs a Great Director

Johns has been enrolled in KW MAPS Coaching for approximately four years. As an OP, he has both an agent coach and a leadership coach. "You have to have a coach to stay on track," Johns says. "Sometimes it is painful, like a personal trainer pushing you to work out harder, but the results are worth it." **kw**



## We're ready for TRID!



When the Consumer Finance Protection Bureau mandated mortgage disclosure changes, they created an opportunity for real estate and mortgage professionals to improve the home financing experience for their clients. Citibank has undertaken a rigorous review of our processes to identify ways that we can best implement the TILA-RESPA Integrated Disclosure Rule (TRID).

- Citibank committed significant resources to assure we are ready for the implementation of TRID. For more than a year, a project team has worked exclusively to assure that our employees are informed, our technology is updated and our systems revamped so we are ready when the changes required by the new rule go into effect.
- By completing tasks in the mortgage process concurrently, we will be able to maintain our current turn times while meeting the requirement to deliver the Closing Disclosure at least three days before closing. Our processors are already applying some of the changes with great results.
- We've built a detailed "Countdown to Closing" timeline to better track milestones so we can stay on schedule and meet the deadline for sending the Closing Disclosure.
- The technology updates to our systems are on course to be ready for the implementation of TRID. We used the postponement of the CFPB deadline to further test the updates and address ways to make them even better before rolling them out to our clients.

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# TECHNOLOGY **GAME** CH<sup>^</sup>ANGER



Keller Williams set out across the United States and conducted strategic interviews with 52 of the company's top-producing agent teams. The intent of the in-depth research program was to understand how top agent teams operated.

After a myriad of interviews, the company discovered the pain points for agent teams - disjointed software solutions, managing multiple databases, holding finances accountable, tracking goals and prioritizing lead conversation.

During the process, Keller Williams also implicitly sought to identify an all-in-one technology platform that would seamlessly integrate the economic and lead generation models these top teams leveraged, while further assisting them to

maintain the high benchmarks of success synonymous with their brands.

To address the totality of its agent teams' challenges, Keller Williams searched aggressively for an industry solution. The answer came in an initial partnership with Team Leads, an agent team business solution. Realizing the full power of the solution, Keller Williams acquired Team Leads, customized its offerings and rebranded it as KW Team Leads.

Leveraging the first-hand input from top-producing agent teams, KW Team

Leads is like no other solution available on the market: it fully integrates the best practice models and systems from Gary Keller's *The Millionaire Real Estate Agent*. In short, KW Team Leads serves as a one-stop shop for the business needs of agent teams.

As an exclusive solution offered to Keller Williams agent teams, KW Team Leads solidifies the company's dedication to teams and team-building practices. **kw**

## HERE'S WHAT TEAMS ARE SAYING

### MARK SPAIN

The Mark Spain Team  
Atlanta-North Fulton (Ga.)  
market center

"KW Team Leads is proving to be a great system for us. In fact, this week alone, **we secured a \$1.5 million buyer deal.**"

### ADAM MERRICK

Merrick Team  
Keller Williams Premier Realty (Ill.)  
market center

"KW Team Leads is a game-changer with all of the lead generation and prospecting pieces rolled into one back-end. **KW Team Leads will be an industry-changing platform.**"

### JOSH COOLEY

Josh Cooley Team  
Eugene (Ore.) market center

"Every member of our team uses the platform daily to meet our goals and stay in contact with our clients. Since joining KW Team Leads, **we are getting more leads and experiencing higher conversion rates.**"

"My team is converting leads at a higher rate and we are poised to **double our business in 2015.**"

