

outfront

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KELLERWILLIAMS.

VOL.13.1 2016

Top-producing
agents give their
blueprint for
**SUCCESS
IN ANY
MARKET**

◀ **DAVID ACOSTA** shares
how he is attracting a
growing demographic of
agents and homebuyers.
p.20

LEVERAGE TRENDS

outfront

VOL. 13.1 2016

COVER STORY



22 GROWING IN DIVERSE MARKETS

David Acosta is using KWU training to attract a growing demographic of agents and homebuyers

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Vol.13.1 2016
OutFront is a publication of
Keller Williams Realty, Inc.

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KW MAPS Coaching client Courtney Newton reaches a milestone



CREATE OPPORTUNITIES NOW!

We're just a quarter of the way through 2016 and already ahead of last year's blistering pace. Closed units are up 19 percent, closed volume is up 24 percent and Profit Share is up 30 percent, to name just a few of the key metrics we track.

Clearly the focus you put into building momentum through the 4th and 1st quarters is showing up in the results. And for most of our global associates, we're entering the peak spring and summer selling seasons.

Associates constantly ask: When is the next SHIFT coming? And when do I need to be ready?

Economists generally believe we're in the latter stages of an upmarket, but no one knows for sure when the SHIFT is coming or how severe it's going to be. The second answer is easier: TODAY!

This issue of *OutFront* presents proven strategies from top associates on how to grow your business no matter where you live or what the market is doing. Learn from the best how to focus your activities, build market share and create opportunities for you and your family.

At Keller Williams, we know there's no finish line. And we know our best days are to come!

JOHN DAVIS
PRESIDENT

CHRIS HELLER
CEO

outfront



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into Panama

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AT WHAT PRICE LUXURY?

Defining luxury markets is as much an art as it is a science. Two KW Luxury Homes International agents provide their insight into succeeding in this market.

Whether it be a stately mansion on acres of land in Georgia, or a sleek and modern high-rise condominium with all the latest amenities overlooking the water in Maine. Luxury real estate takes many forms. But, many of the strategies for success in this niche are tried and true.

Luxury homes are often defined as those over \$1 million; like everything else in real estate, the reality is much more location-specific. While a \$500,000 home located in some moderately priced markets might easily meet the criteria for being a luxury home, true luxury homes in pricey markets like New York City or San Francisco might be priced many times that baseline. Factors that affect a home's designation as "luxury" may include location, surrounding homes and landscape, as well as amenities and other factors such as views, nearby bodies of water and historical or architectural significance.

"We don't define luxury homes by attributes," says Susan Thompson, of the Atlanta - Buckhead (Ga.) market center. "Where my office is, \$750,000 might not even be considered luxury. If you take the top 10 percent of the Buckhead marketplace, we're priced at \$950,000 and above."

Figuring out the definition of luxury homes in your market area requires knowing your market and its common attributes. And, if you've decided to sell those properties once you've defined them, it's important to employ some basic best practices in being successful in luxury real estate sales. For agents like Thompson, it's a gratifying and lucrative specialty.

Finding the Top End

Portland, Maine is a city with many personalities. With just 63,000 residents in the city and 300,000 in its metropolitan area, the luxury market represents less than 10 percent of the city's real estate market. However, it's a segment that represents fully one-fifth of the business of Keller Williams associate John Hatcher of The Hatcher Group in the Greater Portland (Maine) market center, which had roughly \$40 million in transactions and 106 closed units in 2015. He says the city's luxury price

point starts at roughly \$750,000, while the Greater Portland market area that his team services would be more like \$500,000; triple and double the county's median home price, respectively.

Hatcher, who grew up in the Portland area, says that selling luxury real estate is different than selling more moderately priced homes. In addition to knowing the market, it also helps to be a student of the area's history, architecture and development, so you can point out elements and features that will be meaningful to the buyer. For example, Portland's peninsula, which is within walking distance of downtown, has a selection of historic early 20th century mansions that range from 4,000 to 14,000 square feet at typical price points of \$1 million to \$3 million. The downtown area, called "Old Port," has sleek, modern million-

"Understanding the property attributes is important. However, location is the primary driver for luxury properties in my market." – Susan Thompson

dollar condos, which were just in concept stage five years ago. Nearby "country club living" is available from roughly \$750,000 to \$1.5 million, he says. All are considered luxury properties.

In addition to understanding your area's history and architecture, Hatcher says luxury real estate agents need to be versed in the most modern and desirable home

HOW TO **SUCCEED** IN LUXURY

Hatcher & Thompson's advice on Tried-and-True Luxury Selling Truths

1

EARN THEIR TRUST

Luxury real estate buyers are discerning in the people they trust, Thompson says. It helps to have a large network and earn business based on referrals.

Thompson joined Keller Williams Realty in 2007, and she worked with her team to close \$29.3 million in 2015 – 70 percent of which came from luxury homes. She says her typical luxury buyers are either referrals or affiliated with a luxury hotel group for which she handles relocations, often with international buyers. Both are won over by delivering excellent service and being an expert in the region's luxury home market, she says.

Luxury clients tend to be loyal when they're happy – one client has closed 28 luxury-range transactions with her over the 33 years she's been in the business, Thompson says.

2

NETWORK WITH OTHER LUXURY AGENTS

Thompson says that coupling KW Global Property Specialists (GPS) and KW Luxury Homes has been an important factor in her business.

She also recommends that those just getting into the game partner with a more experienced luxury agent to help them. "Fifty percent is better than zero when it comes to a luxury commission, so why not partner the very first time out with a luxury agent that knows the area and would potentially help you land that first listing or that first buyer?" she says. "Once you have gone through the process, it gives you some credibility in the luxury market."

Hatcher is also a member of KW Luxury Homes International and says he routinely gets five to six buyer or seller referrals a year through his membership.

3

CREATE A CONSISTENT BRAND

When Hatcher first started in the luxury market, he was doing a 33 Touch program that involved direct mail, advertising and sponsorship of community events to keep his name out there. That consistency has helped him become well-known for luxury property transactions in the area. His tagline, "A House SOLD Name@," has become synonymous with his business. He also has consistent marketing plans for the properties he represents, from his network of contacts to advertising in Domain magazine, which he says is an enormous benefit.

4

GO TO THE BUYERS

Hatcher belongs to several private clubs in the Portland area, and getting to know affluent buyers personally has helped his business, he says. Whether it's a country club, golf club, yacht club or other type of social club, membership can have its privileges when it comes to meeting prospective clients.

For both Hatcher and Thompson, the overarching themes in the stories of their successes are twofold: service and trust. By providing exceptional service and anticipating client needs, concerns and preferences, they have positioned themselves as luxury market experts. By following through on that brand promise, they have earned the trust of their clients and built exceptional luxury real estate businesses.

“In addition to understanding your area’s history and architecture, luxury real estate agents need to be versed in the most modern and desirable home technology.”

– John Hatcher

technology. Hatcher is a member of KW Luxury Homes International. The group invites experts to its meetings to speak about the latest in appliances, home security systems, “smart home” systems and other technology.

“We have gone to the high-end appliance stores to have them explain the top appliances – Sub-Zero, Thermador, Wolf, Dacor – so that we understand when we walk through a house that that is a \$12,000 range. We see so few AGA stoves, but we sold a home last year that had a \$35,000 AGA range. It’s important so you understand what you are selling,” he says.

For Thompson’s area, understanding the property attributes is important. However, location is the primary driver for luxury properties in her area. The home doesn’t have to be large or have a pool. A small, three-



bedroom, two-bathroom “cottage” on a signature piece of property with historical significance could sell for \$1.5 million, she says.

“It’s really location, location, location,” Thompson says.

Tried-and-True Luxury Selling Truths

Selling luxury properties is more than a transaction, it is an experience. Working with affluent clientele is not something to be taken lightly if an agent wants to exceed their client’s expectations. Luxury clients are

used to a high level of service and that’s what they expect. In return, not only does this make the customer experience successful, it most always can lead to more referrals, more closed transaction, and more reputational success in the industry. **kw**

Keller Williams Farm
& Ranch associate
Tara Stark, of the
DFW Metro SW (Texas)
market center, shares
how a passion led her
to have a successful
farm and ranch real
estate business.

LOVE OF THE LAND

For Tara Stark, a native Texan, being successful in real estate is all about doing what she was born to do on the land where she was born. "It's a personal thing," Stark says. "It's a joy to go out on a big piece of property and walk the land." By walking the land, she means being able to diagnose the highest and most desirable use of the property so she can market it effectively. "It's imperative that I understand what the seller has to sell and what the buyer will want from the property. That is where my job is not just my career, it's truly my passion."

