





INTENTIONAL SHARING

Keller Williams has always been a company of FIRSTS ... We were the first real estate company to create an Associate Leadership Council, the first to profit share, the first to pay agents at the table, the first to support agent teams, and the first to support agent expansion – to name a few.

Being first is who we are culturally ... And, it all starts with our CULTURE OF SHARING!

In 2017, Keller Williams passed the \$1 BILLION mark in cumulative profit share. Our people's achievement is even more impressive when you consider how much of that passive income was generated in just the past six years. From 1993 to 2010, Keller Williams shared \$308 million in profit share. Since 2011 – when we launched the Growth Initiative and got really intentional about ABUNDANCE – we've shared \$728 million with the people who have helped the company grow.

And, thanks to our culture of learning and sharing with each other ... our agents have become more PRODUCTIVE. In this issue, you'll learn how Keller Williams agents fulfilled Gary Keller's vision and achieved the real estate Triple Crown ... becoming the U.S. leader in agent count, closed units, and closed volume!

At the end of the day ... our culture is about PEOPLE. It's about INTENTIONAL SHARING to create opportunities and empower agents and their families to achieve more.

We're #1 ... and we've just begun!

A handwritten signature in dark ink, appearing to read "JD" or "John Davis", written in a cursive style.

JOHN DAVIS
President & CEO

outfront

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Keller Williams has surged past industry giants like RE/MAX, Coldwell Banker, and Berkshire Hathaway to become the NUMBER ONE real estate franchise in the United States.

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BOLD Graduate

BOLD

KW MAPS Mastery
Coaching Client

KW MAPS MASTERY





**AND
WE'VE
JUST
BEGUN**

RISING ABOVE THE REST

KELLER WILLIAMS REIGNS AS THE NUMBER ONE REAL ESTATE FRANCHISE IN THE UNITED STATES

By Gwen Moran

In one of the most stunning David and Goliath stories in real estate history, Keller Williams has surged past industry giants like RE/MAX, Coldwell Banker, and Berkshire Hathaway HomeServices to become the number one real estate franchise in agent count, closed units, and closed sales volume in the United States. In 2017, the company's 155,000 U.S. agents closed more than 1 million units, generating more than \$300 billion in sales revenue.

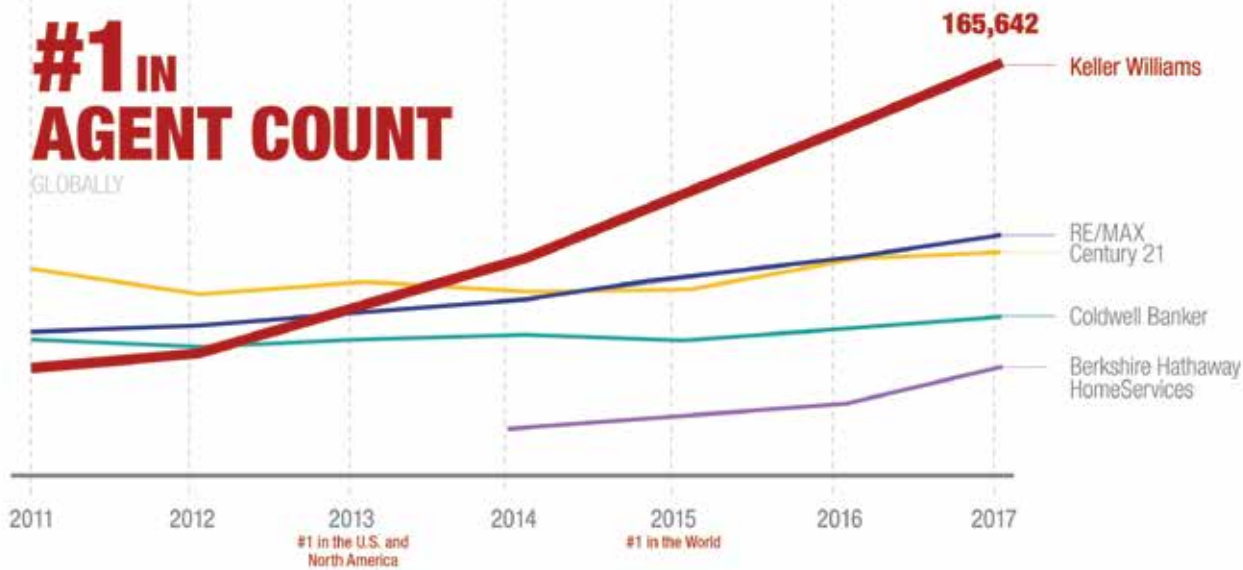
"We're proud to be in business with associates who are focused on growing big businesses so they can fund their lives and create opportunities for their families," CEO John Davis says. "And while we're certainly excited for our people and their incredible increases in agent production and market share, we know we're just getting started. We're committed to continuing to raise the bar and providing even more value for agents and their clients."

This achievement in growth and volume is driven by the commitment and excellence of Keller Williams' agents and is among many the company has enjoyed.

- Keller Williams had 89 agent teams on REAL Trends' 2017 "The Thousand" – an annual list of North America's most successful real estate professionals by transaction sides. This was more than any other franchise.
- KW also had the most market centers – 161 – on the REAL Trends 500 list of top brokerages.
- On RISMedia's a 29th Annual Power Broker Report, Keller Williams represented an industry-leading 32 percent of the top 1,000 brokerages surveyed in 2017, up from 29 percent of the list the previous year. The report ranks residential real estate brokerage firms according to annual closed transactions and sales volume.

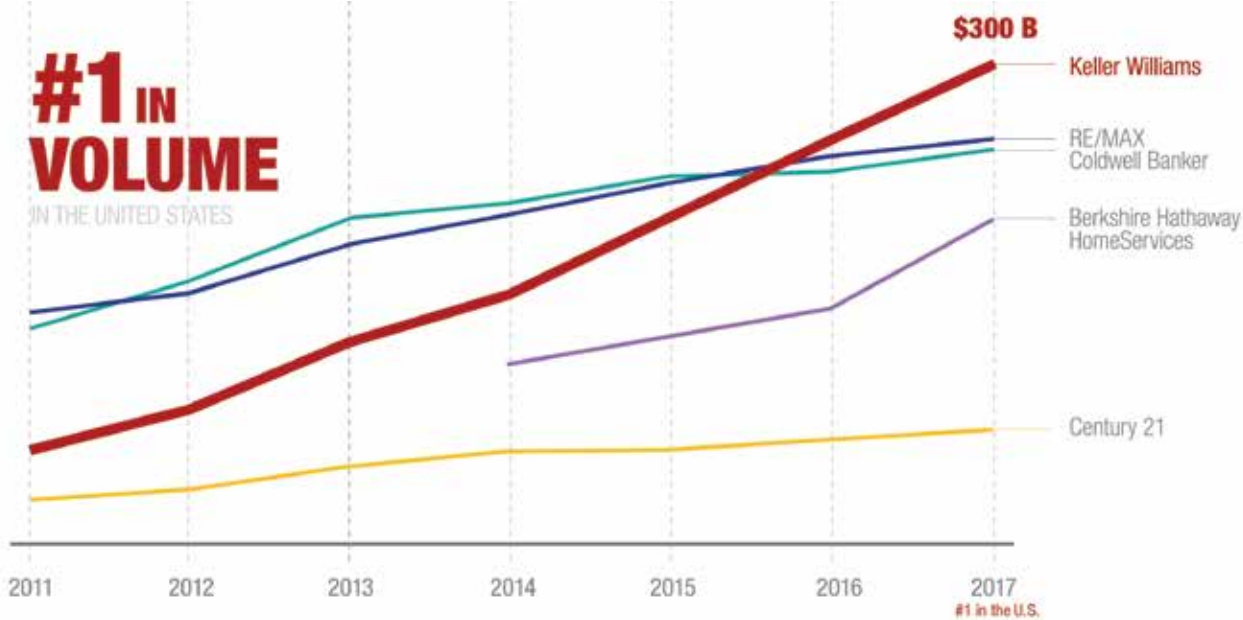
#1 IN AGENT COUNT

GLOBALLY



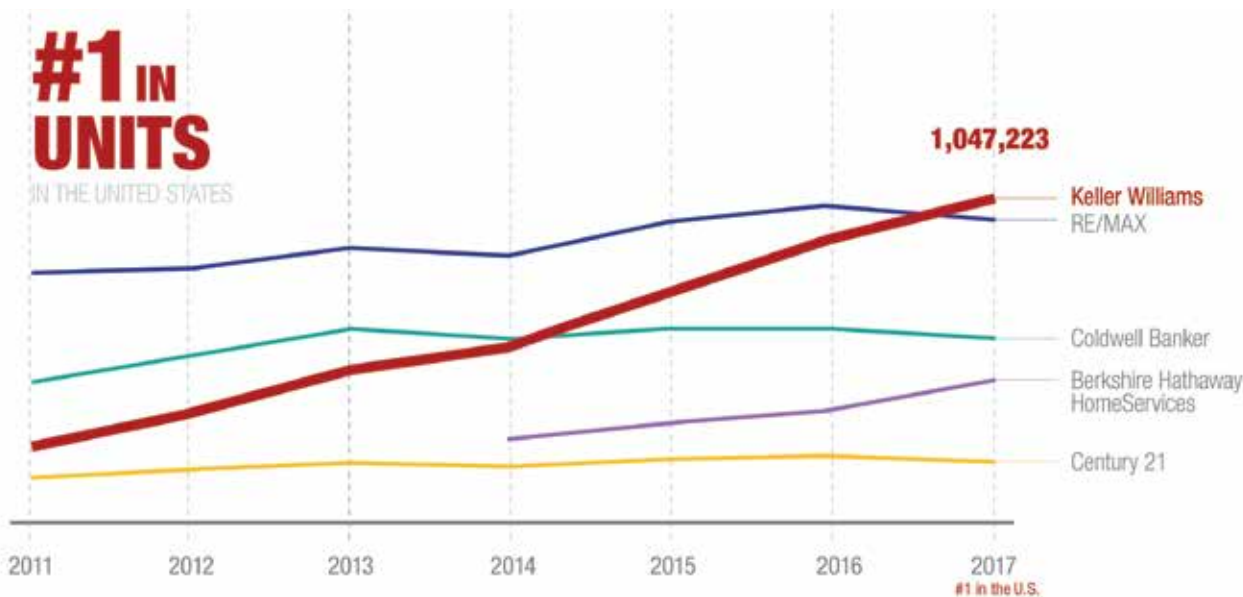
#1 IN VOLUME

IN THE UNITED STATES



#1 IN UNITS

IN THE UNITED STATES



WHILE EACH ACHIEVEMENT IS NOTABLE, THE REAL STORY OF KELLER WILLIAMS' SUCCESS BEGINS SEVERAL DECADES EARLIER.