### KEVIN MOORE

The Kevin Moore Group  
Pioneer Valley (Mass.) market center

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# TOP-PRODUCING TEAMS

Second Quarter 2015\*

	Name	City, State	GCI	Units
1	Bob Lucido Team	Ellicott City, Md.	\$2,813,195.79	340
2	The Mark Spain Team	Alpharetta, Ga.	\$1,870,752.76	331
3	Alchemy Real Estate Group	Seattle, Wash.	\$1,719,508.46	89.7
4	The Rhodes Team	Dallas, Texas	\$1,546,968.66	174
5	Ben Kinney/Home 4 Investment Team	Bellingham, Wash.	\$1,406,893.89	218.4
6	Jeff Glover & Associates	Plymouth, Mich.	\$1,328,209.19	221
7	Philly Living	Philadelphia, Pa.	\$1,198,557.29	144
8	The Perna Group	Novi, Mich.	\$1,190,068.53	203
9	Sue Adler Team	Summit, N.J.	\$1,149,066.69	57
10	The Stephen Cooley Team	Fort Mill, S.C.	\$1,027,671.78	195
11	Unity Home Group	Anchorage, Alaska	\$1,025,750.72	134
12	The Ez Sales Team	Westlake, Ohio	\$992,862.78	230
13	The Merrick Team	Peoria, Ill.	\$958,498.20	198.6
14	Atlanta Land Group	Atlanta, Ga.	\$947,180.97	6
15	Pyron Team	Southlake, Texas	\$922,796.10	149
16	The Wemert Group	Orlando, Fla.	\$907,972.41	133.3
17	Joe Rothchild Realty	Katy, Texas	\$900,732.28	194.8
18	Bouma Group	Ann Arbor, Mich.	\$893,895.61	101.3
19	The Loken Group, Inc.	Katy, Texas	\$889,684.42	258
20	Lysi Bishop Team	Boise, Idaho	\$883,071.54	77.5
21	Noel Team	Santa Monica, Calif.	\$882,113.25	33
22	Laurie Reader Team	Plantation, Fla.	\$869,518.20	105.3
23	Steven Cohen Team	Boston, Mass.	\$866,042.15	50.4
24	The Kink Team	The Woodlands, Texas	\$864,938.95	44.9
25	Teambuilderkw	Kirkland, Wash.	\$843,685.77	116
26	Dave Clark Team	Cupertino, Calif.	\$841,793.07	27
27	Legacy Group	Spokane, Wash.	\$827,875.59	145
28	The Stern Team	Salt Lake City, Utah	\$824,584.91	105
29	The Rider Elite Team	Scottsdale, Ariz.	\$818,174.70	177
30	Liz Lauer & Associates	Monona, Wis.	\$798,770.47	107.3
31	The Cheney Group	Frisco, Texas	\$795,982.22	74
32	Jonville Team	Carlsbad, Calif.	\$794,386.55	52
33	Jennifer Young Team	Chantilly, Va.	\$776,125.76	105
34	Gits Group	Richmond, Va.	\$756,888.11	94.5
35	Eastbaypro, Inc.	Danville, Calif.	\$742,336.25	48
36	The Ensbury Group	Hermosa Beach, Calif.	\$739,762.50	20
37	Group O'Dell	Overland Park, Kan.	\$738,706.38	95
38	The Buehlers & Associates, Inc.	Flower Mound, Texas	\$724,033.11	99
39	Eng Garcia Properties	Washington, D.C.	\$714,932.11	49.3
40	The Amy Kite Team	Naperville, Ill.	\$708,782.47	148
41	The Kelly Group Real Estate	Portland, Ore.	\$708,033.22	80.2
42	The Holli McCray Group	Knoxville, Tenn.	\$697,383.63	120.2
43	The Mark Z Team	Novi, Mich.	\$694,489.92	129
44	The Wagner Team	San Antonio, Texas	\$692,973.35	90.8
45	The Peters Company	Atlanta, Ga.	\$690,348.54	63
46	Omega Group	West Hollywood, Calif.	\$687,291.93	19
47	Five Doors Network - Reed Moore	Anchorage, Alaska	\$686,449.91	79
48	Kase Real Estate	Long Beach, Calif.	\$685,321.00	42
49	Go Brent Team	Bethesda, Md.	\$684,851.52	40
50	The Garrell Group	Leesburg, Va.	\$678,809.15	55

\*Based on transmittals received for the Second Quarter 2015 (April through June 2015).  
Closed transactions identified with specific team.