Stark, a consistent multi-million-dollar top producer, closed more than \$10 million in volume in 2015. She is a Certified Luxury Home Marketing Specialist, a Certified Negotiation Specialist and a current member and regional representative of the Associate Leadership



TARA STARK

Council (ALC) in her market center. Additionally, Stark has won numerous international awards including the Keller Williams Cultural Icon Award.

The Birth of a Passion

Stark grew up on a 4,000-acre property in Texas. Her father, a horse trainer, shaped not only her early career in cutting horses, but the discipline, reputation and love of the land she possesses today. "I spent my childhood riding across wide open spaces, gathering cattle with my father. Training,

"Keller Williams Realty is a provider. I understand this as a single mother raising a daughter on my own. I wanted to be as great as I wanted to be in real estate. Keller Williams gave me the tools and education to do it."

riding, showing and competing – that was my life. It defined my ethic, competitiveness, aim for success and determination,” Stark says.

Stark amassed a very successful 20-year ride in cutting horses until she made the change to real estate.

In 2003, her career path was born from a personal experience of looking for investment land to purchase. “I drove all around looking at land,” Stark says. “I spent so much time researching, analyzing and assessing properties. I spent weeks driving around looking for property and calling on the agents who represented them.” At that moment she had an epiphany. “I realized that I should be the one representing these properties, and the person people are calling on.”

Stark joined Keller Williams Realty immediately upon becoming a real estate agent. She credits two things that stood out most about the company:

- › **Mission, Vision, Values.** “First, it was the mission of balance: ‘God and family before business.’ Keller Williams truly distinguishes itself by its profit sharing models, its focus on education and training, but this work-life balance mission rang germane with who I am as an individual.”
- › **Models and Systems.** “Secondly, it was *The Millionaire Real Estate Agent* book that drove the point home. I actually stopped and paid mind because of the subtitle: It’s Not About the Money.”

Determination and Grit

Stark has built her real estate career mostly by referrals. “Out here, it all begins with your reputation,” she says. “It’s literally the backbone of the farm and ranch world. The land, these properties: there are deep generations and emotions rooted in many of them. Having an understanding of what these listings represent is important. Understanding the mindset here is the key to success with these types of properties.”

“I’m in a competitive market that is highly saturated with luxury and farm and ranch experts. It’s normal to have to compete against four or five agents on any given listing,” Stark says. “Add to that; this market has fewer listings with larger properties, all moving at a much slower pace. These types of transactions are liable to take six months.” For many agents, that can seem too long to wait for a deal to close.

Stark describes the farm and ranch market as a “want to” purchase, not a “have to” purchase. These are purpose-driven purchases. “These properties must provide the land that the ranchers need. If it’s raw land my clients are looking for, then the land must naturally provide for that need. If it’s recreational land, then the land must provide for fishing, hunting, or whatever activity the client is seeking,” Stark says.

Becoming a Successful Farm and Ranch Agent

Stark says that there are several factors unique to farm and ranch properties that agents must be aware of. They aren’t just selling a home on a larger piece of land. For example, there are different tax implications depending on the projected use of the land. To be a successful farm and ranch agent, Stark says agents need to:

- › Be experienced with these types of transactions. Consider partnering with an experienced agent on your first few deals.
- › Have a track record of success.
- › Maintain a reputation for honesty, integrity and professionalism.
- › Be well connected with the target audience.

Marketing Farm and Ranch Properties

Stark follows the Keller Williams models and systems, but customizes some of her deals to reflect the specific property, the people and herself. “Keller Williams allows us to brand ourselves, which is very important to me,” Stark says. “We have customized the templates and have designed our advertising in our own personal way to really speak to our target market. I have a look and quality that I strive for because it’s important the property is reflected properly.”

Stark incorporates the following into her marketing plans to provide a well-rounded marketing opportunity for each property: customized pre-listing packages, custom marketing for listings, direct mail campaigns and social media communications.

Stark, who is committed to KW MAPS Coaching, also uses her coaching as a way to enhance the impact of her marketing.

Sticking to Her Roots

“One of my favorite things I do every year is to go back to my roots,” Stark says. For three weeks each November, she weaves her cutting horse career with her real estate business and occupies a booth at the NCHA (National Cutting Horse Association) Futurity World Championship Show in Fort Worth, Texas. This three-week event is great advertising for her business and it gives her the opportunity to network with potential clients.

What is it that separates Stark from the herd? She has mastered the art of the relationship. “My clients are all of equal value to me,” Stark says. “Real estate is relationship driven. I earn my clients the old-fashioned way: I pay them the respect they deserve and I provide them with the service they expect.” **kw**

What do you want to learn today?



A revolutionary training platform, KWUConnect was recently launched at Family Reunion 2016. Through the new platform, KW associates are able to crowdsource answers to their most pressing business questions. Offering an unmatched learning experience, the new platform is included as part of an associate's technology package at no additional cost.



Brett Tanner on Why Should You Text Your Leads?

Every real estate agent sends texts, but not every agent uses texting to reach out to prospects. We do, and have found that texting prospects in addition to calling them has worked wonders for us. In some cases, people will ignore our calls and emails, but text us back saying they want to set an appointment! To see how we are able to use texting to our advantage, watch this short video!



Cody Gibson handles seller pricing objection

Mega Agent and MAPS coach Cody Gibson provides a script for the best way to deal with pricing a home when the sellers want to overprice their home to "test" the market?



Mindset matters! Staging to sell with Ryanne Vaughan- Austin Southwest

Learn how Ryanne takes over expired listings, transforms them and gets them sold- regardless of the market.

Crowd source the answers to your biggest business questions.

ASK



UPLOAD



CALENDAR



LOG IN



Becoming a World Class Prospector

Jeff Glover of Plymouth, Michigan, shares the skills to becoming a world class prospector. "You can either wait for business to find you, buy business or go out and earn it," Jeff states. He continues, "No matter your level of production, prospecting should be a major piece of where that business comes from. If it is not, I'm going to take you through how it could be."



Kirby Chan's 3 Step Process That Helped Him Win the KW Mobile App Contest

In this video Kirby Chan will show you the 3 step process he used to become the winner of multiple KW Mobile App contests. 1. Installation of the App 2. Setup of custom domain name 3. Share it on Facebook and Email Signatures.

To set-up your account, visit
(KWUConnect.com)

How to share videos, audio & documents:

1. **Upload:** Click upload

2. **Upload a File** Upload a Youtube Video Upload a Link

File* Choose File No file chosen

Description

Keywords

Use comma to separate keywords

Member's Group

5. **Save**

2. **Choose:** Select the type of file that you are uploading

3. **Description:** Write a brief description about your content

4. **Keywords:** Provide keywords for your content to show in search results

5. **Save:** Press save to upload file



Items You Can Share Now

If you're wondering what to upload, consider one of the possibilities below:

- › Pre-listing Packet
- › Listing Consultation (materials or video)
- › Buyer Consultation (materials or video)
- › Biggest Buyer or Seller Objection and Your Handler Script (audio, video or document)
- › Sample of Listing Marketing piece (mailer, flier, etc.)
- › Getting an Offer Accepted
- › FSBO Cold-Call Script
- › Circle Prospecting Script
- › Funniest Learning Moment in Real Estate
- › New Agent Tip (to get your business going quickly)
- › MREA/Mega Team Building Lesson Learned

HEAD STAY



JEFF
QUINTIN OCEAN CITY (N.J.)

“You get out what you put in. I’ve only been with Keller Williams since January 2016 and have already completed BOLD and attended Family Reunion”

– Jeff Quintin

Jeff Quintin grew up in Ocean City, N.J., and dove immediately into real estate after high school. After 23 years as a successful real estate agent, Quintin made the move from Berkshire Hathaway HomeServices to Keller Williams Realty in January 2016. “Let’s put it this way,” he says. “I’ve been dating Keller Williams for six to seven years now; We’re now married.”

Quintin, whose closed volume for 2015 was \$55 million, chose Keller Williams because the company’s models and systems are in alignment with his goals to succeed. “Keller Williams offers outstanding support and a multitude of tools to grow my team to the 7th Level,” he says. “This was not a possibility at my previous bro-

kerage; it’s not a possibility anywhere but Keller Williams.”

Quintin enrolled in BOLD within the first few weeks of coming aboard. “BOLD allowed me to leverage the education and classes offered and to have a better mindset,” he says.