THE BEGINNING

Founded in 1983 in Austin, Texas, the company had a total of 32 agents that year who closed \$28 million in volume. Keller Williams' first agent, Gary Gentry, wrote the first offer – for \$55,000. After an auspicious start, the young company was soon reeling from the loss of seven of its top 10 producers to a competitor and was struggling in a tough Texas economy.

“It was a difficult time,” Gentry reflects. “But in retrospect, it was a godsend, because if you learn how to survive and thrive in hard times, then when things change, you are going to do exceptionally well and you’ve been hardened and strengthened through the process. With the kind of training support that Gary [Keller] and Joe [Williams] gave us, we were constantly learning how to adapt to a different market. On a daily basis, we would discuss what the market was doing and what we needed to do to grow our businesses. A lot of our policy and culture was developed during this time.”

In 1986, Keller convened the first Associate Leadership Council (ALC) to reinvent Keller Williams from a traditional real estate company into one that would disrupt the industry. He shared his vision to create a new type of real estate company, where a world-class culture focused on the prosperity and well-being of its people would become an environment no agent or team ever wanted or needed to leave.

The ALC's subsequent sessions

were the basis of the company's core belief system, the WI4C2TS. They also developed the profit share program, which treats associates who help the company grow as true business partners.

While the company didn't initially benefit from much name recognition or a national presence, Keller knew that by focusing on how the company could attract and retain top industry talent, everything would eventually fall into place.

“Gary Keller and our early leaders had a powerful vision for the kind of company we want to be,” Davis says. “The culture they created continues to permeate everything we do. And by building on that platform of training and technology, we’ve been able to develop systems and models and tools to help everyone achieve more.”

Keller and his colleagues were so focused on helping agents succeed, that in 2002 they brought a team of mega agents together for a mastermind session and raised the question, “What would it take to net a million dollars in personal income?” The brainstorming session resulted in models that would later serve as the basis for Keller's first book, *The Millionaire Real Estate Agent*. That book, which quickly became a national bestseller and today has sold more than 1 million copies, was the first of its kind to lay out economic, lead generation, budget and organizational models for, but not limited to, real estate agents. It gave Keller Williams a unique and powerful voice in the industry and became a catalyst for the company's growth.

By 2006, through the leadership of executives like Mo Anderson and Mary Tennant, Keller Williams was the fifth-largest real estate franchise in the United States. Even during the Great Recession, profits grew as agents dug into their businesses and databases. By 2009, the

company had moved past Prudential and RE/MAX to become third largest. In 2011, Keller Williams surpassed Century 21 as the number 2 real estate franchise in the country.

Within striking distance of taking the top spot, Keller Williams faced a critical transition. That year, the company's agent count actually declined to roughly 75,000. Now that KW had matured into one of the most formidable sales forces in the industry, it was time to institute more formal systems, accountability, and leadership to ensure that the company's success was predictable and sustainable.

SUCCESS - BUILT FROM WITHIN

As Keller and his leadership team examined their most successful teams, they saw a unique trend. Each was succeeding through the leadership of John Davis and the models and systems he developed for growth.

As a team leader, Davis turned the Southlake - DFW market center into one of the most profitable Keller Williams offices, and he repeated that success with additional market centers and regions. He did so by holding powerful conversations that helped focus operating principals (OPs), team leaders (TLs), and market center administrators (MCAs) on the core activities that generate results. With healthy business practices being implemented at the local level, agent production grew.

The system was formalized as the “Growth Initiative” and Davis began training other market centers and regions. In 2012, he became Keller Williams' vice president of growth, taking the Growth Initiative company-wide. It proved to be just the system needed to rally leaders and agents alike – reigniting the company's success and attracting more agents by giving them the tools they needed to realize unprecedented production. Keller Williams became the number one real estate franchise in the United States by agent count the following year. In 2013, the company was the top real estate franchise

Gary Keller
convenes the
first Associate
Leadership
Council.

Keller
Williams
University is
founded.

KW becomes the
fifth-largest real
estate franchise in
the United States.

Dianna Kokoszka
leads KW MAPS
Coaching and
relaunches.

KW becomes the
second-largest real
estate franchise in the
United States.

KW becomes the
number one real
estate franchise by
agent count in the
United States and
North America.

The Career Growth
Initiative launches.



1983

Keller Williams founded in Austin, Texas.

1986

1987

Open books and profit sharing are implemented.

1996

2003

The Millionaire Real Estate Agent is published and becomes a national bestseller.

2006

KW Cares founded.

2009

KW becomes the third-largest real estate franchise in the United States.

RED Day, the KW annual day of service, kicks off.

2012

John Davis becomes vice president of growth.

2011

2013

KW becomes the number one real estate franchise by agent count in the world.

2015

Training magazine names KW the number one training organization in the world.

2016

John Davis becomes president.

2017

New Mission, Vision, Values, Beliefs, and Perspective (MVBVP).

KW announces shift to a technology company.

John Davis becomes CEO.

by agent count in North America, and in 2014, more associates called Keller Williams home than any other real estate franchise in the world.

In July 2016, Keller Williams launched the Career Growth Initiative (CGI). Built on the success of the Growth Initiative, the CGI uses similar systems, models and conversations to help individuals invigorate their business and further boost production.

PROSPERITY, SHARED

At the core of Keller Williams' success lies the commitment to shared prosperity – a priority forged more than 30 years ago in that first ALC meeting. Each month, market centers share roughly half of their profit with the team members who helped achieve those gains.

Maximizing profitability requires creating an environment where agents can build thriving businesses. To help them do so, Keller Williams is committed to delivering the best systems, training, marketing, and innovative technology solutions. When agents and teams succeed, they attract other talented professionals, which helps the company grow and improves each team member's overall success – and profit share.

Since the inception of the profit share program, Keller Williams has distributed more than \$1 billion to associates who have helped the company grow. In 2017, the company distributed more than \$174 million. In just the past four years, profit sharing has totaled more than in the preceding 21 years combined.

As more agents and teams have joined Keller Williams' ranks, the company has continued its climb, leading to its current position as the U.S. leader in agent count, closed units, and closed sales volume.

While this a milestone to be proud of, it is not the final destination for Keller Williams. It has simply positioned it for what's next in an industry that is rapidly changing.

KW EVOLVES TO TECH

At the 2017 Family Reunion event in February, the next phase of Keller Williams' evolution was announced: a commitment

SINCE THE INCEPTION OF THE PROFIT SHARE PROGRAM, KELLER WILLIAMS HAS DISTRIBUTED MORE THAN \$1 BILLION TO ASSOCIATES WHO HAVE HELPED THE COMPANY GROW.

to developing the real estate platform that buyers and sellers prefer. And, as a result of its growth and a strong vision cast by Keller, the company plans to invest \$1 billion in technology.

"World-class technology companies need to own their product vision, they can't rent it. We can't outsource our road map and vision because no one cares more about what you need to be successful than we do," says Josh Team, chief innovation officer. "Our observation is the number one challenge an agent faces is the number of independent, disconnected technologies." Agents may need to use as many as a dozen different software products and systems, according to the company's data.

With this investment, Keller Williams raises the bar in its commitment to providing the foremost resources agents need to elevate their businesses. This is crucial as companies pour billions of dollars into technology aimed at disintermediating the agent from the consumer. Yet, by its size alone, Keller Williams has the power of collective data and the magnitude to provide its agents with consumer insights no one can match. With this remarkable leverage, the company keeps agents at the center of the transaction, allowing them to build real estate businesses without limits or boundaries. **kw**

BRILLIANT TEAMS USE LEVERAGE

There is only so much a single person can accomplish in one day, no matter who they are. Members of the **Dan Holt Team** of the **Greater Springfield** market center know this well. By harnessing the power of leverage and implementing the showing assistant model, their production is skyrocketing.



DAN HOLT
OWNER / CEO



JEN DAVIS
BUYER'S AGENT



NICOLE BOWER
TRANSACTION COORDINATOR



EMILY BAKER
DIRECTOR OF LEAD GENERATION
AND OPERATIONS

Dan Holt, chief executive officer of the team, got his start in real estate in 2009 after leading a successful career in building and development. Only able to handle so many tasks and clients at a time, Holt knew he needed leverage if he was going to increase production.

Following the MREA organizational model, he hired **Jen Davis**, after several administrative hires. Davis, who was with a different brokerage at the time, originally just wanted to get her real estate license for personal investment reasons. Her decision to join the Dan Holt team as a buyer's agent in 2012 took her on a much different trajectory.

As the only buyer's agent on the team, in her first year, Davis closed 49 units. This year, she – along with her two showing assistants – is on track to close between 225 and 250 units on the buyer's side, making up half of the team's total production. Holt and his listing specialists will close the other half on the seller's side: an accomplishment Holt credits to bringing Davis on board.

"If I didn't leverage and put other people into their 20 percent, I would have never gotten into mine," Holt says.

The 80/20 principle suggests that 20 percent of an agent's activities will account for 80 percent of their results. As Holt and Davis continued to increase production on both sides of the business, their need to increase leverage rose as well. It was time to hire again.

A Team of Masters Is Built

Nicole Bower was next to join the Dan Holt Team as the transaction coordinator, where she is tasked with handling phone calls, administrative duties and ensuring contracts are processed and client needs are met along the way; activities which had previously kept

Holt and Davis away from their listing and showing appointments.

With Bower on the team alone, Davis's production jumped from 49 closed units to 72 units in one year.

Emily Baker, the director of lead generation and operations, manages the inside sales agent (ISA) and outside sales agent (OSA) on the team. She has streamlined lead generation with scripts and training, a role close to her heart as a former corporate sales trainer. Baker's impact is evident. With her on board, Davis's closed units jumped from 72 to 110 and listings taken increased from 150 to 225 with listings sold growing from 89 to 140.

"Emily taught me how to say 'no' or she would say 'no' for me," Davis says about how Baker helped protect her time.

