

PASSPORT

TO SUCCESS



FOR RE/MAX GLOBAL OFFICE OWNERS



STRENGTHENING YOUR RE/MAX OFFICE

Analysis of the RE/MAX network's most successful brokerages — whether in Africa, Asia, the Americas, Australia, New Zealand, Europe or the Middle East — shows that the strongest growth occurs when the Broker/Owner provides effective leadership in four core functions:

RECRUITING

ADMINISTRATION

BROKERAGE SERVICES

PROMOTIONS

GROW BY **RECRUITING** THE RIGHT SALES ASSOCIATES

Recruiting is a Broker/Owner's most essential function. It requires strong leadership, face-to-face contact and effective listening. You must clearly communicate how your vision, office culture, systems and support will benefit your candidates' real estate careers and lives. The growth that recruiting brings is central to long-term success.

PROSPECT FOR CANDIDATES

- Contact real estate industry experts in your market.
- Advertise in local newsletter and social media. (Don't forget about your personal network.)
- Secure leads from your existing Sales Associates.
- Host "A Conversation with RE/MAX" events.
- Contact entrepreneurs from other industries.
- Be open to accepting candidates from different business fields.
- Create a target list; enter candidates into the pipeline.
- Update the pipeline with each candidate's contact information.

LISTEN AND PRESENT TO YOUR CANDIDATES

- Understand more by doing research first.
- Show character and competence in your value proposition.
- Sell yourself first.
- Qualify by listening; ask open-ended questions.
- Be aware of candidates' emotional motivations.
- Clarify mutual objectives and avoid ambiguous expectations.
- Tour your office with candidates and introduce them to your team.
- Introduce candidates to your top producers, who can validate the benefits of joining your office.

MANAGE THE CANDIDATE THROUGH THE HIRING PROCESS

- Develop a systematic follow-up program.
- Be persistent but not intrusive.
- Send out handwritten notes. They are powerful.
- Never disparage the competition.

CLOSE THE DEAL

- Learn and perfect a variety of closing strategies.
- Help agents exit their former office.
- Oversee their transition into your office.
- Never stop recruiting and retaining efforts.

PROVIDE LEADERSHIP THROUGH **ADMINISTRATION**

Broker/Owners provide and manage services and systems that enable Sales Associates to do what they do best: list and sell real estate. Broker/Owners with efficient and effective administrative staffs and systems are better positioned for overall success.

OFFICE ADMINISTRATION

- Pay RE/MAX brokerage dues in a timely manner.
- Pay agent commissions in a timely manner.
- Manage the Associate billing and collection process.
- Charge late fees.
- Maintain and process current monthly reporting.
- Provide an easy-to-use back-office system.
- Accounting, bookkeeping, payroll and systems.

BUDGET AND FEES

- Create and maintain a detailed budget.
- Review and adjust fees as needed.
- Communicate necessary fee increases to Sales Associates.

SUPPORT AND GROWTH

- Manage a dynamic website.
 - Listings/lead generation
 - Recruiting
 - Buying and selling guides
 - Company information
- Offer a full menu of free and for-a-fee support services.
 - Closing coordinator
 - Preferred mortgage relationship
 - Preferred title relationship
 - Relocation services
 - Marketing assistance
 - Technology, training and support

RECRUIT • RETAIN/RENEW • CHARGE ENOUGH COLLECT • GAIN MARKET SHARE

BUILD ASSOCIATES' CAREERS WITH EFFECTIVE BROKERAGE SERVICES

Although Sales Associates bear primary responsibility in building their careers, they look to the Broker/Owner for guidance, mentoring, motivation and resources. Get your Sales Associates in sync with your office's positive, successful environment by encouraging their involvement in your Brokerage.

THE BASICS

- Create and define your Mission, Vision, Values, and Beliefs.
- Learn how to find, attract, and follow up with prospects.
- Hire and retain skilled support staff and pay them well.
- Maintain an attractive, professional environment.
- Maintain up-to-date technology and equipment.
- Keep office energy levels high.

RETENTION

- Provide regular training events for Sales Associates.
- Communicate the irreplaceable value proposition to Associates.
- Help Sales Associates set and achieve personal career goals.
- Recognize and reward top producers.
- Host frequent office gatherings.
- Acknowledge birthdays, anniversaries and other milestones.
- Constantly re-market RE/MAX benefits and services.
- Meet and visit with your associates on a regular basis.