“Keller Williams also offers killer technology,” he adds. “And the ability to invest in other offices and market centers is brilliant.”

Quintin’s mission of assisting clients in reaching their real estate goals while making a positive difference in their lives is right in line with the Keller Williams culture, and he is ready to make even more dreams come true in 2016.

REALTOR

CHESTERFIELD (MO.)

KELLY HAGER

“You can do anything when you have the right team around you.”

– KELLY HAGER



Kelly Hager is no stranger to Keller Williams. Previously with Keller Williams, she left to join RE/MAX and has now returned home. “I wasn’t learning at RE/MAX,” Hager says. “If I hadn’t left Keller Williams, I wouldn’t have realized all that I was missing. The training and development at Keller Williams is better than anything available in corporate America.”

Hager has taken several courses at the Keller Williams Realty International Learning Center in Austin, Texas, and every time she does, she says she learns something new. “I’ve even taken the same course more than once. It’s a different experience each time.”

In 2015, Hager’s team closed \$55 million in total sales volume and she plans to double that this year.

She is thankful to Keller Williams for the education, the models and systems, and the culture it provides. Hager always asks herself, “What are the critical activities that are going to drive me to the results I want to achieve?” One activity is surrounding herself with the right people to be in business with. “The Growth Initiative is very beneficial to us,” she says. By being around the best in the business, she feels she has the benefit of learning and growing through people.

Hager is anything but ordinary. “Being average is boring,” she says. When Hager is not selling millions of dollars’ worth of properties in her market, she is appearing at speaking engagements, contributing to publications like Inman and the Huffington Post, managing an Australian rock band and busy being a mom. And she couldn’t be happier to be back home with Keller Williams.

JOE **ZIMMERMAN**
 MARY **HAIGHT**
 DOWNTOWN
 CHICAGO NORTH SIDE



“This is a company built by the agent, for the agent, and we want to expand this successful blueprint in the Chicago market.”

– Joe Zimmerman

Keller Williams Realty is gaining market share on the north side of Chicago with the trailblazing team of Joe Zimmerman and Mary Haight at the helm.

Zimmerman and Haight came to Keller Williams from @properties, where their recent 12-month closed volume was \$95 million with 225 units.

Zimmerman says he and Haight joined Keller Williams for the training opportunities the company provides. “Both Mary and I are very excited to be with Keller Williams,” he says. “The proven models and systems combined with the training helps agents build their businesses and better serve the needs of their clients.”

When asked why they made the move from an established brokerage they were happy with, Zimmerman says, “There was no other reason than it’s a different mindset. Keller Williams is a training company with a culture that is focused on education and giving back.”

With Keller Williams, they are allowed to better leverage themselves and their time to give better service to their clients. “We are excited to bring the KW global presence to the Chicago area,” Haight says. “With Keller Williams, we are set up to build the business of our dreams.”

The team has taken multiple training courses, attended Mega Camp and Family Reunion. Their plan is to take them all.



INDIANAPOLIS (IND.)
**JAMES
 EMBRY**

When James Embry made the move to Keller Williams Realty from Berkshire Hathaway in October 2015, he was confident that Keller Williams was the right place to be for his business. “I didn’t have any concern to move on to bigger and better things,” he says.

Embry, whose 2015 total closed sales volume exceeded \$20 million, is a process-oriented individual who thrives in a structured environment. Having read *The Millionaire Real Estate Agent* prior to joining Keller Williams, he knew what the road map to success looked like, but desired more support and tools to help him reach even higher. “I loved the MREA and found it was the perfect model to follow if I wanted to grow a successful real estate business,” Embry says.

Success and support are the cornerstones for how he conducts business, and he finds that the Keller Williams culture helps foster both and leads agents to succeed at a high level. “Keller Williams is all about supporting agents and sharing successes,” Embry says. “Most brokerages are focused only on the individual succeeding, not the entire group. However, while that may work for the individual, it doesn’t make for a successful business model.”

“I didn’t have any concern to move on to bigger and better things.”

– JAMES EMBRY



BRYN MAWR (PA.)

MIKE SROKA

“There was no option other than Keller Williams Realty.”

– MIKE SROKA

“I knew I needed to change brokerages,” Mike Sroka, of Bryn Mawr, Pa., says when asked about his move to Keller Williams. “I wanted an entrepreneurial platform that could accommodate my production goals and satisfy my team-building philosophies. When you are looking to grow, you need to be around like-minded people. There was no option other than Keller Williams Realty.”

A native of Pennsylvania, Sroka knows his market and knows how to serve his clients well. “We’ve been consistent in sales and we know what we’re doing,” Sroka says. But he knows that no one succeeds alone. “Training and coaching are very important to me, but Coldwell Banker didn’t have the necessary

growth tools to offer their agents. The training offered through Keller Williams puts us all in an environment to succeed.”

“We’re responsible for a lot of families who rely on us. It’s important to not only realize my team members’ goals, but to offer them the opportunity to exceed them.”

Sroka, who joined Keller Williams Realty in February 2015, jumped right in and is embracing the Keller Williams systems, models, culture, KW MAPS Coaching and expansion model. It is working well. Sroka’s 2015 total closed volume was more than \$33 million. “Our team is on track and we know what we need to do to succeed at a high level.”



“It’s very easy to get lost in real estate. You don’t really have someone there along the way to guide you. MAPS gave me that: a road map.”

– CINDY SHETTERLY

With a 12-month total closed volume of \$33.6 million, Cindy Shetterly is the No. 3 agent in the Northern Kentucky MLS. “When I began focusing on building a team, I quickly realized that I had no idea how to assemble the right team,” Shetterly says. “I also wanted to make sure I was the best team leader I could be. Keller Williams Realty provided me all the tools I needed.”

From the models and systems to the education to KW MAPS Coach-

ing, Shetterly feels that Keller Williams has given her comprehensive direction and support. “I believe that as the leader of the team it’s an obligation to be enrolled in KW MAPS Coaching because your team is relying on you,” she adds.

“KW MAPS Coaching holds me accountable. Keller Williams is all about support and guidance to ensure that your business is headed to the next level,” Shetterly says. “It’s easy to find yourself working seven days a week

and making money. But this doesn’t mean you are doing your best or being the most effective agent you can be.”

Since joining Keller Williams from Sibcy Cline in November 2015, Shetterly has taken advantage of many of the training and coaching opportunities, including BOLD. “It’s been incredible,” she says. “It’s helped me and my team so much. I believe in its effectiveness so strongly that I paid for my whole team to attend.”

CINDY
NORTHERN KENTUCKY
SHETTERLY

A portrait of Courtney Newton, a woman with blonde hair, smiling and wearing a red top. The background is a blurred outdoor setting with a red building.

ONE IN A MILLION

COURTNEY NEWTON

Courtney Newton, an associate with Keller Williams Cityside in Smyrna, Ga., a suburb of Atlanta, is building her bustling business using the precise steps detailed in Gary Keller's bestselling book, *The Millionaire Real Estate Agent*. An avid and intentional reader, Newton vowed after reading *The Millionaire Real Estate Agent* in 2004 to earn a million in income by the time she was 35.

Real estate was never the original plan. “I make plans and God laughs, right?” Newton says. While getting her MBA at Kennesaw State University and working retail in the early 2000s, she decided to get her real estate license “as a backup.” She chuckles as she recalls, “Yeah, I thought I was going to sell houses until I could get a real job. Little did I know!” From the start, while also working at a retail store, she was carefully practicing the scripts detailed in *The Millionaire Real Estate Agent*. That the scripts weren’t about houses didn’t matter to her. “Instead of houses, I was selling lotion. I was able to practice and internalize those scripts, and I saw my sales numbers rise.”

In the business for more than a decade now, she’s seeing her sales numbers rise as an agent too. Newton and her growing team closed 212 units in 2015, which was noticeably up from 170 units in 2014. And about that goal to make a million? Newton hit the bulls-eye a month before her 35th birthday and finished 2015 with \$1.5 million in GCI.

She points to her pivotal decision in 2012 to join KW MAPS Coaching as a key to maximizing her performance. She was at Mega Camp at the time and had been “hitting a wall,” trying to break past \$800,000 in GCI. After encouragement from other agents who saw great gains from coaching, she took the plunge. The tenets of the program have helped Courtney Newton & Associates grow steadily ever since. Working with someone she calls “a formidable coach,” they worked on getting Newton’s price point up and increasing her farms from 2,500 to 5,000, and then again from 5,000 to 10,000.