The following year Baker was hired, Holt and Davis each hired a KW MAPS Coach and implemented a showing assistant model.

"Showings were interfering with my ability to negotiate contracts," Davis says about the time constraints of working beyond her 20 percent.

Hiring Showing Assistants

Davis set out to find a showing assistant. Unfortunately, her first hire didn't work out. "I hired someone I wasn't ready for," she says. "I still liked have the initial face-to-face contact with the client at that point." After involving both KW MAPS Coaches and Holt, she learned how to let go, trust and hired a showing assistant in January 2016.

"I was focused on her numbers and how I could change her life, not my numbers. I told myself that I was going to help her hit every goal she has." Leading by example, Davis' showing assistant followed her on every appointment for a month, soaking it all in – and then she was off.

However, with the lead generation team working so hard at filling up the pipeline, Davis soon found herself back to showing homes again. So, in June 2016, a second showing assistant was hired. With both showing assistants on the team for a full year in 2017, they closed 198 units on the buyer's side, up from 182 units in 2016 – again making up approximately half of the total team production.

So, what is the key to their showing assistant model?

Holt says it is hiring talent for that position with the expectation of mastery, not entry level. Davis adds it is about timing as well. "A showing assistant should be leverage only added after you have invested in leveraging on the administrative side," she says. "The mistake people make is they try to leverage the showing first. It should be last."

"We have had zero turnover since we began the model because we make sure that the showing assistants feel emotionally invested in their 20 percent and the team as a whole. Create a position they are proud of and they will stay."

High Standards = High Rewards

Holt says that it is their team culture of productivity and strong support that has helped fuel their performance. "We only want to work with the most talented people who do an exceptional job and are natural leaders."

By methodically using the Career Visioning process and making sure they are putting people in their top 20 percent every day, Davis says the Holt Team specializes in career satisfaction.

"It's rewarding to see people go from living paycheck to paycheck to being able to buy a home, car, education – whatever – with no concern. Our standards are high ... in turn, the rewards are high." kw



GO BEYOND THE PAGE

to see how the Holt Team uses leverage at each phase of the home buyer's journey.
blog.kw.com/topic/outfront

BUILD YOUR TEAM THE MILLIONAIRE REAL ESTATE AGENT WAY*

"By being strategic about hiring, you could be just three exceptional hires away from having the business of a Millionaire Real Estate Agent," writes Gary Keller, co-founder and chairman of Keller Williams, in *The Millionaire Real Estate Agent*.

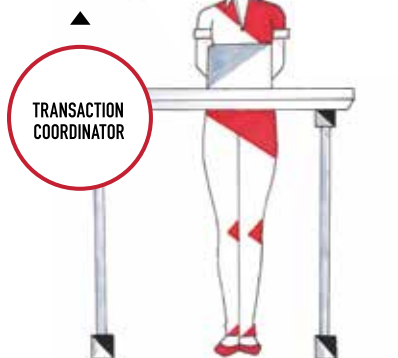


STEP 1

Hire for administrative help

Administrative help will allow you to focus on dollar-productive sales activities such as lead generation, buyer and listing appointments. Depending on your personal production limits, your first, second, and possibly your third hires will be administrative help. The idea is to reach a point where you are wholly focused on lead generation, listings and selling.

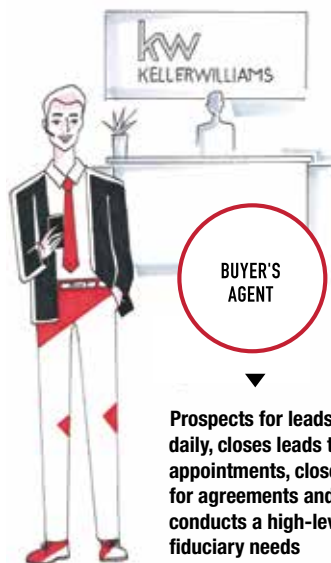
Handles administrative duties and the contract-to-close process efficiently to make sure all your clients' needs are met.



STEP 2

Hire for buyers

After you reach a point where you are wholly focused on lead generation and listings while your administrative team handles everything else, it's time for a buyer specialist. This individual will handle many of the time-consuming tasks and processes of working with buyers. As you devote more time to listings, you may need to hire more than one person to handle the buyer side of your business.



Prospects for leads daily, closes leads to appointments, closes for agreements and conducts a high-level fiduciary needs assessment. Their 20 percent is to grow the buyer side of the team's business.



Schedules walk-throughs with clients, accompanies them to every showing and answers all their questions.

* Source: *The Millionaire Real Estate Agent*, Model Four: The MREA Organizational Model

STEP 3

Hire for sellers

When you find that you still have more seller listings than you can handle alone, you'll hire a listing specialist. Eventually, you could have a team of them and a lead listing specialist who oversees and reports directly to you.



Prospects for seller leads daily, closes leads to appointments and appointments to agreements. They provide high-level fiduciary advice on pricing and staging the home for sale. After an offer comes through, a listing specialist negotiates the offer and oversees the deal to close.

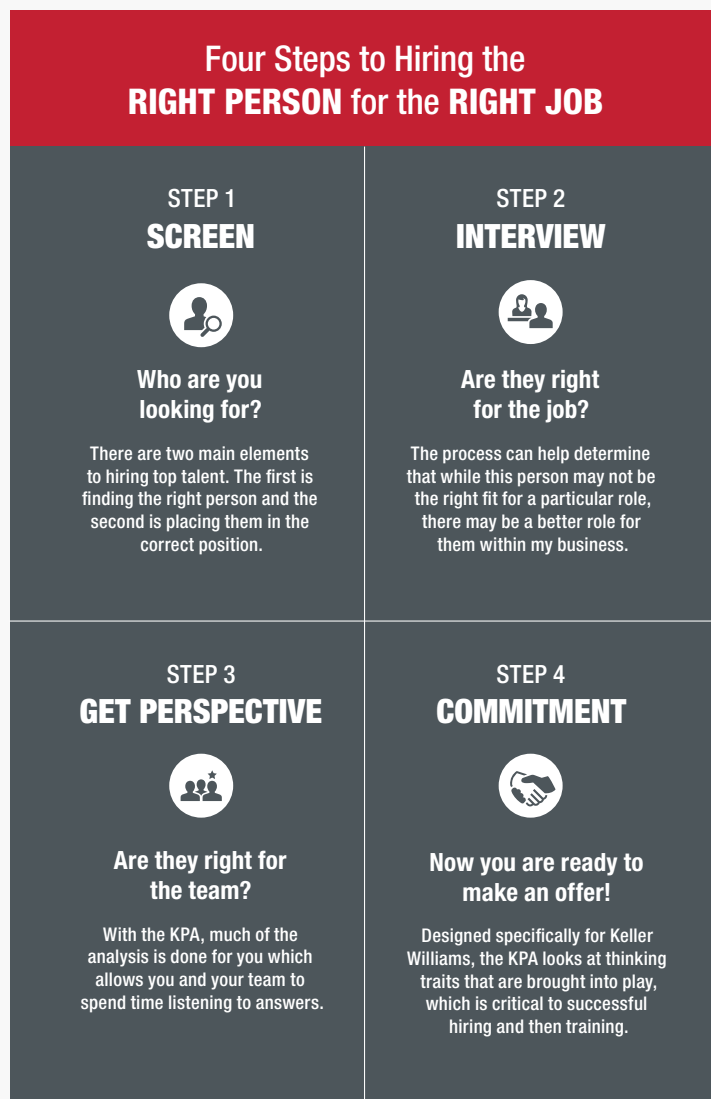
"The average person thinks the goal of a business leader is to run a successful business. Well, I'm here to tell you it isn't. The ultimate goal is to have a successful business run by other people."

- Gary Keller

TAKE THE GUESSWORK OUT OF HIRING

Making a decision to hire a candidate or not has long-lasting implications for both the organization and the candidate. That is why Keller Williams created the Career Visioning model – to help you make the most informed decision possible about whether a candidate is a good fit for the position.

"Career Visioning breaks down the hiring process into manageable steps so that anyone can find, interview, hire and train the right talent," says Leslie Vander Gheynst, Leverage Series/KPA driver.



The process even includes a Job Fit Guide – an automatically generated guide customized to each individual candidate after they have completed the Keller Personality Assessment (KPA). It provides the interviewer step-by-step instructions on how to prepare and conduct the interview and word-for-word scripts for different scenarios. This allows for seamless and efficient hiring.

View a sample Job Fit Guide and the Career Visioning process in action! blog.kw.com/topic/outfront

LANDING MY UNEXPECTED DREAM JOB

After falling in love with **Park City, Utah**, airline pilot **Murray Gardner** develops an unexpected passion for building and selling luxury homes.

MURRAY AND
FELICITY GARDNER

Murray Gardner is the kind of person who knows what he likes and makes it happen.

At just 3 years old, the young Australian dreamed of becoming a fighter pilot. So he went on to attend the Defence Force Academy and fly fighter jets for the Royal Australian Air Force. When he was on an exchange tour with the U.S. Navy, Murray became instantly enamored with a small town tucked into Utah's eastern Wasatch Mountains. So he acted on it. "I fell in love with Park City on day one," he says. "On day two, I bought a condo."

This self-awareness and gusto for life follows Murray wherever he goes, including to the elite Top Gun aviation program as a weapons instructor and to Hong Kong, where he flew trans-Pacific jumbo jets and negotiated labor contracts for a commercial airline. He also met his wife, Felicity, in Hong Kong while they were both waiting for a taxi one Sunday night.

Twelve years later, they moved with their two children to Park City full time (another dream of Murray's). The couple enjoyed the experience of building their home so much that Murray and Felicity founded the husband-wife power team called Gardner Group, a one-stop shop for custom home creation. And, in October 2016, Murray became a licensed REALTOR®, seeing it as a synergistic extension of their business.

"I'm approaching the point in my life where long-haul flying is really onerous," he says. "As we contemplated retirement from that, I had a bit more spare time. I don't play golf, so real estate seemed like an idea whose time was right."

A Natural Path to Real Estate

Coming as no surprise to those who know him, Murray is a real fit for real estate.