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## TOP-PRODUCING AGENTS

Second Quarter 2015\*

	Name	City, State	GCI
1	Shawn Park	Los Angeles, Calif.	\$1,013,275.00
2	Stephanie Vitacco	Encino, Calif.	\$891,492.59
3	Lan Bowling	Palo Alto, Calif.	\$878,175.00
4	Amar Amarnath	Palo Alto, Calif.	\$781,661.88
5	Jane Zheng	Myrtle Beach, S.C.	\$721,774.00
6	Sami Dinar	Beverly Hills, Calif.	\$657,500.00
7	Stephen Saltzman	Santa Monica, Calif.	\$612,000.00
8	Richard Stone	San Diego, Calif.	\$444,522.00
9	John King	Palo Alto, Calif.	\$424,185.55
10	Levon Alexanian	Burbank, Calif.	\$420,250.00
11	Juliana Lee	Palo Alto, Calif.	\$412,283.00
12	Mark Tyoran	Westlake Village, Calif.	\$410,878.75
13	Dena Luciano	West Hollywood, Calif.	\$409,295.00
14	Henry Garcia	Studio City, Calif.	\$387,975.00
15	Janelle Boyenga	Cupertino, Calif.	\$381,818.13
16	Wolschina, Lisa	Cherry Hill, N.J.	\$379,064.50
17	Joel Roberts	Atlanta, Ga.	\$378,428.17
18	Kimberly Zitton	Woodbury, Minn.	\$373,881.90
19	Kathleen Kulik	Montclair, N.J.	\$372,171.25
20	Cindy Cole	Destin, Fla.	\$357,551.62
21	Julie Hopkins	Park City, Utah	\$357,500.00
22	Dennis Chernov	Studio City, Calif.	\$350,774.49
23	Rumana Jabeen	Burlingame, Calif.	\$349,175.65
24	Anthony Bolling	Upper Marlboro, Md.	\$348,000.00
25	Jonathan Lu	Burnaby, B.C.	\$345,660.21
26	Espi Bagwell	Pasadena, Calif.	\$342,622.03
27	Robert Stepp	Long Beach, Calif.	\$338,489.50
28	Richard Johns	Studio City, Calif.	\$333,862.50
29	Anthony Pace	Honolulu, Hawaii	\$332,143.76
30	Richard Mann	Santa Barbara, Calif.	\$328,532.34
31	Ashu Chadha	Cupertino, Calif.	\$328,237.50
32	Matt Skrabo	Palo Alto, Calif.	\$314,937.50
33	Rosanna Schulze	San Antonio, Texas	\$313,817.00
34	Kurt Bozarth	Aurora, Colo.	\$308,076.60
35	Juliette Kulda	Burlingame, Calif.	\$307,681.25
36	Robert Dulin	Charlotte, N.C.	\$307,263.75
37	Mary Anne Walser	Atlanta, Ga.	\$305,455.00
38	Ryan Hanson	Baxter, Minn.	\$305,329.12
39	George Wong	Rolling Hills Estates, Calif.	\$303,072.00
40	John Kostrey	Los Angeles, Calif.	\$301,496.61
41	Joe Clair	Durango, Colo.	\$299,296.15
42	Sonali Sethna	Pleasanton, Calif.	\$296,656.87
43	George Moreno	Los Angeles, Calif.	\$294,474.38
44	Joachim Horvitz	Hoboken, N.J.	\$293,922.50
45	Young Lee	Rolling Hills Estates, Calif.	\$291,123.04
46	Sheri Bienstock	Los Angeles, Calif.	\$290,864.00
47	Dee Crawford	Beverly Hills, Calif.	\$288,030.00
48	Tammy Chen	Kirkland, Wash.	\$285,483.59
49	Amy Owens	Montclair, N.J.	\$282,995.00
50	Sophie Ravel	Palo Alto, Calif.	\$280,795.00

\*Based on transmittals received for the Second Quarter 2015 (April through June 2015). Closed transactions identified with the specific agent.