CUSTOMER RELATIONS

- Create and convey clear values and beliefs and the right way of doing business to all Associates.
- Continually promote achievements through PR and social media.
- Terminate Sales Associates who have values and beliefs inconsistent with your own vision and mission.
- Immediately address all conflicts with staff and customers.

TRAINING/ORIENTATION/EVENTS

- Implement a formal, new-associate orientation process.
- Hold regular sales meetings, teaching timely and valuable tips.
- Leverage tools like MAX/Center, RE/MAX University and training.
- Hold regular Awards events highlighting accomplishments.
- Provide guidance and promote sharing of best practices.
- Promote RE/MAX Brand Identity manual and enforce standards.

BUILD THE RE/MAX BRAND WITH **PROMOTIONS**

RE/MAX agents have spent billions of dollars promoting themselves, their listings and the RE/MAX name. And every one of those dollars benefits each agent in the RE/MAX system. Brand matters. That's one of the reasons why RE/MAX agents average more sales than other real estate agents.

ADVERTISING

- Create RE/MAX brand awareness.
- Use yard signs.
- Use cost-effective advertising media to deliver the RE/MAX message.
- Use innovation and creativity to distinguish RE/MAX from the competition.
- Feature your Sales Associates in your office advertising and promotions.

PUBLIC RELATIONS/COMMUNITY CITIZENSHIP

- Create press releases and inform the media of new Sales Associates, Associates who earn designations, brokerage-sponsored events and charity affiliations.

BRANDING/TRADEMARKS

- Leverage the RE/MAX name and trademarks.
- Enforce the proper usage of RE/MAX trademarks.
- Refer to the *RE/MAX Brand Identity: Trademark & Graphic Standards* manual.

LEADERSHIP IS PROACTIVE, NOT REACTIVE

- Set standards, policies and procedures, and be consistent in their application.
- Do not promise more than you can deliver.
- Do not let minor problems become major crises.
- Earn the respect of your Sales Associates. You cannot buy or demand respect.
- Be visible and available to your Sales Associates.
- Train each Sales Associate to be a good and responsible business person.

RECOMMENDED RECRUITING CALENDAR

The goal is to talk with each of your candidates every month – and with your top-tier candidates even more frequently. Whether they look closely at information you send is not important. The goal is to have something to talk about, and to encourage them to learn more about RE/MAX. Converting calls into face-to-face meetings to discuss your RE/MAX office is the first step to success.

SUNDAY

Attend open houses to meet agent candidates. Work on your social and digital recruiting campaigns.

MONDAY

Send personal letters, postcards, other informational mailings or emails to candidates.

TUESDAY

Face-to-face presentations to candidates.

WEDNESDAY

Phone calls confirm receipt of mailings; close for an appointment.

THURSDAY

Face-to-face presentations to candidates.

FRIDAY

Phone calls confirm receipt of mailings; close for an appointment.

Track your recruiting ratios (formula below) so you know how many calls you need to make.

_____ Calls = _____ Appointments =

_____ Presentations = _____ Additional Associates

WHY DO YOU NEED TO GROW YOUR OFFICE?

- PROFITABILITY
 - Recruiting and retention drive profitability.
- LOWER SHARED EXPENSES
 - After break-even, as more Sales Associates join, unit overhead expenses drop – generating even more profit.
- INCREASED MARKET SHARE
 - Filling your office with top producers increases your market share.
- EXCITEMENT
 - Top producers want to be part of a dynamic team.
- UPGRADING THE TEAM
 - Adding top-performing Associates and enhancing the office's reputation motivates low-to-middle producers to improve.
- INCREASED CONFIDENCE
 - Your value and confidence builds as you uphold high office standards and a growing, vibrant office.

RECOMMENDED RETENTION CALENDAR

Retention is recruiting the agents you already have. Recognize your Sales Associates and offer them a success-oriented environment. These calendar suggestions aren't necessarily for every week, but be sure you're completing retention activities frequently and consistently.

SUNDAY

Review weekly calendar. Congratulations, birthday and anniversary cards or emails should be sent to all Sales Associates.

MONDAY

Take your front-desk support staff to lunch.

TUESDAY

Send flowers or give a small gift to a Sales Associate who just closed a difficult sale. Host weekly sales meetings.

WEDNESDAY

Leave candy on your Sales Associates' desks, with a note telling each one how much they are valued.

THURSDAY

Host an afternoon social in the office. Review comments from the suggestion box.

FRIDAY

Honor Sales Associates for outstanding sales and listing performance.

Increasingly High Production + Recognition + Fun = Loyal Sales Associates.