As a dual-career agent in the Park City market center, he has produced more than \$13.9 million in his first year. He attributes such success to a three-prong approach for his tech-savvy and financially focused luxury clients:

- Because the list price is so crucial to how fast the home sells – and for how much – Murray spends considerable effort researching and discussing the price with owners.
- To ensure prime condition of the home, Felicity provides staging services at no additional cost. "Very few people have the imagination that Felicity's got in being able to visualize what it might be," Murray says. "I think staging has become as important as marketing."
- Additionally, he uses Keller Williams' in-house services and an outside firm to spend 20 to 30 percent of his potential commission on marketing that captures Felicity's staging work to create stunning webpages, videos, 3D walk-throughs, and social media promotions.

"I believe the client deserves this degree of commitment," Murray says, noting that this is true no matter the budget.

Gardner Group initially bought land, built beautiful homes and sold them. Over a few years, it evolved into the Gardners' passion: a full-service company that still

does property development, but that also takes on real estate transactions as well as clients who seek their project leadership and interior design expertise for new homes and remodels. Because Murray and Felicity deliberately structured all of Gardner Group to model the fiduciary duty that real estate agents have to their clients, they operate separately of the contractors and architects to oversee the home-building process from beginning to end. The goal is for their clients to have less stress and a better product.

"We can actually be our clients' representative in every sense of the word," Murray says. "Their interests come first."

Murray and Felicity have built an unconventional real estate business and are an inspiring reminder to expand your mind as to what's possible in the world and within the industry.

Laser-Focused

As an agent with often complicated transactions and a co-creator of 7,000- to 12,000-square-foot homes, Murray has to be disciplined, organized and well-versed at making decisions. These are characteristics he has honed for decades, so they come naturally to him now.

"Military pilots are among the most disciplined people on earth or they're dead – it's that serious," he says.

Murray's day usually starts around 5 a.m. with reviewing his calendar, setting alarms for event reminders, reading emails and going over to-do lists. He uses Microsoft Project to keep all jobs on track with timelines and critical paths for co-dependent tasks. Once their son is at school, he and Felicity have coffee and chat about what's going on with the business and then he's off to the job site by 8, where he often stays all day. Nancy Seraphin, CEO of Keller Williams Park City, says Murray is "one of the most organized individuals I've ever met."

That's not to say Murray isn't creative.

He loves working with the architects and engineers

to envision the framing, integrate the structural steel and plan placement for huge vista-sweeping windows. He also uses innovative ways to sort out timeline and budget issues. But, he admits, it's his indispensable partner who flexes the most artistic muscle.

Indispensable Partners

Felicity, who grew up on the River Thames near London, was previously a teacher and curriculum developer in England, Brunei, Qatar and Hong Kong. Having used inventive ways to educate, she enjoys doing the same as Gardner Group's resident interior designer and stager, working with clients to pick out hundreds of materials, furniture pieces and accessories so that the space is special. "I love a home to be warm and welcoming," Felicity says. "It should fit the custom needs of our clients, function well and take advantage of the environment."

With so many things needing to be done, Murray says he and Felicity talk "about a thousand times a day." But this is not stressful, he says, calling their divvying of duties "the easiest thing in the world."

The secret is simple: if it's organizational, Murray does it; if it's creative, Felicity does it.

Another great relationship is that of Murray and his Keller Williams market center. A few months before he got his license, Murray spoke with a close friend who had just left her previous brokerage because it emphasized only the top few producers. "She spent quite a bit of time looking," Murray says. "And she suggested I should talk with Keller Williams, which I did, and I think that's been a marriage made in heaven."

Murray loves the educational instruction Keller Williams provides, particularly Ignite, which he

"I've been pretty lucky in that it's hard to think of a career that's more satisfying than the military. And the airline that I fly for is a wonderful employer as well. But neither of those compares to how I feel at Keller Williams – completely valued and totally nurtured."

– Murray Gardner

calls "some of the best training I've ever had." But the most essential reason he thrives is the people. He says he frequently leans on his administrative support team, the brokers and Seraphin, who meets with him monthly to provide advice and guidance.

"I've been pretty lucky in that it's hard to think of a career that's more satisfying than the military," Murray says. "And the airline that I fly for is a wonderful employer as well. But neither of those compares to how I feel at Keller Williams – completely valued and totally nurtured. When you feel that good about where you work, you perform better."

And Seraphin agrees. "He loves the business because he embraces fully his role as a fiduciary in the client relationship," she says. "He also enjoys the human dynamics, as he is a problem solver at heart. His positive outlook and wonderful, keen sense of humor are embraced by all of us. **kw**



PROPERTY STAGING
BY FELICITY GARDNER
PHOTOS BY GARDNER GROUP
PARK CITY

“WE’RE NOT SURE WE WANT TO FOLLOW YOUR REPAIR/STAGING ADVICE.”

In many cases, home staging can enhance the beauty of a listing and move it off the market faster, but what happens if your seller objects? **Here are scripts from KWU’s Seller Mastery course that can help you overcome the objection.**

Sometimes sellers don’t understand how hard it can be for buyers to make a decision about rooms that are filled with someone else’s belongings. The Bizzy Blondes in Los Angeles, Calif., borrow Barb Schwartz’s axiom: “Buyers only know what they see, not the way that it can be” when they have this conversation with their sellers:

SELLER: *Oh, the buyers can see past the mess. They’re only interested in checking out the room size. The buyers can change the carpet themselves and paint the room.*

AGENT: Buyers only know what they see, not the way that it can be, so if a buyer walks in and the place is dirty, cluttered and dark, most buyers don’t have a lot of imagination. Why do you think they make the model homes the way they do? It’s because the builders and developers know that neutral colors, bright light and open spaces sell more houses.

If the sellers are adamant about leaving the home in its existing condition, you can let experience teach them. Michael Hilgenberg tells his sellers:

AGENT: OK, we’re going to put the property on the market, and in two weeks we’ll have a real good feel from the buyer response about the pricing and condition. Because I’m sure you would agree: if you have this purple rug and 10 buyers come in and say, “Oh, I wouldn’t buy this house because of the purple rug,” well then, we need to change it.

Another issue is the cost of the repairs. According to Dick Dillingham, buyers tend to “horrible-ize” any problems they see – they imagine that any required repairs will cost much more than and take much longer than they actually will. Here’s Tony DiCello’s script to explain this to sellers:

SELLER: *I don’t think we want to make any repairs – let’s just let the buyer deal with that.*

AGENT: Let me just give you a feel of how buyers work. Buyers will look at a house and say, “The living room needs to be painted.” And they will say, “Well, it’s probably going to cost \$3,000 to get the living room painted.”

SELLER: *My word, will it?*

AGENT: No, it will probably cost somewhere in the neighborhood of \$400. But they will guess anywhere from three to 10 times the real amount, and deduct that off the price. So, they’re gonna go: “Gosh, a new furnace. We’d better deduct \$5,000 from the price.”

SELLER: *I see.*

AGENT: So, which one do you want to do? Give them \$5,000 and go buy a furnace, or put one in for \$1,200?

SELLER: *Put one in for \$1,200.*



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HEAD TURNERS



LINCOLN PARK, CHICAGO, ILL.

JOSH WEINBERG

Since founding a brokerage in their mid-20s, Tommy Choi and Josh Weinberg hadn't found others in real estate who embraced their mindset of abundance and sharing.

That is until they joined Keller Williams in October of 2016.

At KW, the duo has found a business culture similar to their own and people who see the big picture the way they always had: strive to give back and impact people's lives, not just your own.

"That's how Josh and I have always been: we're mentors to other agents," Choi says. "We're not afraid of losing business. We'd rather help other agents and raise that industry bar higher."

For nine years, they ran their company "solely on talent"; entrepreneurial but purposeful, Choi says. They worked hard and were consistently recognized among the top 1 percent of producing agents by the Chicago Association of REALTORS®.

But Weinberg says he learned more in his first year with Keller Williams than in any other year during his real estate career. He credits KW MAPS (Mega Achievement Productivity Systems) coaching and mentors – in and out of the real estate industry – for the enormous impact on him and his business partner.

"We have become way better leaders ... especially with our own team," Weinberg says.

They now have systems in place to create more opportunities for their

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

Here's a look at a few who are now proud to call KW home.

TURN

TOMMY CHOI

teammates and clients and that's paying off: their team sold nearly \$42 million in the first nine months of 2017, closing on 77 units.

In July 2017, they partnered with MKT Properties to open Chicago's first market center in the Lincoln Park neighborhood.

"What Keller Williams has done to change our trajectory for the better is changing our mindset," says Choi. "We feel that we're just more razor-focused now."

One message they advocate and share with others is that it's possible to run a successful real estate team and continue to grow while doing less work, says Choi, a father of three. By learning from other successful teams, they're now doing just that. "We've learned to leverage to spend more time with family," says Weinberg, a father of two.

"What Keller Williams has done to change our trajectory for the better is changing our mindset. We feel that we're just more razor-focused now."

— Tommy Choi



TAMMY JIN

VANCOUVER, B.C., CANADA



When Tammy Jin decided to change brokerages in 2017, she could have chosen any in her Vancouver, B.C., market. After all, she had been one of the top agents in the area since she began her real estate career there in 2009.

Jin, who emigrated from China in 2004, spent eight years with Royal Pacific Realty, a brokerage that offers support and mentoring to agents like her who work with clients in the Chinese community.

She had considered moving to RE/MAX, but she chose Keller Williams for the same reasons many agents make a similar decision: better training to help grow her business.

By November, she'd learned how to hire an assistant and to more effectively work with other agents on sharing commissions. Her team of four agents has benefited from the switch to Keller Williams. Each has learned a lot by reading *The Millionaire Real Estate Agent*, she says.

Although she's still learning everything Keller Williams has to offer, she has this to say: "They have a really helpful layout already that can help you grow your business."

"Because of the systems and leverage I have in place, I can be more present with my family and that's huge."

GREG WELLS

ASHBURN, VA.

After more than 20 years in real estate, Greg Wells was on the fence about whether he wanted to grow his team or be content with his business as it was. That changed after moving from RE/MAX to Keller Williams during the first quarter of 2017.

"The culture and mindset of helping agents and team leaders like myself grow their businesses was unlike any I'd ever seen."

By mid-November, he added another agent and a transaction coordinator to his team. His 12-month numbers amounted to a total closed volume of \$45.9 million and 72 units.

