

# **Office Profitability Analysis Report**

RE/MAX \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**62-\_\_\_**

Prepared by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_

## Office Profitability Analysis Report

Office: RE/MAX \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 123 Anywhere Street

 City

Broker Owner(s):

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Manager(s):

####  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Overview:**

The purpose of the analysis report is to provide an in-depth look at the RE/MAX office’s profitability and an overall review of the operations of the business.

**Names of Owner(s),** percentage of ownership and whether ownership is active or passive.

**Brief History,**

When opened/purchased, partners added, office moves

Growth pattern – last 3-5 years

Quota

Renewal date

**Support, Attitude & Participation**

Overall attitude of broker, staff and agents, energy in office, complaint history

SA participation in conferences & events?

BO support to the region and BO retreats?

Participation in Community Care Programs?

Reputation with peers?

Reputation with sales associates?

**Management & Administration**

Management ability?

Quality of staff?

Administration Compliance on reporting and payment?

Keep SA informed on RE/MAX Programs?

Technology/systems provided by the office?

Commitment to staff?

**Why report was necessary:**

 Receivable issues

 Quota issues

Recommendation of Region

Request by broker

Other – “whistleblower”, alerts etc.

**Example: Introduction to the Report**

This confidential report represents a summary of the key findings from the process.

The assessment is a starting point for planning a management strategy to capitalize on strengths and for directing actions, plans and resources toward the important areas to improve.

A business must continually change, adapt and improve efficiencies to build value. A culture of continuous performance improvement will keep you focused on the changes that impact value, building more profit now and more wealth for the future. To validate our efforts are driving the improvements we seek, we measure results, make changes and then measure again.

Measurement is at the heart of performance improvement. There are many things you can measure in your business. Faced with so many possible metrics, it can be a challenge to identify the most important things to measure so you can focus on the activities that produce results that count.

We strongly recommend you continue your Momentum Training Program with a view to mastery. The program will provide you with the roadmap and suggestions required to build a thriving brokerage.

Within this report we have included options for you to consider and commit to moving forward, next step expectations and reporting accountability timeframes for you to comply with.

**Business Planning:**

A proper well executed Business Plan is essential to the success of a thriving office. It stems from your specific life aspirations and your financial requirement to make a profit.

It is to provide an effective path to four required models: financial, operational, organizational and career development. It should also include specific performance standards and benchmark goals.

Your financial model revolves around three components: margin (net income per agent), volume (agent count) and expenses (managed budget). The financial worksheets included in this report will assist you in defining your financial model targets.

Your operational priorities should identify your need to: recruit, develop and retain your agents.

The organizational model clearly outlines who within your company does what. Since you have a recruiter in place you will need to be very clear in your plan about the performance expectations and the necessary net income per agent. A full recruiting plan is required outlining recruiting goals, calls per day/week, number of face to face meetings, conversion rates etc.

The career development section should identify your development needs in your business along with the value you provide your agents and through specific relevant development programs. Your performance standards will help guide this section.

**RECOMMENDATION:** Update your Business Plan. A full review of your annual Business Plan is required to ensure it reflects your present situation and future goals including timeframes to meet and complete specific goals and targets.

**NEXT STEPS:** We recommend this be done immediately utilizing the proven “Sales Business by Design” outline provided in the Momentum Training Program as a guide.

1. “Sales Business by Design” Value Module
2. “Understanding the Net Effects” Recruiting Module

It is important each individual responsible for the success of any of the goals be fully aware of your expectations and completion deadlines.

**Accountability timeframe:** Immediately

**Market Share:**

You need to keep track of your market share in your community and look for growth opportunities.

**Example: RECOMMENDATION:** Know and promote your average monthly transaction per Sales Associate. This is essential to help understand if there is any risk to your receivables or to determine any coaching and/or education that might be required. This is an area which can be enhanced by training and coaching.

**NEXT STEPS:** Set a market share goal for the coming year and determine the number of agents required to achieve that number. Set up one-on-one face-to-face meetings with each of your Sales Associates to determine growth strategies by individual. This will also assist you with their career development plan. Open consistent communication is king!

**Accountability timeframe:** Ongoing starting immediately.

**Financial:**

We recommend training on financial benchmarks and monthly reviews of your financial statements. What gets measured get managed and you need to be constantly reviewing your results and making adjustments as necessary to meet the expectations you set for your business. Compare your results to others and adapt best practices. Reviewing your results with other RE/MAX brokers will help everyone achieve their goals and objectives.

Start by reviewing each office expense item with staff to see if the expense is required and brainstorm ideas to reduce expenditures. Make a clear list of which expenses are flow through to the agents and review all CAT 1 and 2 fixed and variable expenses.

We noticed you accept credit cards. Do you recover the discount rate? You should implement a policy that anyone over 30 days will automatically be billed on their credit card for any outstanding receivable.

Start charging a minimum of $100.00/month per Sales Associate for the RAPP program. Details to be included in the on the anniversary of the ICA and RAPP addendum. (Refer to the agreements in the attachment link in the conclusion section)

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### Plus, you should not RAPP the Regional Fee’s or LLC Annual Dues.

### **NEXT STEPS:** In your recruiting efforts add the RAPP program as an option. Alternatively, put new Sales Associates on an annual split ongoing year after year, changeable on 90 day notice to a desk fee.