Newton says that her MAPS coach expects and demands the best of her. “If I say that I want the market share in my designated area, she’s watching to see if I really do have it and she holds me accountable if I don’t.” Newton remembers a time before MAPS coaching that she shrugged off spending money on performance programs like this. “The mortgage company is my accountability,” she’d quip, suggesting that paying the bills was plenty to keep her good and motivated. “But I’ve come to realize that it is the best money I have ever spent. There’s absolutely no hiding when you are being coached by a MAPS Coach. You have to be vulnerable, and that is the best way to position yourself for growth. I can say that I want to achieve something, but if I’m not doing the work to get it, my MAPS coach can see it clearly and point it out.”

Accountability-based training is permeating through to her whole team. Now she’s encouraging her lead

buyer agent to get into coaching as soon as possible and she puts her associates through BOLD twice each year. On Mondays, the team buckles in for a daylong call-a-thon, working on their 100 contacts each week as taught in BOLD. They rely on scripts to increase their productivity and prepare them for any turn the call may take. The BOLD mindset exercises and lead generation training has been critical in enabling them to move quickly into productivity.

One of the calling cards of Newton’s success is her regard for helping anybody at any price point, which is a key reason that

Newton’s Tips for Mastering Your Mindset



1. FIND LIKE-MINDED AGENTS.

In addition to MAPS coaching, Newton is active in an accountability group. They meet weekly for breakfast, text regularly, call when they need help solving problems, and send one another affirmations and motivations. She cites at least two other sets of friends that she meets with regularly.

2. FOCUS ON WHAT’S GOOD.

“With all the obstacles and challenges that arise in a typical day of real estate, it’s important to focus on what’s going well. I always say that real estate is a tough business, yet it’s not surgery on hearts and livers. It is not life or death. Everybody has a bad day. Get up and keep moving.”

“As agents, our lives are revolving around listings. I’m working to get as many signs up as possible. I stay focused on this goal. It’s all about the listings.”

she has closed more than 500 short sales. If one were studying her schedule, she says they might say her daily routine is “boring and predictable,” but it’s more like systematic and effective. Very effective. She recognized early on the importance of getting as many listings as she could and built her schedule to reflect it. Turn the page to find out how Newton structures her day for success.




FROM LEFT TO RIGHT: ANSLEY DAVIS, SARAH WHITESIDE, KELLY HUMMEL, COURTNEY NEWTON, MELVIN CLOUD



Book Recommendations

“There’s absolutely no hiding when you are being coached by a MAPS Coach. You have to be vulnerable, and that is the best way for you to position yourself for growth.”

SET YOUR DAY UP FOR SUCCESS

 MORNING	Make Calls/Use Scripts/Find Listings Newton prioritizes for sale by owners every Monday morning when they may be weary from lack of interest from a weekend open house or showing. She has a reliable script that works. She says to them, “I understand your need to save money, but let me show you how I can make money for you.”
 MIDDAY	Negotiate Contracts
 AFTERNOONS	Appointments Every other Saturday, Newton takes the day off. “As agents, our lives are revolving around listings. I’m working to get as many signs up as possible. I stay focused on this goal. It’s all about the listings.”

Newton is a nonstop reader and encourages her team to also read widely. In fact, she and the team always have a book going. They individually read a book “together” and then meet weekly to discuss a chapter. They just completed Mo Anderson’s book, *A Joy-Filled Life*.

The Millionaire Real Estate Agent by Gary Keller and Jay Papasan – Newton keeps the guidebook on her desk in a spiral folder and references it every day. “It’s my blueprint for how to do business,” she offers. She can’t wait for *MREA 2!*

The Traveler’s Gift by Andy Andrews – Ponder success and failure through one man’s choices. Of the book, John Maxwell says, “Andy Andrews will challenge you to reach your fullest potential.” **kw**

Introducing Your New
KW Agent Website

YOU NEVER LOOKED BETTER ONLINE

With 92 percent of buyers using the Internet now to search for a home, agents need a Website that works for them and can be found by consumers. At Family Reunion 2016, Keller Williams Realty announced the roll out of new KW Agent Websites.

Slated to roll out in phases beginning in April, the new responsive and modern WordPress Websites will be available to all KW agents and market centers in the United States and Canada. The new agent websites release will help associates take their digital presence to the next level.

Built on WordPress, one of the most popular platforms on the Web, these new sites are easy to set up, fully customizable, and come at no additional cost to associates. New KW Websites feature out-of-the-box SEO and the search experience consumers want. Plus, it's mobile friendly (responsive) – so the Website appears great regardless of the device your customers use.

With these new Websites, creating a powerful presence online has

“As KW moves down the path of creating a meaningful experience for consumers, we know those journeys start on agents’ Websites. Our new KW sites are a wonderful start.”

- Josh Team
KWRI Chief Innovation Officer

never been easier or more effective. With easy-to-set-up and easy-to-use templates, these new responsive Websites provide exactly what you need to rank higher in relevant searches.

And, your new agent Website is completely editable so that you can customize the content you want to publish. Best of all, it integrates with eEdge, the KWLS and White Pages. **kw**



KEY FEATURES TO GET EXCITED ABOUT



Quick Setup

Quick and easy setup wizard has Websites ready in just five minutes.



Site Designs

Professionally designed templates built to showcase your properties and professionalism.



Custom Branding

Adjust color scheme, upload photos, add logos, and tailor menus and pages to fit your unique brand.



Mobile Ready / Responsive Design

Looks great on any device.



Natural Language Search

Personalize search forms, select featured properties, and give your consumers saved search capabilities.



Blogging

Easily add social media accounts to your Website and create blog posts.

◀ Visit (Blog.KW.com) to get blogging ideas and tips for your Website.

GROWING IN **DIVERSE** MARKETS

Today, one in every four children born in the United States is Hispanic, and 20 percent of millennials self-identify as Hispanic.

In 2014, the Latino population in the United States totaled 53 million, and by 2050, that figure is set to increase 126 percent to 120 million. This increase means change and opportunity for the real estate industry.

DAVID ACOSTA

For starters, as purchasing power among this segment of the population increases, so will the number of Hispanic home buyers. It follows that the number of Hispanic real estate agents will also be on the rise, which is just one of the reasons Keller Williams University has translated its core training courses into Spanish.

Keller Williams mega agent, David Acosta, leads a team in the El Paso market center, and has offices in Hollywood Hills, Calif., Chula Vista, Calif. He uses and teaches from Spanish-language Keller Williams University courses to attract new talent and better serve the growing Hispanic client demographic.

“These courses offer tremendous value to our agent population,” Acosta says. “John Davis, Chris Heller, Dianna Kokoszka, and the entire Keller Williams family are investing time and resources in making sure we can support our agents with the right training and tools.”

When Acosta first found out Keller Williams University was adding Spanish-language courses, he knew he wanted to teach them, and he also knew why. “There is a need for Spanish-speaking coaches and instructors, not just for Keller Williams, but for the entire industry,” he says. “The Spanish-speaking population and those with Hispanic descent attend classes and trainings in English, but most of the time they still think and learn best in their first language, so they have to be translating back and forth, and it takes a bit longer to acquire all the information and skills due to the fact that

“I got involved [in NAHREP] and helped found a local chapter in my market in El Paso, Texas. From there, I participated in national events and got to see that NAHREP’s principles and philosophy are in complete alignment with the principles of Keller Williams.”

sometimes this information gets lost in translation.”

As an agent, Acosta finds these courses useful for the other agents on his team and in his market centers. “I share what I learn with the agents on my team, which helps me better understand and absorb the material faster,” he says.

Acosta teaches Spanish versions of Ignite as well as courses on buyer mastery, seller mastery and lead generation.

“Currently, we just share with our team the notes and reviews from Masterminds and the BOLD classes,” he says.

He also works to make sure Spanish-speaking agents know that the courses are available to them. This draws big attention to Keller Williams Realty as the real estate company of choice for new agents.

“I certainly promote these classes,” Acosta says. “I share them with my team, with the team leaders and with the people in our market centers. I also share them every opportunity I have during speaking engagements and with diverse chat groups on social media.”

Commitment to Advocacy

Acosta’s commitment to better serving, representing and advocating for the Hispanic population, both in terms of his fellow agents and his real estate clients, led to his involvement with the National Association of Hispanic Real Estate Professionals® (NAHREP). Acosta was elected to the NAHREP Board for 2016. Acosta has secured a Top 10 spot on the NAHREP Top 250 multiple times.

NAHREP seeks to be “The Voice for Hispanic Real Estate” and champions of homeownership for the Hispanic community. After Acosta first learned about NAHREP, he felt called to get involved, especially because he felt that the association’s mission and values aligned so closely with those of Keller Williams.