It's not that Wells hadn't been successful during his 12 years with RE/MAX: in 2013 his team was recognized as one of the company's Top 100 teams in the world. He continued to excel in the

Northern Virginia market. But the Keller Williams agents Wells interacted with were consistent in

what they said their company had to offer him and his team.

What impresses him most about Keller Williams is the support provided by market center leadership and the company overall, from trainings to seminars to events.

"My experience with RE/MAX was that they just kind of let you do your own thing unless you reached out for help. Whereas here, people are much more proactive in coming to you and saying, 'How can I help you with your business?'"

The total package that exists at Keller Williams is unmatched in the industry, whether someone is new to real estate, a seasoned agent like himself, or somewhere in between. "There are business tools (and) training to get you to the next level," Wells says.

"The sky's the limit for anybody in this company."



"The culture and mindset of helping agents and team leaders like myself grow their businesses was a culture and a mindset that I'd never seen."

ASHLEE PRUDHEL

LODI, CALIF.

Ashlee Prudhel didn't want to switch brokerages for the third time in her three-year real estate career, but she knew she had to if she wanted to find the balance she had been seeking. As a single mother and mega agent, spending quality time with her 9-year-old daughter was proving to be difficult at RE/MAX. "They encouraged me to make more sales, but never provided systems on how to leverage, so I was running around spinning my wheels all the time." She also knew that moving to Keller Williams would be necessary if she wanted to grow. After Team Leader Michele Zaragoza invited her to an event, she decided her new professional home would be KW.

Whereas she previously had been one of the top agents, at Keller Williams she's surrounded by others she can look up to. "I look forward to what's next with Keller Williams because I know there's no ceiling for your business. That's exciting to me."

Her previous brokerage had suggested Prudhel hire an assistant, but didn't teach her how to do that or build a team.

"At times I would be in tears because I was so overwhelmed. I would go to my broker for help, only to be reassured that I would be fine on my own."

She believed that if she hired a team, she'd net less.

"Keller Williams taught me that's a limiting belief," Prudhel says.

By providing training — the classes blew her mind — and a template that she could follow to build her team, she's hired two full-time admins and two buyer's agents. At the age of 28, her 2017 sales were \$24 million and she closed on 80 units.

Prudhel sums up her favorite thing about Keller Williams in one word: balance. Keller Williams has taught her to create business hours and plug tasks into her schedule, carving out time to focus on priorities. "(To) get more purposeful with my time," she says.

An assistant now takes care of the details of her business that Prudhel had thought she needed to do herself. This has freed up her day to spend more time where it counts.

"Because of the systems and leverage I have in place, I can pick up my daughter from school every day and take vacations," she says. "I can be more present with my daughter and that's huge. (I'm) not glued to my phone all the time."

Prudhel's hard work is evident. In 2017, she ranked number one in her market center. **kw**

"Because of the systems and leverage I have in place, I can be more present with my daughter and that's huge."



BOLD

KW MAPS MASTERY

NO MOUNTAIN TOO HIGH

AFTER 13 HOURS AND 13 MINUTES OF NONSTOP VERTICAL CLIMBING, A YEAR OF GRUELING TRAINING AND ONE FAILED ATTEMPT, KW MAPS COACH **ABRAHAM SHREVE** HEAVED HIMSELF OVER THE TOP OF EL CAPITAN IN YOSEMITE NATIONAL PARK THIS PAST SUMMER.



Exhausted, yet exhilarated, Shreve collapsed onto a warm granite slab at 7,659 feet to catch his breath and surveyed the thousands of massive California black oaks dotting the valley below. From atop El Cap, one of the world's most famous technical rock climbs, the trees looked like miniature green cotton balls.

"It was incredible, a dream come true," says Shreve, 45, who grew up in Ogden, Utah, surrounded by mountains. He always envisioned himself scaling the Nose of El Cap; it was on his bucket list.

Four months after Shreve's first successful ascent, he did it again. "I love sitting in a place where the only way to get there is the way we did," he says. "Climbing is a sport that requires every muscle you've got, technique, and mental stamina."

Shreve credits his feat to steadfast preparation and training with the help of a team of carefully chosen experts, dedication to his goal and a mindset for success. They're tools he's used for years in business, first growing a booming real estate practice, and then, for the last four years as a KW MAPS Coach, helping agents grow their businesses. The MAPS coaching program, led by Dianna Kokoszka, has won numerous awards for helping professionals transform their lives.

"Part of the reason I wanted to push this big goal was that I wanted to make sure I'm living the life I'm coaching," Shreve says. "I challenge people to set a goal that sits just on the other side of what they think they're capable of. The goal should make them nervous."

The First Attempt

It was 2014 when Shreve first attempted to scale El Cap. Half of all climbers who attempt it are unsuccessful the first try. Most climbers make it to the top of the rock

formation after three to five days of climbing. Shreve and his climbing partner planned for five. The weather that day in October was unseasonably hot and the system they rigged to haul up food and gear wasn't working well.

"We got up 1,000 feet and tapped out," Shreve says. Hanging from El Cap's sheer granite face, he called his wife, Terresa, on his phone. She encouraged him to keep going. "It had been my dream for so long," Shreve says. But he knew by the middle of day three, he and his climbing partner would run out of water. "I said to my wife, 'Honey, we're going to make the smart choice and come down.'"

Shreve was disappointed. Work and family then took over, but El Cap was always in the back of his mind. A year later, he was itching for a challenge. "If I don't have something making me anxious, I stop progressing," Shreve says.

He called a fellow climber friend to see if he'd be game to join him for another attempt at El Cap. "He said he'd do it with me if we did it in one day," says Shreve. "You have to be climbing at an elite level to do that. It made me physically nauseous, but I committed right away."

The Training Begins

That same day, Shreve got to work. One of the great secrets to successful people, he says, is they realize they can't succeed on their own. Shreve himself was coached by KW MAPS Mastery Coach Tony DiCello, who brought him into the world of coaching.

With the climb, Shreve knew he needed help, a mentor and a solid plan to accomplish his goal, so he started to assemble a team of experts. "I asked myself, who's the best person to mentor me on this climb?"

American climber Hans Florine, 53, has ascended El Cap 110 times.

He held the speed record for climbing the Nose for more than 10 years. He climbed it in two hours and 23 minutes. For Shreve, he was a hero, a celebrity. In college, Florine's poster hung from Shreve's wall. In 2016, Florine had just released a memoir. Correspondingly, Shreve logged onto Facebook and sent him a message.

"One of my guiding philosophies in life is, 'If you don't ask, you don't know,'" says Shreve. "I wrote to Hans, 'I'm a 44-year-old father of four that cannot give up my obsession with the Nose, and [I] am wondering if you'll have a call with me.'"

Florine wrote back, and he agreed to talk. Soon after, the two had an hour and a half-long call. After that, Florine came on board as Shreve's coach, joining a strength and conditioning expert – who trains Mixed Martial Arts fighters – and a nutritionist. "You have to insert the right people," Shreve says, "People that won't let you take yourself off the hook or self-sabotage."

Florine immediately sent Shreve a spreadsheet with a specific training schedule. They had regular Skype calls during which Florine taught Shreve new techniques. Shreve built time into his busy schedule to do 1,000-foot solo practice climbs in Zion National Park, and he created scorecards for his workouts, rating his progress. "We started this very systematic training," Shreve says. "I reported to him."

Creating the Right Space for Success

His three-hour workouts were going well, but Shreve soon realized he was succumbing to one of Gary Keller's four thieves of productivity: his environment wasn't supporting his goals. He knew he had to work out during the day. He wouldn't sacrifice the time he spent after work with his wife of 21 years and four children. In the afternoons, he was committed to coaching his daughter's soccer team.

**"IF I DON'T HAVE
SOMETHING
MAKING ME
ANXIOUS, I STOP
PROGRESSING."**



“PART OF THE REASON I WANTED TO PUSH THIS BIG GOAL WAS THAT I WANTED TO MAKE SURE I’M LIVING THE LIFE I’M COACHING. I CHALLENGE PEOPLE TO SET A GOAL THAT SITS JUST ON THE OTHER SIDE OF WHAT THEY THINK THEY’RE CAPABLE OF.”

So, Shreve set out to create a training space in his office. He built a five-station custom climbing simulator that helped him build muscle, hone his technique and build endurance. This is where he worked out in the early morning before his work as a coach began. “If I had not done that, I wouldn’t have been successful,” he says. Training wasn’t easy. At times it was repititious and boring but understanding that consistency brings results over time, he pushed on. He even persevered after injuring his elbow and knee. “I had some terrible days, but I never missed one training day,” he says.

Shreve Defends His Training Time

In business and in training, Shreve believes a morning routine is crucial. In his coaching, he recommends agents commit to lead-generating first thing, even if other “emergencies” try to pull you away. “Lots of things feel urgent,” Shreve says. “The secret in business is to be able to keep things in their lane.”

Not a day passed without some task or event popping up that

threatened Shreve’s training time. But he refused to let them interfere. “My plan for training was so clear,” he says. “It was easier for me to say ‘I can’t do that.’ Your clarity of plan will do much of the heavy lifting for you.” Knowing when to say “no” is also a valuable skill, he says.

To the Top

In June, Shreve climbed El Capitan with Florine. In October, he and his friend returned, hoping to reach the summit in 24 hours. When Shreve took over to lead the ascent for the second half of the route, it was dark outside, but his training and fitness kicked in. After 33 hours of straight climbing, he reached the top of El Cap for a second time.

El Capitan may have been on Shreve’s bucket list, but he believes anything “cool enough” to do once, you should probably do again. Now, he’s gearing up for a third ascent of the cliff next year. This time, his goal is to reach the top in under 12 hours. To succeed, “We all need a very clear objective,” Shreve says. **kw**

WHILE YOU MAY NOT BE CLIMBING TO THE TOP OF EL CAPITAN ANY TIME SOON, YOU ARE SCALING UP MOUNTAINS EVERY DAY! USE THESE LESSONS FROM SHREVE'S CLIMB TO REACH NEW HEIGHTS IN BUSINESS AND IN LIFE.

1

Set a Big Goal with a clear objective. "Your goal should make you nervous."

2

Commit to your goal and create an environment that supports it.

3

Seek out top experts (mentors/coaches) to help push you past the finish line. Great people cannot succeed alone.

4

Remain resolute in defending your training time.



PEOPLE FIRST, PROFITS FOLLOW

Dan and Julie Ihara pursue a mission to serve others through real estate and discover a powerful lead generation method along the way.