# TOP MARKET CENTERS

Second Quarter 2015\*

	Market Center	City, State	Team Leader	Profit
1	Ballantyne Area	Charlotte, N.C.	Chip Walton	\$607,185.35
2	Austin SW	Austin, Texas	Diane Johnson   Melanie Kennemann	\$527,296.62
3	Arlington	Arlington, Texas	Christy Broussard	\$503,749.58
4	Heritage	San Antonio, Texas	Craig Owen	\$437,086.79
5	Greater Portland	Portland, Maine	Bradford Knowles	\$401,503.42
6	Chestnut Hill	Newton, Mass.	Lynn Cohen	\$396,551.56
7	Boise	Boise, Idaho	Stacie States	\$386,623.68
8	Houston Metropolitan	Houston, Texas	Stephanie McClimon	\$383,732.70
9	The Woodlands	The Woodlands, Texas	Cindy Hamann	\$380,876.01
10	Greater Howard County	Columbia, Md.	Laura Strunk	\$369,634.51
11	Dallas DFW	Southlake, Texas	Lesli Akers	\$363,766.50
12	Bedford-Manchester	Bedford, N.H.	Mark Mulcahy	\$352,900.05
13	Austin NW	Austin, Texas	Christi Davidson	\$349,419.06
14	San Antonio City-View	San Antonio, Texas	Amy Clifton   Lorri Cutler	\$338,537.37
15	Danville	Danville, Calif.	Kristin White	\$337,633.97
16	Grand Rapids East	Grand Rapids, Mich.	Judy Brasseur	\$333,844.55
17	Summit	Summit, N.J.	Jacky Elliott	\$332,859.87
18	KW Chervenik Realty	Stow, Ohio	Carla Ponikvar	\$306,811.21
19	Long Beach Pacific Estates	Long Beach, Calif.	David Culen	\$287,941.29
20	Roseville	Roseville, Calif.	Patrick Woods	\$285,445.88

\*Data from CEO report used for award purposes  
(KW owner profit adjusted for federal/state taxes).  
Second Quarter 2015 (April through June 2015).

# TOP STAKEHOLDERS

Second Quarter 2015\*

	Name	Market Center	Associates Sponsored
1	Brent Mitchell	Austin SW	34
2	Leigh Broughman	Lynchburg	14
2	Monty Maulding	Austin SW	14
2	Anthony Rollins	Santa Monica	14
3	Elise Sessions	Fort Worth	11
4	Scarlet Boren	Chesterfield	10
5	Michael Little	Burlington County	9
5	Rochelle Moore	Wichita East	9
5	Janelle Boyenga	Cupertino	9
5	Margot Weatherford	Charleston / Mt. Pleasant	9
5	Mark Galante	Chestnut Hill	9
6	David Mueller	Ann Arbor	8
6	Yamel Ramirez	Burbank	8
6	Daniel Wisdom	Denver Central	8
6	Robert Rico	L.A. Westside	8
6	Rosalba Alvarez	Coral Gables-Coconut Grove	8
6	Paula Jeffreys	La Mesa / East County	8
6	Marissa Boyle	Charlotte - South Park	8
6	Rodney Bradley	Irvine	8
7	Ryan Riella	Fort Worth	7
7	David Devoe	Hoboken	7
7	Jeremy P. Williams	Houston-Northeast	7
7	Cole Riley	California-Southern	7
7	LaRose Lewellen	Texas-NNMM	7

\*Associates with the most growth at the first level of their profit share tree. Second Quarter 2015 (April through June 2015).

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