“It’s a privilege to be part of an organization that has so much clout in our industry,” he says. “I got involved and helped found a local chapter in my market in El Paso, Texas. From there, I participated in national events and got to see that NAHREP’s principles and philosophy are in complete alignment with the principles of Keller Williams. As Gary Keller says, we have to come from a place of contribution, and being part of the ALC and any other board helps you prepare for running your business because it teaches you about committees, meetings, accountability, funding, goals and objectives, all of which have real value in the formation of a true businessperson.”

Through his involvement with NAHREP, Acosta has deepened his understanding of the growth of the Hispanic population and how this growth will impact the real estate business. According to NAHREP, “With annual purchasing power of \$1.5 trillion, the nation’s largest and fastest-growing minority group is reshaping the way goods and services are delivered across the marketplace. In the housing sector, Hispanics are expected to become a key driver in the first-time home buyer market and will comprise as much as 55.5 percent of new homeowners.”

Presidents and cabinet secretaries regularly address the NAHREP convention.



FROM LEFT TO RIGHT: ALONSO RODRIGUEZ, DAVID ACOSTA, CARLOS CHAVEZ

“Real estate is a local business. Being in multiple markets keeps us focused on identifying local trends and delivering results.”

Acosta entered his third market in November 2015 and has been busy planning his continued growth for the remainder of 2016.

“We are mapping the trends as we grow in new markets,” he says. “Texas and California have a high concentration of both Hispanic clients and potential agents that have a strong work ethic and can relate to their customers. This will help us grow our market share. Gary Keller keeps reminding us about deepening our bench with talent, and both these markets have a big pool of talent to attract to our teams and to Keller Williams.”

When it comes to attracting Hispanic talent to Keller Williams, Acosta believes that Keller Williams University with its commitment to Spanish language instruction, and the availability of resources like KW Global Property Specialists to connect agents with international buyers and sellers, will provide tremendous value to current and prospective agents.

“While the National Association of REALTORS® says the average age for an agent is 55, the population of Hispanic agents is greatly younger in nature,” he says. “Along with their entrepreneurial spirit, they are hungry for information which creates a great opportunity for their growth. KWU’s Spanish-speaking courses as well as KWU training videos, scripts and KW MAPS Coaching and BOLD, are all tools available to agents which support Gary Keller’s vision for an agent-centric culture.”

“You are never limited to just one area,” Acosta says. This year, Acosta is focused on expanding into four to five Southern California teams and he also has his eye on Dallas, Texas.

“Real estate is a local business,” Acosta says. “Being in multiple markets keeps us focused on identifying local trends and delivering results.” **kw**

“At the first NAHREP national convention I attended, President Bill Clinton, as a keynote speaker, shared numbers about the growth of the Hispanic population in the U.S. with an upward tendency,” he says. “The 54 million Hispanics in the U.S. today comprise 17 percent of the country’s total population, up from 5 percent in 1970. Over the past 20 years, the number of Latinos under the age of 18 has increased by 107 percent. President Clinton mentioned that if the people in that room – meaning agents, lenders, title companies, escrow companies, et cetera – don’t serve and understand this huge segment of the population, they will be out of business. These words stuck with me, and I decided to take advantage of that for both sales and recruiting opportunities.”

Growing in Multiple Markets

It only follows that the growth in Hispanic home buyers will also surely drive growth in the number of Hispanic real estate agents. As an agent committed to growing and expanding his business, Acosta has put these statistics to work in his personal business strategy.

MAY 12 2016

REDDAY



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2016 NAHREP PRESIDENT ELECT

LEO PAREJA

COMMITMENT TO SERVICE

In January, the National Association of Hispanic Real Estate Professionals® (NAHREP®) announced the appointment of Keller Williams associate Leo Pareja as its 2016 President Elect.

Core to its mission, NAHREP seeks to help more Hispanic families achieve homeownership in a sustainable way.

“Leo Pareja is an outstanding example of the talented, successful professionals that make up our NAHREP membership,” said Gary Acosta, CEO and co-founder, NAHREP.

“We are excited to welcome Leo to our leadership team and look forward to an even more successful 2016,” said Acosta.

At Keller Williams, Pareja leads the Leo Pareja Team based in the Washington, D.C. area.

In 2012, Pareja served as the founding president of the Metro D.C. Chapter of NAHREP. Shortly after, he was elected to become a director of the organization’s national board.

For the fourth consecutive year in 2015, Pareja secured a Top 10 spot on the NAHREP Top 250, an annual listing of the top-producing Hispanic real estate agents in the United States. Pareja also currently also serves as chairman of the NAHREP Icons mastermind group. **kw**



KIRBY CHAN

YOU'VE GOT A **FRIEND**

Kirby Chan, of Newmarket, Ontario, shares how to leverage Facebook for lead generation and promoting your business.

In some offices, Facebook might be considered a distraction. But when appropriately harnessed, the ubiquitous social network can be a powerful tool for lead generation and promoting your real estate business. Just ask Keller Williams associate Kirby Chan of the Newmarket, Ontario, Canada, market center. This past fall, Kirby's masterful use of Facebook helped him win multiple KW Mobile App download contest.

Kirby got his first taste of Facebook's potential when he was working as the tech trainer and eEdge ambassador for his market center. During the past three years, he's turned that tool into a strong business strategy, all of which is based on his personal Facebook account.

"At the beginning, I had to learn Facebook so that I could teach it," he says. "What made Facebook a viable option for me was how it's

like a database. When they introduced friends lists, I was able to segment my friends into categories and lists. For my business, we don't see a distinction between friends and clients because our clients become our friends and vice versa."

Through Facebook, Kirby maintains five friends lists, each with a specific purpose. The friends list functionality allows for post updates to only appear visible to members of a certain friends list, which streamlines communication. Also, the friends list newsfeed will only show the newsfeed from that particular friends list.

"Anyone that's a potential client and all of my Internet leads go into one bucket," he says. "Then there's clients for life, who are extra special because they've done business with us. There's a list to be used with my family. Then we have agent referrals. That's big in our business, so we treat them a certain way on Facebook. Finally, we have the local sphere, which is where we have our business partners."

The first list of potential clients and recent friends is the one Kirby focuses on adding to each day through systematic communication.

"In my newsfeed, I purposely look for people I don't know who are commenting on my friend's posts, and then I also comment on their posts, engaging them

How to Use Facebook for Lead Generation

in conversation,” he says. “I’m connecting with a new friend and our mutual friend at the same time, so after the comment, I add that person as a friend and drop them into the recent friends list. Those are the people I start to nurture.”

For Kirby, this nurturing phase of the lead generation process typically does not involve real estate-related correspondence. For example, he wishes five of these friends a happy birthday each day and posts on five different leads’ walls.

“What we found is that posting on people’s walls is one way to get good engagement with them,” he says. “We’ll say to have a good weekend on a Friday or we’ll see whose day we can brighten or who has a celebration we can share in. Babies and weddings are big ones.”

When it comes to updating his own Facebook page, Kirby sticks primarily to posts containing questions to encourage engagement that leads to real estate.

“How do you feel about the extra land transfer tax?” or “What are you investing in for your retirement?” are some examples,” he says. “It’s all about getting them in conversation and engaging them with my status updates. I don’t post any look-at-me stuff. I don’t post my new listings. Every week, I have one recurring post that says, ‘I’m always looking to give referrals. Who do you know who I can help?’ I’ll always get one referral right after that.”

Even though Facebook has proven to be a powerful tool for Kirby’s business, he will be the first to admit that the social network can also be a dangerous time drain.

“At most, I’ll spend half an hour on Facebook or else it sucks you in,” he says. “You have to time yourself and get really purposeful about

connecting with people. However, during the day, it may take five minutes here and there to comment on posts. If people comment on your posts and you disappear, it becomes a ghost town. There’s no engagement.”

These steps have helped Kirby amass approximately 1,700 Facebook friends. That number is impressive, but it becomes more impressive when it comes to the level of communication and engagement he gets from those friends in return. He was able to see that firsthand when he began messaging his Facebook friends directly about downloading the KW Mobile App.

“After you do all this, the beautiful thing is that they all know you and they all trust you,” he says. “With the KW App, I messaged everyone to download the app. The app actually motivated me to get in touch with a lot of people, some of whom I didn’t even know.”

When it came to crafting the message, Kirby stuck to short and sweet, asking “Do you have five minutes to help me?” to create a little bit of mystery. He found that his response rate was about 30 percent. If his friend downloaded the KW App, he followed up by asking if it was okay to check in with them from time to time to see if they had any referrals.