If your heart is in the right place, everything will follow.

Keller Williams agents Dan and Julie Ihara of the Honolulu, Hawaii, market center certainly have found that to be true as they've grown their business from \$28 million to \$76 million in four years. The Iharas have achieved this by coming from contribution and using seminars as their chief lead generation strategy.

While the seminars offer future clients educational value, the return on investment for the Iharas has been stunning.

"From each seminar, we get about a 25 percent appointment conversion rate," Dan says. "Then those appointments typically lead to two or more transactions. Essentially, what we've built is a group listing appointment with a tagalong from the buyer side as well, because they're going to sell as well as buy."

With the help of their team of 27, the Iharas lead eight to 10 seminars per month.

"It's a numbers game," he explains. "On average, we'll secure 25 appointments per month, leading to 15 transactions. The remainder feed the future pipeline. In our market, that's \$10 to \$15 million a month just off one lever."

The numbers may speak for themselves from a business perspective, but they don't showcase the big why that fuels the Iharas' lives.

"Our growth has come by pouring into other folks," Dan says. "We end all of our seminars with the same thing: our mission is to honor God with the highest level of competency, care and compassion with uncompromising integrity."

Twelve Years Ago

Evidence of this mission dates all the way back to Dan's very first listing as a newly licensed real estate agent in 2002.

Dan was working with Anita, an 80-year-old woman whose house had been on the market for a year. "She had a trail home, which means there is a trail from the door to the sink to the toilet to the bed," Dan says.

For six months, Dan, Julie and their family worked to clear the home out and, at the same time, found something that changed the course of their business.

"That experience said to us, 'There's a need here,'" Dan says. "Some of these older people want to move but are trapped by their stuff. So we partnered with a new retirement community who found out what we did and we said, 'Why don't you do these seminars with us?' It helped feed our real estate business and provided a solution to older adults that didn't have one."

This happenstance ultimately led the Iharas to create a number of ancillary businesses – including senior move managers, decluttering and property management – to offer

clients a seamless experience. It also opened their eyes to the fact that education could be used as a powerful lead generation tactic.

Starting with Seminars

Six months after becoming a licensed real estate agent, Dan put an advertorial in the newspaper to get the word out about his first seminar. He and Julie developed the material themselves, offering an explanation of all the contingencies involved in buying and selling a home.

"We wanted to educate people on best practices," Dan says. "Nobody was really having seminars and educating folks, so we explained the process and how to protect themselves on the buying and selling side."

The newspaper advertorial promoting that first seminar required a yearlong commitment – to the tune of \$24,000. The Iharas had no idea how many attendees to expect, but when 35 people showed up, they realized there was a strong interest in the topic. That seminar had another lasting impact as well.

"From that first seminar, we cleared a \$1.2 million transaction," Dan says. "It was a miracle in the making, and we haven't stopped yet."

With the business taking off, it was soon apparent that Dan would need help. After 18 years in the banking industry, Julie left her career to become Dan's full-time business partner.

"We end all of our seminars with the same thing: our mission is to honor God with the highest level of competency, care and compassion with uncompromising integrity."

– Dan Ihara

“From that first seminar, we cleared a \$1.2 million transaction. It was a miracle in the making, and we haven’t stopped yet.”

– Dan Ihara

Together, Dan and Julie began building strategic partnerships to draw future clients to their seminars. Some of the businesses they partnered with in their seminars over the years include financial planning firms, banks, credit unions, attorneys, retirement communities and senior clubs. Seniors, in particular, became a prosperous niche and led to a new seminar topic: “Senior Living Options,” inspired by individuals like Dan’s first client, Anita.

“It’s designed to help people understand what life looks like when we get older and need help – what care can be brought in and, if you decide to move, where to go,” Dan says.

Targeting Investors

As the Iharas perfected their seminar approach, they realized they could target their seminar topics to bring leads for listings, the most important foundation of any great real estate business.

“Our second seminar series

covers 1031 exchanges and how we execute them. It was designed to get listings,” Dan says. “We target investors who want to do other things with their investments but are not sure how. Every client is two transactions or more, some with six to 15 properties that they’re doing 1031 exchanges with all over the country.”

In these transactions, the Iharas execute and then partner with agents in other parts of the country who also are versed in 1031 exchanges.

The 1031 exchange seminars led to buy and flip seminars in early 2017. Eighteen people showed up to the first presentation, and from it the team gained three clients and six transactions.

“From our very first one at our office, we had 18 people show up,” Dan says. “Of that, we had three clients and six transactions.”

For agents who want to develop their own seminars, he recommends determining a niche and focusing on that. “The niches that

we’ve selected are niches where it doesn’t matter what happens in the economy,” Dan says. “When the economy is down, people still invest who want to invest.”

Lessons Learned

For their latter two seminar topics, the Iharas position the main draw as strategies for creating generational wealth. In addition to relying on their strategic partnerships to draw attendees, they still run an advertorial in the newspaper.

The Iharas’ database grows exponentially with each session held. Currently 7,000 individuals strong, they’re able to market their seminars through the massive network they’ve built and often find that those who attend often tell others about the events. Additionally, they use social media and direct mailers to target markets based on demographics, geography, age and investment portfolio.

With a marketing strategy in place, the question becomes how to turn those potential clients into clients.

The Iharas joined Keller Williams in August 2013 and are now part of Gary Keller’s Mastermind group. They credit some of the changes they’ve made to their seminar lead generation to their experience as members of this elite group.

First off, they now have an events director as part of their team. This person is responsible for planning all of the actual events. Secondly, they’ve made sweeping changes to their follow-up strategy for securing listings.

“We’re far more intentional now,” Dan says. “Before, we wouldn’t follow up at all because we were too busy. People would just call us. Now, at the beginning of the seminar, we say, ‘We know your situation is private, and what you’re going to hear today is going to raise a lot of questions. At the end of the seminar, we will give you the opportunity to secure an appointment.’ We put out a list of available appointment times, and the first five people that sign up get a gift. It’s highly intentional.”

Giving Back

The Iharas often work with seniors who are wealthy, but they haven’t forgotten the many older adults who may be facing uncertainty.

“We started a nonprofit – thanks to Gary’s inspiration – called Silver Spoons,” Dan says. The faith-based nonprofit connects older adults to resources and safe housing. “Our goal is to take care of older adults who can’t take care of themselves. We believe God called us to serve those folks.” **kw**



A QUICK GUIDE TO WINNING WITH CONSUMERS IN 2018

As a real estate agent, you provide a valuable service to your customers. Your understanding of your local market and ability to negotiate on behalf of your clients is priceless. Yet, in recent years, other companies have entered our industry and rolled out technologies that allow homeowners to sidestep real estate agents, and go through the home-buying process on their own.

Instead of a threat, Keller Williams sees this as an opportunity for you to communicate your unique value in new ways and differentiate yourself as the agent of choice in your area; as a trusted adviser that they just can't do without. Before you can accomplish that, however, you need to have a firm grasp on exactly who your consumer is.

This will of course depend a lot on where you're based and the properties you specialize in. However, understanding general home buyer and seller trends will give you crucial context that can help you shape your marketing strategy for the year to come.





A SNAPSHOT OF TODAY'S CONSUMERS

If this year is anything like the last, here's what the typical home buyer will look like: married, searching for a single-family home in the suburbs or in a small town, and earning a household salary of around \$88,800 a year.

That's according to data from the National Association of REALTORS®' 2017 Profile of Home Buyers and Sellers, which found that 85 percent of buyers choose a home in a suburb, small town or rural area; 83 percent bought a single-family home; and 65 percent were married couples. Overall, buyers expect to live in their homes for a while, for a median of 15 years.

The survey also revealed first-time buyers made up 34 percent of all home buyers. With more than a third of your potential clients new to the process, it's more important than ever that you're ready to help educate and guide them through their home-buying journey.

Nearly half of buyers start their search by jumping online, 42 percent – even more reason to polish your professional website and increase your team's presence on social media. For buyers who go online, 89 percent found photos and detailed information about properties to be crucial.

Highlighting the power of keeping up with your clients and nurturing those relationships, 42 percent of buyers and 64 percent of sellers used an agent referred to them by a friend or neighbor.

Don't be surprised if your buyer is feeling a little frustrated. Mounting student debt has left more and more first-time buyers in the United States cash-strapped, delaying their home purchase. Forty-one percent of first-time home buyers are grappling with student debt; more than half owe at least \$25,000.

Recently, single female buyers have made up a larger share of home sales, 18 percent, as the marriage rate in the United States has dropped and those who marry are doing so later. Single women bought slightly more expensive homes than single men, despite earning less.

For home sales, the typical home seller was 55 years old, with a median household income of \$103,300. They live in their home for about 10 years before selling, and once they sell, they usually recommend their agent at least twice to a friend or family member.

BUYERS



85%

choose a home
in a suburb,
small town or
rural area



83%

bought a
single-family
home



65%

married couples
earning a
household salary
of around

\$88,000



34%

first-time
home buyers



41%

first-time home
buyers are
struggling with
student loan debt.
More than half
owe at least

\$25,000



42%

of buyers search
for homes online



42%

of buyers use an
agent referred to
them by a friend
or neighbor

SELLERS



55
years old



median household
income of
\$103,300



live in their home
for about
10 YEARS
before selling



they usually
recommend their
agent at least
TWICE
to a friend or
family member



STRATEGIES FOR SUCCESS

Now that you have a view of today's consumer, here are several tools – one exclusive to KW agents – and strategies for your success!

From creating a high-end, custom publication for your community to providing access to a superior lending option, your colleagues across the country are building moats around their businesses with unique, value-added services. At the same time, they're positioning Keller Williams as the brokerage of choice. Consider adding some of their techniques – or all – to your toolbox to wow consumers.

BE THEIR ECONOMIST OF CHOICE

In a 2017 study by the Keller Williams research team, consumers who sold their home a year ago reported higher satisfaction ratings and were 17 percent more likely to recommend their agent than those

who sold five years ago.

"We believe that this is an indication of consumer perception of service quality: consumers feel more strongly about experiences as they remain fresh in their minds," says Madiha Ashour, consumer researcher at KWRI. "As time passes, those positive or negative experiences are no longer considered strong emotional triggers. Because loyalty and satisfaction are tied in the mind of a consumer, it is important for real estate agents to stay in touch with their database and community at large."

KW agent **Steven Cohen** of Boston's Steven Cohen Team does this in a unique way.

Three years ago, Cohen decided that the open house mailers and holiday postcards he was sending out to his clients just weren't cutting it. He wanted his marketing strategy to stand out from competitors, to leave a more lasting impression. So,

he created something special for consumers.

"We decided to go big," Cohen says, "to do something our competitors wouldn't do." Cohen assembled a team of creative consultants – a cover artist, a graphic designer, a writer and a printer – to help him launch a high-end publication that he could mail to residents in his areas: Boston's South End and Back Bay neighborhoods.

His team's unique, 26-page Stakeholders' Report combines what Cohen calls "right brain" content, such as features on local residents, nonprofits and businesses, with "left brain" content like market analyses and relevant metrics pooled from sources such as government groups and think tanks. The report positions Cohen's team as the economist of choice for their market, and it has helped to build relationships.

"We wanted clients to recognize the distinction between what we send out and what other agents are sending out," Cohen says. And, so far, he's accomplished his goal.

Stakeholders' Report's original, clever covers stand out. One is a take on a 1976 New Yorker magazine cover, "View of the World from 9th Avenue." Another cover pits the stroller set against empty nesters outside an open house. Amusing thought bubbles such as "retirement plan" and "stroller storage" float over their heads.

The 15 pieces of content in each issue zoom in on

“As time passes, those positive or negative experiences are no longer considered strong emotional triggers. Because loyalty and satisfaction are tied in the mind of a consumer, it is important for real estate agents to stay in touch with their database and community at large.”

— Madiha Ashour, KWRI consumer researcher

the local market, but also focus on how Boston fits into the national and global real estate picture. Stories have included how Boston has prepared for the effects of climate change, an image-heavy piece on notable sales in the area, and a thorough review of smart home products. “We engage emotions, and then we position ourselves as the experts,” Cohen says.

Each issue contains eye-catching high-resolution photos and a market outlook, which Cohen writes himself. The rest, his team helps brainstorm and his communications specialist prepares. He spends just a few hours each month editing copy and coming up with ideas for subsequent issues.

Cohen mails out 140,000 pieces a year for around \$2 a copy. At that cost, the publications need to pay for themselves, he says, and they have. He also wanted content to meet four criteria: be high quality, add value, support the team’s position as the economist of choice, and prompt clients to contact them for business. It’s achieved all four.

As for advice for his fellow agents, Cohen recommends finding your niche and not being afraid to mi-

cro-market to that niche. Even with all his success, he’s still fine-tuning his strategy. He’s looking into electronic distribution, monetizing his publications and perhaps eventually making it membership-based. “Direct mail is just the venue for delivery,” he said. “The production of superior content is what we’ll never stop doing.”

Cohen envisions a future in which “we’re eliciting a response, we’re a staple in the community, and by extension, we’re the resource they look to when they want to do business.”

OFFER UNIQUE VALUE TO THE TRANSACTION

Consumer expectations are evolving and it seems that everyone has taken notice. Discount brokers and technology companies are spending billions of dollars in the real estate industry in an effort to woo the consumer and take a piece of the real estate transaction. While Keller Williams has in no uncertain terms stepped into the tech arena to innovate on behalf of the agent and their consumer, it’s making bold moves on many other fronts too.

That’s because Keller Williams believes that no matter how great technology is, the future is still human. And the numbers prove it.

As NAR reported, 88 percent of buyers recently purchased their home through a real estate agent. This number is higher than ever before and is proof that while the agent’s role is shifting, the value they offer with their hyperlocal insight and expertise remains.

That’s where Keller Mortgage comes in. By offering a way for associates to help save their clients thousands of dollars without sacrificing any of their commission, Keller Mortgage is an innovative

way to create significant value for consumers while keeping the agent at the heart of the transaction.

Just ask Peg Braxton of the Lake Travis market center.

After wowing a millennial client with Keller Mortgage, Braxton is sold on the service. It’s one that delivers incredible value to customers, she says.

It was 5 p.m. on a Friday, and Braxton’s new millennial client in Austin needed to apply for a loan. Braxton walked up to her office administrator. “Tell me about Keller Mortgage. How do I use it?” After a mini-crash course, she called her buyer, brought him into her Lake Travis office, and an hour later he had completed his application online.

With pre-approval offered through the KW home search app, it was simple and quick. The client later went on to close on a new home with a loan from Keller Mortgage. Not only did he get a competitive interest rate, but he also got cash back on the deal. Braxton, 78, who calls herself “the old dog in the market” was impressed. She now uses Keller Mortgage to help other new clients secure a loan.

“No other lender can do this,” Braxton says. “Our rates are comparable, if not better. And, the total package is just better for the buyer, period. This is such an advantage.”

Plugging into Keller Mortgage is another great way to stand out from your competitors and add value for consumers who are looking to buy. The tool offers consumer savings and exclusive benefits to KW associates and their clients without sacrificing any associate commission. When a home loan amount exceeds \$150,000, the consumer gets a \$1,000 credit toward third-party costs.

Making the loan application process easier for consumers, Keller

Mortgage loan officers are available seven days a week outside of usual business hours, from 9 a.m. to 9 p.m., and they have an approximate inquiry response time of just two minutes.

Other KW agents have found Keller Mortgage has given their buyers a valuable leg up in a multiple offer situation. That's because their buyers can take the closing costs they would be paying with another lender and secure the offer.

Keller Mortgage can also be used to engage with prospects not currently in the market to buy a home. Those consumers, who may have a high interest rate on an existing home loan, can refinance with zero closing costs

and credit through Keller Mortgage.

Braxton said her young buyer walked away impressed with Keller Mortgage's up-to-date technology. All agents should give Keller Mortgage a go, she says, even if they might typically shy away from new technology. "It was very user friendly," Braxton reflects. "If I could do it, anyone could." kw

"No other lender can do this. Our rates are comparable, if not better. And, the total package is just better for the buyer, period. This is such an advantage."

— Peg Braxton, KW agent



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TOP-PRODUCING TEAMS

| | NAME | CITY, STATE/PROVINCE | GCI | UNITS |
|----|--------------------------------------|------------------------|----------------|---------|
| 1 | Bob Lucido Team | Ellicott City, Md. | \$3,787,872.21 | 486 |
| 2 | Ben Kinney Team | Bellingham, Wash. | \$2,071,868.51 | 216.2 |
| 3 | The Loken Group, Inc. | Houston, Texas | \$1,640,488.09 | 459 |
| 4 | Kevin Blain Team | Visalia, Calif. | \$1,613,571.82 | 330.625 |
| 5 | Josh Deshong Real Estate | Dallas, Texas | \$1,602,914.11 | 193 |
| 6 | Juliana Lee Team | Palo Alto, Calif. | \$1,539,442.20 | 36.3 |
| 7 | Reynolds Team Realty | Chantilly, Va. | \$1,443,042.10 | 110.618 |
| 8 | Jeff Glover & Associates | Plymouth, Mich. | \$1,402,050.76 | 226 |
| 9 | Five Doors Network - Hub | Pikesville, Md. | \$1,355,602.95 | 0 |
| 10 | Sutherland Group | Hoboken, N.J. | \$1,336,518.70 | 84 |
| 11 | The Rider Elite Team | Scottsdale, Ariz. | \$1,327,795.07 | 205 |
| 12 | Alchemy Real Estate Group | Seattle, Wash. | \$1,258,252.78 | 57.5 |
| 13 | The Peggy Hill Team | Barrie, Ont. | \$1,244,718.12 | 143 |
| 14 | Stepp Commercial | Long Beach, Calif. | \$1,159,375.50 | 13 |
| 15 | Fineman Suarez Team | Marina del Rey, Calif. | \$1,148,735.58 | 32.5 |
| 16 | Dave Clark Team | Campbell, Calif. | \$1,122,162.41 | 30 |
| 17 | Brett Jennings Real Estate Experts | Los Gatos, Calif. | \$1,107,358.37 | 30 |
| 18 | Teambuilderkw | Kirkland, Wash. | \$1,066,493.00 | 151.5 |
| 19 | Beer Home Team | San Diego, Calif. | \$1,054,153.62 | 58.64 |
| 20 | The Ez Sales Team | Westlake, Ohio | \$1,002,089.76 | 222 |
| 21 | Eng Garcia Grant & Co | Washington, D.C. | \$998,915.24 | 59.65 |
| 22 | Jesse Weinberg and Associates | Marina del Rey, Calif. | \$995,221.35 | 62 |
| 23 | Boyenga Team | Saratoga, Calif. | \$966,669.25 | 33 |
| 24 | Team Jordan | Barrie, Ont. | \$946,503.06 | 113.4 |
| 25 | Global Living | Philadelphia, Pa. | \$928,999.16 | 201.6 |
| 26 | Unity Home Group | Anchorage, Alaska | \$922,484.83 | 125 |
| 27 | Jay Schmidt Group | Whitefish Bay, Wis. | \$922,002.75 | 94.2 |
| 28 | Walden Team | Anchorage, Alaska | \$918,261.46 | 129 |
| 29 | Kase Real Estate: Pacific Estates | Long Beach, Calif. | \$904,029.11 | 43.45 |
| 30 | Jennifer Young Team | Chantilly, Va. | \$886,442.89 | 97 |
| 31 | Joe Rothchild Realty | Katy, Texas | \$877,841.28 | 280 |
| 32 | Fulcrum Properties Group | Washington, D.C. | \$876,423.79 | 45.65 |
| 33 | Lee Tessier Team | Bel Air, Md. | \$863,372.28 | 116.75 |
| 34 | The Stephen Cooley Real Estate Group | Fort Mill, S.C. | \$852,890.64 | 137 |
| 35 | The Haro Group | Greenville, S.C. | \$826,537.79 | 129.225 |
| 36 | Jim Shaffer and Associates | Royal Oak, Mich. | \$825,779.77 | 146 |
| 37 | Christie Cannon Group | Frisco, Texas | \$823,982.97 | 97.45 |
| 38 | The Heyl Group | Austin, Texas | \$822,238.03 | 51.05 |
| 39 | Chernov Team | Studio City, Calif. | \$811,242.50 | 20 |
| 40 | Carol Royse Lifestyle Team | Tempe, Ariz. | \$804,459.25 | 83 |
| 41 | Laurie Reader Team | Plantation, Fla. | \$799,677.19 | 104.233 |
| 42 | Waldner Winters Team | Columbia, Md. | \$790,156.67 | 88 |
| 43 | Kenny Klaus Team | Mesa, Ariz. | \$782,379.30 | 106.9 |
| 44 | The Bracha Team | New York, N.Y. | \$777,304.23 | 21.625 |
| 45 | Portland Real Estate Group | Portland, Ore. | \$765,361.09 | 28 |
| 46 | Lan Bowling Team | Palo Alto, Calif. | \$754,625.00 | 6.67 |
| 47 | Andrew Ipekian Real Estate Group | Toronto, Ont. | \$754,327.20 | 30 |
| 48 | Team Lally | Honolulu, Hawaii | \$746,592.79 | 46 |
| 49 | Hergenrother Realty Group | South Burlington, Vt. | \$740,844.46 | 26 |
| 50 | Bediz Group | Washington, D.C. | \$739,415.58 | 45.25 |

*Based on data/transmittals received for 2017 (Oct to Dec 2017).
Closed transactions identified with specific agent/team.