“So many people supported me by downloading the app,” he says. “I won the contest by connecting with all the people I have relationships with on Facebook. After I won, I messaged everyone to let them know, to say thank you and to ask them to help me get referrals, which was an awesome and easy segue.” **kw**



Kirby Chan

19 hrs

Kirby Chan applies the techniques he’s learned about lead generation – specifically the [Four Laws of Lead Generation](#) – to Facebook and is reaping big rewards from his efforts. In addition to winning a national contest for having the most downloads of the KW App, one-fifth of Kirby’s 52 closings from 2015 came from leads developed on Facebook. Here’s how he adapts the Four Laws of Lead Generation to Facebook:

- 1. Build a database.** For Facebook, this means your friends lists. Facebook allows friends lists to be segmented in a similar way to how a database would be segmented by leads, referrals, repeat clients, etc.
- 2. Feed it every day.** He adds to his friends lists by sending out three to five friend requests each day. Facebook will limit you if you try to send out too many friend requests in one day.
- 3. Communicate in a systematic way.**
 - › Create five friends lists
 - › Wish five friends a happy birthday
 - › Post on five different leads’ walls
- 4. Service leads that come your way.** He turns his social network into a real-life network when he nurtures leads through more concrete action, such as sending physical cards in the mail in the event of a baby or other life happenings or by sending gift cards out to leads who have given him referrals.

MASTER BUILDERS



FROM LEFT TO RIGHT: BRENDA BENSON,
CHIP WALTON, LYNN DAVIS, JESSICA PEGG

Leaders in the **Ballantyne Area (N.C.) Market Center**

Talk About How the
Growth Initiative Is
Having a Major Impact

The Growth Initiative – one of the cornerstones of Keller Williams Realty's massive growth in all metrics of performance, from agent count to transactions to GCI – is moving into its fifth year and proving to be a key reason local market centers are attracting top talent and achieving record productivity. Through its comprehensive, results-based accountability tools and practices, operating principals, team leaders, and market center administrators are seeing tremendous success in their market centers. Just like other systems that have proven vital to Keller Williams' overall performance, the Growth Initiative includes tools, metrics and accountability to fuel recruiting

and retention and it all starts with the activities.

Leadership members of Charlotte's Ballantyne market center talked candidly with *OutFront* about market share, culture, profit share, the Language of Real Estate, and successfully employing all the tools available in the Growth Initiative.

OutFront: What did your market center do to experience this kind of impressive growth?

Brenda Benson, Operating Principal: When we use the Language of Real Estate (LORE) report as a tool, we have been able to show our agents and recruits the benefit of our growth. Our listings taken were up 23 percent in 2015 and listings sold were up 40 percent. This increased market share is also showing up in an increase of 23 percent in contracts written and 27 percent increase in closed units. Our local market is not trending at the same pace. This market shift to Ballantyne has allowed our agents to see a 38 percent increase in GCI in 2015. That is huge because that is their money and their "life worth living."

Our growth has also allowed our agents to build passive income through our profit share model as this increased in Ballantyne over 49 percent from 2014 to 2015 – to more than \$1.4 million in 2015.

Chip Walton, Team Leader: We have a great Associate Leadership Council (ALC) and strong committees. I share information at ALC meetings and team meetings that come from the Growth Initiative tools. This helps create an understanding of where we are as a market center and how future

growth can leverage the agent's job. All is designed to help the agents grow their businesses and their profit share.

Lynn Davis, Market Center

Administrator: One of the biggest things is the culture in our market center: It is outstanding and it makes for a place where everyone wants to be. We have great training and trainers in our market center. Our productivity coach program helps get the new agents engaged and up and running. We have seen great success from this program, helping more than 20 agents exceed their cap for the first time.

Our market center embraced all the tools of the Growth Initiative early on, and therefore, we've seen great results and have learned along the way the things we needed to get better at. The tools really showed our gaps. When we took this to the ALC, they created a committee that will focus on retention in our office. As we grow, it is extremely important to keep all agents engaged in the great things our office and Keller Williams Realty has to offer to help them succeed in their real estate career.

Jessica Pegg, ALC Member: The culture in our market center is like none other, and it has become a magnetic force for us and our growth. We have social functions every month, we celebrate our successes with yearly "capper" parties, we have an amazing group of agents on our mentor list, we have fun at every team meeting, we are constantly doing things for the community, we celebrate birthdays in a BIG way, and we support each other like a true family. Whether there is a tragedy or something to

THE BALLANTYNE DIFFERENCE

With the help of the Growth Initiative tools and the hard work of the market center, Ballantyne Area achieved a record year in 2015 and they aren't slowing down.

↑ **40%**
LISTINGS SOLD

↑ **49%**
PROFIT SHARE

↑ **38%**
GCI

shared over
1.4M in 2015

↑ **27%** CLOSED UNITS

celebrate, we are ALL there to support one another. We call this "The Ballantyne Difference."

OF: What value do you personally receive as a result of your market center's success?

Benson: Of course I also receive financial stability and wealth building for my own family, but honestly, it is the joy of seeing so many agents, as well as our leadership team, build businesses and personal wealth from being part of our market center. This is "The Ballantyne Difference." No one succeeds alone and that truly is the essence of what I "get." It is helping others get what they want at the very highest level.

Walton: I love helping agents grow businesses that fund their lives. I love witnessing their huge satisfaction knowing that they're making a difference for people and creating value.

Davis: Personally, the success of our market center is focused around the success of our agents. Our market center has great culture and you can feel the energy in

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FROM LEFT TO RIGHT:
CHARLA ARMSTONG,
DAVID BAYLISS,
KELLY CROSBIE,
STEVE PAXTON,
MANOJ CHATLANI

KELLER WILLIAMS EXPANDS INTO PANAMA

At the State of Your Company presentation at Family Reunion 2016, Keller Williams Worldwide (KWW) announced the newest region in the KW family, **Panama**. Operating Principal David Bayliss will lead the strong team of principals to manage and grow operations in the country.

▲
To explore the world with Keller Williams Worldwide and help our worldwide regions grow, visit (kwwworldwide.com)

KW Panama joins a quickly expanding Keller Williams presence in Latin America, including regions in Belize, Colombia, Costa Rica and Mexico.

The announcement marks a strong start for KW's global growth in 2016 on the heels of a remarkable 2015. Last year, KWW doubled its overseas office count, growing from 35 to 70 market centers. Worldwide associate count also grew a net 1,483 to reach 2,273 associates across the Americas, Europe, Africa and Asia in 2015.

"We're excited to have found the right people to lead our Keller Williams franchise in Panama," said Bill Soteroff, president, Keller Williams Worldwide. "David and his core group of leaders have a strong vision for growing and maturing Panama's real estate and will make an excellent addition to our worldwide family."

An influential leader and entrepreneur in Panama, Bayliss works with a range of investors and local and international clients interested in buying and selling Panamanian real estate. For more than a decade, he has served in management roles with multiple leading U.S.-based residential and commercial mortgage lenders.

"Through training, we're going to mature the agent community and transaction processes in Panama," Bayliss says. "We aim to make it more agent-centric and agent-driven." We're really excited to adopt the proven

models and systems of Keller Williams with our team of great agents we are already in business with, he adds."

Bayliss and his team have focused marketing efforts in place to capture American expatriates and retirees looking for lower cost of living solutions. As part of a long-term growth strategy, Bayliss and his team plan to leverage Panama's tax-free zones to provide corporate relocation services to multinational corporations.

KWW continues to explore expansion opportunities across Central and South America, Central and Eastern Europe and throughout Asia.

Keller Williams has awarded master franchise agreements to leaders covering 21 countries across the Americas, Europe, Africa and Asia. **kw**

ECONOMIC UPDATE

FIVE THINGS YOU NEED TO KNOW FOR
A PROFITABLE 2016

RUBEN GONZALEZ Keller Williams Realty Staff Economist

Every year at Family Reunion, Gary Keller delivers his Vision Speech along with Jay Papasan, Adi Pavlovic, senior technology research analyst, and Ruben Gonzalez, staff economist, where they look at U.S. and Canadian housing trends, as well as what market trends can be anticipated for the year.

Here are some **market aha's** you can put into practice now to help drive a profitable 2016.

1. HOME SALES

In 2015, 5.25 million homes were sold, making it the best year for home sales since 2006. Home sales were driven by growing demand after several years of improvement in the economy and historically low interest rates. In 2016, we expect to see another strong year for home sales as interest rates remain low.