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TOP MARKET CENTERS

| | MARKET CENTER | CITY, STATE/PROVINCE | TEAM LEADER(S) | PROFIT |
|----|------------------------|----------------------|----------------------------------|--------------|
| 1 | Arlington | Arlington, Texas | Brandee Kelley, Dennis Tuttle | \$519,020.68 |
| 2 | Austin SW | Austin, Texas | Diane Johnson, Melanie Kennemann | \$432,849.26 |
| 3 | Ballantyne Area | Charlotte, N.C. | Chip Walton | \$432,138.70 |
| 4 | Heritage | San Antonio, Texas | Craig Owen, Lisa Munoz | \$361,831.28 |
| 5 | Greater Portland | Portland, Maine | Shannon Selig | \$303,923.79 |
| 6 | Dallas DFW | Southlake, Texas | Dustin Wright | \$298,550.56 |
| 7 | Honolulu | Honolulu, Hawaii | Kevin E. Miyama | \$297,564.92 |
| 8 | Fayetteville, AR | Fayetteville, Ark. | J. Pat Newland | \$293,626.25 |
| 9 | Houston Metropolitan | Houston, Texas | Kenneth Zarella | \$290,931.72 |
| 10 | Danville | Danville, Calif. | Kristin White | \$279,500.62 |
| 11 | Federal Way | Federal Way, Wash. | Rebecca Jones | \$277,894.75 |
| 12 | Charlotte - South Park | Charlotte, N.C. | Stefanie Scroggins | \$276,836.17 |
| 13 | Kirkland | Kirkland, Wash. | Ashley Redfearn | \$270,242.48 |
| 14 | Los Gatos Estates | Los Gatos, Calif. | Chris Rasmussen | \$270,199.78 |
| 15 | Capital District | Latham, N.Y. | Carrie Bee Weiss | \$249,790.77 |
| 16 | Fort Mill | Fort Mill, S.C. | | \$246,863.29 |
| 17 | Metropolitan | Bedford, N.H. | Gregory McCarthy | \$238,856.33 |
| 18 | Greater Howard County | Columbia, Md. | Lorri Cutler | \$234,810.60 |
| 19 | Minneapolis Lakes | Minneapolis, Minn. | Jennifer Bortel | \$231,121.31 |
| 20 | West Monmouth | Morganville, N.J. | Sally Pietracatella | \$231,002.12 |

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TOP RECRUITERS

| | NAME | MARKET CENTER | ASSOCIATES SPONSORED |
|----|------------------------|----------------------------|----------------------|
| 1 | Brent Mitchell | Austin SW | 28 |
| 2 | Leigh Broughman | Lynchburg | 21 |
| 3 | Bill Linkwald | Atlanta - Roswell | 20 |
| 4 | Christine Landers | Albuquerque | 19 |
| 5 | Dana Johnson | Houston Memorial | 18 |
| 6 | Monty Maulding | Austin SW | 16 |
| 7 | John L. Hrimnak | Tempe - Scottsdale | 15 |
| 7 | Chelsea Templeton | Urban Dallas | 15 |
| 7 | Bonnie Militello-Shear | Orlando SW | 14 |
| 8 | Glenn Plantone | Centennial Hills/Las Vegas | 14 |
| 8 | Aaron Wood | Redlands | 12 |
| 8 | Aaron Wood | Centennial Hills/Las Vegas | 12 |
| 9 | Peter G. Clark | Portland Premiere | 11 |
| 10 | Cooper Williams | Arlington | 11 |
| 10 | Bodie Stark | DFW Metro SW | 11 |
| 10 | Laura Ramos-Valadez | Heritage | 11 |
| 10 | Brent Downing | Columbia, SC | 10 |
| 10 | Nicolas Avila | Denton | 10 |
| 11 | Ronda Thurkill | Frisco | 10 |
| 11 | Gaylene Calhoun | Fayetteville, AR | 9 |

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TOP COMMERCIAL

| | NAME | CITY, STATE/PROVINCE | GCI | UNITS |
|---|-----------------|----------------------|----------------|-------|
| 1 | Michael Koshet | Encino, Calif. | \$1,202,403.87 | 14 |
| 2 | Shawn Park | Los Angeles, Calif. | \$860,000.00 | 2 |
| 3 | Charles Allen | Santa Cruz, Calif. | \$556,932.50 | 16 |
| 4 | Byron Field | Los Angeles, Calif. | \$438,500.00 | 12 |
| 5 | James Antonucci | Studio City, Calif. | \$437,662.55 | 12.1 |

*Based on data/transmittals received for 2017 (Oct to Dec 2017).
Closed transactions identified with specific agent/team.

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TOP-PRODUCING AGENTS

| | NAME | CITY, STATE/PROVINCE | GCI |
|----|---------------------------|--------------------------|----------------|
| 1 | Bohdan Lucky | Aventura, Fla. | \$3,100,000.00 |
| 2 | Kyle Seyboth | Lincoln, R.I. | \$640,321.91 |
| 3 | Greg Simpson | Los Gatos, Calif. | \$636,175.00 |
| 4 | Eric Delgado | Encino, Calif. | \$609,213.20 |
| 5 | Tammy Jin | Burnaby, B.C. | \$606,888.18 |
| 6 | Stephanie Vitacco | Encino, Calif. | \$602,912.50 |
| 7 | Hari-Mara Martin | Montreal, Qué. | \$534,666.99 |
| 8 | Julie Wyss | Los Gatos, Calif. | \$530,256.24 |
| 9 | Donald W. Moser | Los Gatos, Calif. | \$416,637.50 |
| 10 | Adam Loew | San Diego, Calif. | \$399,617.50 |
| 11 | Ishrat Kiani | Mississauga, Ont. | \$383,373.19 |
| 12 | Merna Abboud Nassif | Roseville, Calif. | \$381,730.68 |
| 13 | Matthew Cossell | Los Gatos, Calif. | \$376,226.25 |
| 14 | Rumana Jabeen | Burlingame, Calif. | \$360,772.00 |
| 15 | Giovanni Maramonte | Hoboken, N.J. | \$358,967.54 |
| 16 | Coco Tan | Campbell, Calif. | \$353,917.50 |
| 17 | Salvatore Cefalu | San Diego, Calif. | \$352,734.00 |
| 18 | Satya Dasari | Cupertino, Calif. | \$348,455.00 |
| 19 | Mahnaz Westerberg | Palo Alto, Calif. | \$345,020.00 |
| 20 | Estel Hilton | Beverly Hills, Calif. | \$343,050.39 |
| 21 | Richard Russell Barrelier | Burlingame, Calif. | \$333,963.75 |
| 22 | Sophia Xu | Palo Alto, Calif. | \$327,581.25 |
| 23 | Trevor Street | Port Coquitlam, B.C. | \$323,928.30 |
| 24 | Ellen Tao | Diamond Bar, Calif. | \$316,500.00 |
| 25 | Disen Cai | Burlingame, Calif. | \$315,590.00 |
| 26 | Rama Mehra | Danville, Calif. | \$315,132.25 |
| 27 | Bentley Pugh | Seattle, Wash. | \$313,778.06 |
| 28 | Paige Martin | Houston, Texas | \$309,457.88 |
| 29 | Lulu Knowlton | Santa Monica, Calif. | \$303,207.60 |
| 30 | Robert Colello | San Diego, Calif. | \$302,632.76 |
| 31 | Chuck Nunnally | Los Gatos, Calif. | \$300,750.00 |
| 32 | Christopher Eckert | Burlingame, Calif. | \$300,461.25 |
| 33 | Leonard Stone | Burlingame, Calif. | \$296,478.30 |
| 34 | Mike Dolan | Big Bear Lake, Calif. | \$292,576.00 |
| 35 | Robert Aldana | Santa Cruz, Calif. | \$292,525.00 |
| 36 | Les Palia | Danville, Calif. | \$291,273.75 |
| 37 | Evangelyn Lin | Pasadena, Calif. | \$290,297.88 |
| 38 | Kimberly Spears | Stuart, Fla. | \$286,845.00 |
| 39 | Grant Linscott | Los Angeles, Calif. | \$285,769.25 |
| 40 | Jessica Lynne Romero | Pasadena, Calif. | \$283,516.00 |
| 41 | Akhila Aneja | Metuchen, N.J. | \$280,822.50 |
| 42 | Donald Olsson | Bozeman, Mont. | \$279,865.13 |
| 43 | Jonathan Lu | Burnaby, B.C. | \$278,720.33 |
| 44 | Rajwinder Brar | Burnaby, B.C. | \$278,218.00 |
| 45 | Robert Costabile | San Francisco, Calif. | \$276,856.25 |
| 46 | Leslie Zweben | Atlanta, Ga. | \$269,765.80 |
| 47 | Kaiyu Ren | Palo Alto, Calif. | \$269,337.50 |
| 48 | Ling Drost | Seattle, Wash. | \$268,928.87 |
| 49 | Cindy Cole | Destin, Fla. | \$264,919.70 |
| 50 | Mark Tyoran | Westlake Village, Calif. | \$264,024.38 |

*Based on data/transmittals received for 2017 (Oct to Dec 2017).

Closed transactions identified with specific agent. All production completed by non-commercial agents who do not serve on a team.

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MOMENT**

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