Take advantage of another great year in 2016. Get your unfair share while things are good while building systems and cycle-proofing your business for the next slowdown.

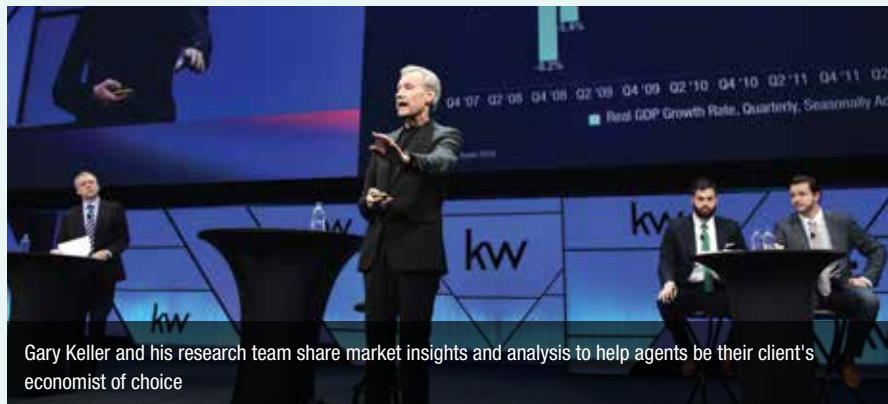
2. HOME PRICE

The median home price for 2015 was \$222,400, an increase of 6.8 percent from 2014. The increase in prices was driven by the growing demand and low interest rates combined with limited inventory in many markets. This figure puts home prices right on the edge of what is considered a sustainable rate. Price growth is estimated to be between 3 to 6 percent in 2016.

If interest rates start to rise and home prices slow, understand how to relate this to your sellers when helping them properly price their home.

3. INVENTORY

Inventory tightened in 2015. New home construction remained slow, which has been a continued factor contributing to low inventory levels. Inventory averaged



Gary Keller and his research team share market insights and analysis to help agents be their client's economist of choice

4.8 months in 2015 compared to 5.2 months in 2014. It is expected to be between 5 to 6 months this year.

In many markets, choices are still going to be limited this year. Know how to set expectations with your buyers so that they don't miss out on an opportunity!

4. MORTGAGE RATES

Interest rates were below 2014 levels for most of 2015, as global events placed downward pressure on rates. Expect upward pressure on mortgage rates in 2016 with the Federal Reserve raising the federal funds rates.

Even if rates start to rise, we will still be at some of the lowest levels ever seen by historical standards. You can use these historical averages to convey just how good rates are right now to your clients.

5. AFFORDABILITY

Due to persistently low mortgage rates, affordability was flat in 2015, despite growing home prices. It was estimated that the monthly mortgage payment for the average family was 15 percent of their income. For first-time home buyers, it was 23 percent.

Affordability will likely continue to worsen in 2016 as interest rates and prices continue to increase; however, if incomes rise, there could be some positive movement, especially among first-time buyers.

Mortgage rates are keeping things affordable, but as they rise, buyers are likely to become motivated to take advantage of the situation before it's too late. kw

2015 ENTREPRENEUR OF THE YEAR

BRENDA BENSON



Modeling Excellence Is Creating Results

Every year at Family Reunion, top-performing associates are recognized during the Family Reunion awards presentation. One of the most coveted honors is the **Entrepreneur of the Year** award. "This year's recipient is one of the most dynamic leaders in our company," President John Davis said at the presentation in New Orleans, La. "She's a local and regional leader, as well as a leadership coach."

Brenda Benson, of the Ballantyne Area (N.C.) market center and the Colorado Region, took home the well-deserved honor this year.

In 2015, the market center she leads as operating principal achieved record productivity and profitability. Owner profit rose 47 percent and the market center distributed an all-time Keller Williams Realty record \$1.4 million dollars in profit share to associates in a single market center.

As Regional Director for Colorado, Benson is getting into business with the right leaders and holding them accountable to the Keller Williams models, systems and standards.

Above all, Benson is passionate about training and culture. She is on every weekly Growth Initiative call and even occasionally asked to serve as the week's moderator and facilitator.

Benson has been described as an incredible ambassador for the Keller Williams family. She spearheaded relief efforts following the Colorado wildfires in 2015 and is a large supporter of KW Cares. She is a model of the WI4C2TS in her character, integrity and behavior. kw

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the office. It makes you feel great to come to work each day to watch our agents succeed.

Pegg: I'd say drive, determination and focus are all personal values that I've gotten just from our market center being so successful. We already love and support each other, but with this success, it has made all of us want to REALLY push and stay focused. It's made us closer as a KW family.

OF: What advice would you give to market centers wanting to grow?

Benson: Plug and play – that is all we do. Use all of the Growth Initiative tools, have conversations around them, find your gaps, and then work to eliminate them. Be consistent and you will create a sustainable, predictable business. Finally, have FUN and love your people big.

Walton: Always remember that it's about the agents. It is our agents' success that propelled us to number one. Everything we do, information we share, learning opportunities, etc., are all for the agents. If we continue to help them grow in all areas of their lives, we'll continue to grow as a market center.

Davis: I would tell them to learn the Growth Initiative tools as soon as possible and plug and play.

Pegg: Create a culture that is so happy and supportive that no one would ever want to leave. When you have an infectious culture, it naturally breeds and takes a life of its own. The agents here at Ballantyne helped to create our culture and success, and with the help of the Growth Initiative tools, in the past two years, we have definitely solidified "The Ballantyne Difference." kw

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TOP-PRODUCING TEAMS

	NAME	CITY, STATE	GCI	UNITS
1	Bob Lucido Team	Ellicott City, Md.	\$1,993,264.94	280
2	Alchemy Real Estate Group	Seattle, Wash.	\$1,914,101.17	87.9
3	Bracha Group Nyc	New York, N.Y.	\$1,606,616.75	14.5
4	The Rhodes Team	Dallas, Texas	\$1,178,310.10	123
5	Jeff Glover & Associates	Plymouth, Mich.	\$1,116,088.77	194
6	Ben Kinney/Home 4 Investment Team	Bellingham, Wash.	\$972,775.26	163.764
7	The Rider Elite Team	Scottsdale, Ariz.	\$887,897.21	132
8	Global Living	Philadelphia, Pa.	\$850,153.22	95
9	Teambuilderkw	Kirkland, Wash.	\$829,348.73	102.563
10	Omega Group	West Hollywood, Calif.	\$795,990.08	22.2
11	The Merrick Team	Peoria, Ill.	\$784,932.02	186.3
12	Pyron Team	Southlake, Texas	\$768,097.73	116
13	The Loken Group, Inc.	Katy, Texas	\$760,294.20	255
14	The Maez Group	Albuquerque, N.M.	\$749,063.58	100.4
15	The Wang/ Skogen Team	Arcadia, Calif.	\$742,207.50	11.5
16	Noel Team	Santa Monica, Calif.	\$734,245.95	25
17	Kenny Klaus Team	Mesa, Ariz.	\$726,299.54	124
18	Mg Residential	Washington, D.C.	\$713,431.57	46.15
19	The Wemert Group	Orlando, Fla.	\$689,809.54	103.3
20	Joe Rothchild Realty	Katy, Texas	\$683,556.27	198
21	Jessica Hargis Group	Rockwall, Texas	\$679,959.79	113.95
22	Kevin Blain Team	Visalia, Calif.	\$676,071.06	148
23	Unity Home Group	Anchorage, Ark.	\$674,478.18	87
24	Laurie Reader Team	Plantation, Fla.	\$672,466.72	75.478
25	Brett Jennings Real Estate Experts	Los Gatos, Calif.	\$671,119.15	24.75
26	The Perna Group	Novi, Mich.	\$649,293.94	111
27	Christie Cannon Group	Frisco, Texas	\$646,300.03	70.3
28	Tom Daves Group	Roseville, Calif.	\$639,834.64	80
29	Team Lally	Honolulu, Hawaii	\$623,959.09	47
30	Jonville Team	Carlsbad, Calif.	\$613,651.49	47
31	Five Doors Network	Anchorage, Alaska	\$602,041.71	77
32	The Stephen Cooley Real Estate Group	Fort Mill, S.C.	\$596,281.77	110.1
33	Sheri Dettman & Associates	La Quinta, Calif.	\$588,898.25	38
34	The Ez Sales Team	Westlake, Ohio	\$577,971.06	160
35	The Amy Kite Team	Naperville, Ill.	\$577,916.07	94.25
36	Charleston Connection	Mt. Pleasant, S.C.	\$577,093.26	6.75
37	The Mark Z Team	Novi, Mich.	\$567,071.81	130
38	Steven Cohen Team	Boston, Mass.	\$565,830.80	33.35
39	The Whitcanack Group	Westlake Village, Calif.	\$562,614.08	10
40	Chernov Team	Studio City, Calif.	\$560,563.00	20
41	The Holli McCray Group	Knoxville, Tenn.	\$558,526.17	94.16
42	The Brett Tanner Team	Tempe, Ariz.	\$555,563.80	94.125
43	Jennifer Young Team	Chantilly, Va.	\$549,635.01	74
44	Westone Properties, LLC	Portland, Ore.	\$548,428.20	53
45	The Kelly Group Real Estate	Portland, Ore.	\$547,601.10	66.45
46	Reynolds Team Realty	Chantilly, Va.	\$545,978.58	51
47	Boyenga Team	Cupertino, Calif.	\$533,937.50	22
48	Anderson Real Estate Group	Long Beach, Calif.	\$533,102.21	37
49	Bediz Group	Washington, D.C.	\$528,191.87	29.5
50	The Hervieux Team	San Diego, Calif.	\$527,331.75	30

*Based on transmittals received for 2016 (January through March 2016).
Closed transactions identified with specific team.

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TOP MARKET CENTERS

	MARKET CENTER	CITY, STATE	TEAM LEADER	PROFIT
1	Austin SW	Austin, Texas	Diane Johnson, Melanie Kennemann	\$433,815.08
2	Arlington	Arlington, Texas	Dennis Tuttle	\$411,455.20
3	Ballantyne Area	Charlotte, N.C.	Chip Walton	\$374,193.38
4	Dallas DFW	Southlake, Texas	Dustin Wright, Lesli Akers	\$305,826.20
5	Beverly Hills	Beverly Hills, Calif.		\$261,673.82
6	Boise	Boise, Idaho	Stacie States	\$228,726.82
7	NYC - Manhattan	New York, N.Y.	Lezley Dawn Schad	\$226,239.41
8	Greater Portland	Portland, Maine	Bradford Knowles	\$225,182.11
9	The Woodlands	The Woodlands, Texas	Tina Brickhouse	\$216,021.39
10	Heritage	San Antonio, Texas	Craig Owen	\$214,286.02
11	Greater Howard County	Columbia, Md.	Dirk van Reenen	\$212,241.03
12	Houston Metropolitan	Houston, Texas	Stephanie McClimon	\$201,210.84
13	Dallas Preston Road	Dallas, Texas	Brett Caldwell	\$194,684.77
14	Honolulu	Honolulu, Hawaii	Kevin E. Miyama	\$191,074.46
15	Portland West	Portland, Ore.	Katie Benson	\$189,807.51
16	Bedford-Manchester	Bedford, N.H.	Mark Mulcahy	\$189,653.70
17	San Antonio City-View	San Antonio, Texas	Amy Clifton, Lorri Cutler	\$189,499.92
18	Austin NW	Austin, Texas	Christi Davidson	\$185,207.59
19	Charleston / Mt. Pleasant	Mt. Pleasant, S.C.	Adam Roach	\$168,754.98
20	New Orleans	New Orleans, La.	Bill Cooper	\$166,504.62

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TOP STAKEHOLDERS

	NAME	MARKET CENTER	ASSOCIATES SPONSORED
1	Brent Mitchell	Austin SW	152
2	Leigh Broughman	Lynchburg	50
3	Monty Maulding	Austin SW	43
4	Chip Rowand	Weston	35
5	Anthony Rollins	Santa Monica	34
6	Cindy Blustein	Houston Memorial	34
7	Yamel Ramirez	Burbank	34
8	Elise Sessions	Fort Worth	30
9	Stephanie Gasparovic	Wilmington	29
10	Justin Flanagan	Signature	25
11	Todd Smith	Dallas DFW	25
12	Peter Rejune	Palm Beaches	24
13	Ryan Riella	Forth Worth	24
14	Jocelyn Shimizu	Beach Cities	23
15	Joe B. Duckworth, Jr.	Birmingham - Hoover Conroe/Lake Conroe/	23
16	Andrew Smith	Magnolia/Huntsville	22
17	Robert Rico	L.A. Westlake	21

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TOP COMMERCIAL

	NAME	CITY, STATE	GCI	UNITS
1	Robert Stepp	Long Beach, Calif.	\$681,458.98	20
2	Michael Albert	Studio City, Calif.	\$642,440.90	3.5
3	Richard Johns	Studio City, Calif.	\$454,386.67	6.5
4	Mason Canter	Los Angeles, Calif.	\$307,181.76	11
5	Cindy Hill Slater	Studio City, Calif.	\$301,850.00	8

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TOP-PRODUCING AGENTS

	NAME	CITY, STATE	GCI
1	Maria Avellaneda	New York, N.Y.	\$1,668,137.25
2	Michael Sohr	Nashville, Tenn.	\$874,500.00
3	Stephanie Vitacco	Encino, Calif.	\$658,130.67
4	Michael Park	New York, N.Y.	\$604,725.00
5	Sheri Bienstock	Los Angeles, Calif.	\$557,103.75
6	Max Elbaz	Farmington Hills, Mich.	\$550,000.00
7	Greg Moore	Beverly Hills, Calif.	\$525,000.00
8	Michael Eisenberg	Beverly Hills, Calif.	\$464,311.76
9	George Takis	Rolling Hills Estates, Calif.	\$446,050.00
10	Jason Clark	Southlake, Texas	\$424,206.69
11	Julie Hopkins	Park City, Utah	\$404,424.50
12	Julie Wyss	Los Gatos, Calif.	\$363,412.50
13	Ara Ishkhanian	Burbank, Calif.	\$354,750.00
14	Ness Ohayon	Miami, Fla.	\$353,975.00
15	Lysis Castro	Coral Gables, Fla.	\$314,449.00
16	William Mahan	Oklahoma City, Okla.	\$306,438.84
17	Rama Mehra	Danville, Calif.	\$304,134.43
18	Coco Tan	Cupertino, Calif.	\$299,970.00
19	Raymond Lyon	Santa Monica, Calif.	\$299,180.00
20	Lucas Garofalo	Boston, Mass.	\$287,375.00
21	Dave Orvis	Longmont, Colo.	\$285,856.27
22	Ryan Smith	Waco, Texas	\$281,741.96
23	Sharon Cohen	Jackson Heights, N.Y.	\$277,000.00
24	Susie Denton	Newport Beach, Calif.	\$272,180.65
25	Grant Linscott	Los Angeles, Calif.	\$271,186.13
26	Darren Hubert	Los Angeles, Calif.	\$259,530.00
27	Elena Johal	Los Gatos, Calif.	\$257,675.00
28	Jonathan Lu	Burnaby, BC	\$257,178.01
29	Jessica Lynne Smith	Pasadena, Calif.	\$249,558.75
30	Alice Maxwell	Tuscaloosa, Ala.	\$245,115.25
31	Paige Martin	Houston, Texas	\$241,540.05
32	Derek Kamm	Honolulu, Hawaii	\$236,221.54
33	Miguel Nunez	San Diego, Calif.	\$230,887.50
34	Kyle Seyboth	Cumberland, R.I.	\$227,573.19
35	Pamela Kimmel	Santa Cruz, Calif.	\$222,750.00
36	Juliette Kulda	Burlingame, Calif.	\$218,196.25
37	Andy Reynolds	Fort Mill, S.C.	\$217,554.10
38	Max Taylor	Toronto, Ontario	\$217,350.28
39	Maryann O'Donnell	West Hollywood, Calif.	\$216,154.25
40	Larry Allen	Bedford, Nova Scotia	\$215,505.06
41	Jeff Roundy	Oxnard, Calif.	\$214,837.50
42	Matt Skrabo	Palo Alto, Calif.	\$211,050.00
43	Naira Khnoyan	Glendale, Calif.	\$209,550.00
44	Jason Woodruff	West Hollywood, Calif.	\$208,623.63
45	Vivien Chen	New York, N.Y.	\$208,470.00
46	Jeffrey Tricoli	West Palm Beach, Fla.	\$205,952.48
47	Sofia Chacon	Corona, Calif.	\$204,088.45
48	Donald Olsson	Bozeman, Mt.	\$202,161.86
49	Craig Dierksheide	Myrtle Beach, S.C.	\$197,506.30
50	Rumana Jabeen	Burlingame, Calif.	\$197,268.84

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