### Ensure you get a credit card number from each Sales Associates when they join your office and explain your payment policy. Advise that you will automatically bill their card when their monthly billing expense statement goes 30 days past due if you are not automatically billing their card today or they do not have commissions. Go through your records and request a credit card from every Sales Associate.

**Accountability timeframes:** Immediate

**Receivables:**

### The receivables for the office are much higher than they should be and therefore you have no working capital. Develop an official receivable policy.

###

### **Example: RECOMMENDATION:** You need to be firm and set up an immediate collection process with all agents currently owing you money.

### Lone Wolf produces a report which compares incoming commissions to receivables allowing you to tell at a glance which agents are putting you at risk. This should be reviewed monthly. Even if they are not earning each month their bill needs to be paid to provide the cash flow you require to meet your business commitments.

### You should be keeping an eye on productivity so you can step in to coach any of the agents that are not producing enough activity to pay their bills. Since the receivables are concentrated to a number of individuals within the office, focus on those individuals to pick up their sales performance, with additional training and time. Often it only takes a little time to get the individuals refocused on doing the basics to pick up their production.

### You advised that a few of your agents are on a payment plan however, you need to collect money on every transaction. Even if that means that you take 50% of the commission. You need to put in writing a plan advising that you will be deducting the amounts owing from future transactions based on commission earned or their credit card and charge a late fee amount.

### For any individuals that owe you over $1,100 you will need to immediately set up a payment plan to have their debt fulfilled. A certain percentage is uncollectable, write off any remaining bad debt. The longer the aged receivable the harder it is to collect.

All accounting procedures should be approved by you prior to any payments.

**NEXT STEPS:** You need to know what is going on regularly regarding the overall accounting aspect of the business plus learn the Lone Wolf software. There are some valuable reports available to you to help manage your business. Sales Associates in arrears may not take advances through assignment commissions. 50% of all commission to accounts receivable must be taken at a minimum plus flow through costs.

**Accountability timeframes:** Immediate

**Fee Schedules:**

**RECOMMENDATION:** The shared office fee of $400 does not accurately reflect actual costs. We recommend an increase in this amount for all recruits and existing Sales Associates who are paying you a fee effective immediately (subject to ICA provisions).

Further to this you need to ensure the shared office fee is recovered equally for those Sales Associates who are on splits so if reflects your cost of proving services to them.

Your shared costs should be evaluated yearly and moved up if necessary for expense recovery. We recommend you keep all costs very transparent with your Sale Associates and review yearly with their ICA discussion.

Any changes to your shared office expense throughout the ICA contract should be communicated to each Sales Associate prior to being implemented so they fully understand what they are being charged and when.

**NEXT STEPS:** As mentioned earlier in the services provided - Value section of this report a clear schedule of your fees is necessary. Additional examples in the conclusion attachment section. We recommend you streamline the offering to maximize in revenue.

Set a date to announce a fee increase and prepare a presentation. It should cover:

* When you last increased fees
* Expenses have increased
* New office space
* Your vision for the office going forward

**Accountability timeframes:** Immediate

**Physical Facility:**

Overall impression, features

Location

Visibility - signage

Renovation history, state of repair

Owned/rented

Size – is size proportionate to agent count? Capacity

Agent offices – number, shared, private, area devoted to agent offices, empty desks

Office layout – presentation rooms, boardroom, bullpen, reception area, storage

Lease details – monthly rent, common area charges, cost per square foot, expiry date, renewal opportunity

Rentals - other than agents

Utility costs

Future plans – move, expansion, reducing footprint etc.

Parking – number of stalls, adequacy

**Example: RECOMMENDATION:** Space is available for new recruits and ancillary services which will help improve the lease cost as it is the highest category two expense item. This will only happen with a continued robust well executed recruiting schedule.

With the industry moving to “at home” work style environments the office has the potential to grow to over \_\_\_ Sales Associates. Up to \_\_ sales associates in the main office based on your current situation and over \_\_ virtual. The millennial generation are more inclined to work virtually and may be less interested in an in-house office.

Over time and as you recruit the millennial generation you should also consider reducing your office space footprint by at least \_\_\_\_\_ square feet and find full time long term tenants to reduce your lease overhead for the business.

You should up-date your pylon office sign at the front of your building

**NEXT STEPS:** You need to fill your office space with new recruits and look for additional ancillary tenants, for example a lawyer, notary public or mortgage broker.

Based on the space \_\_\_\_\_\_\_\_\_\_ is occupying you are covering your lease cost however, you need to re-negotiate to receive a portion of revenue on the deals they are writing in your office.

You are currently collecting only $\_\_\_\_\_\_ of your overall $\_\_\_\_\_\_ monthly lease cost based on the number of Sales Associates paying rent in-house.

The attached financial worksheets show your current office situation along with three separate scenarios for consideration on how the income and profit moves by increasing your office CAT 2 shared income, adding additional ancillary services and reducing your office footprint.

**Scenario:**

**#1**. This shows growing your existing agent size to \_\_\_, adding two additional ancillary services and filling the rest your offices with no fee increase.

**#2**. Shows your current situation (\_\_ agents) and the increase in shared office fee by $\_\_\_\_\_ (you have the option to add this additional revenue into your management fee and/or shared office or charged specifically by individual etc.)

**#3**. Shows your current situation (\_\_ agents) and what it would look like reducing your office space by \_\_\_\_\_ square feet, renting out the space to outside tenants and adding $\_\_\_\_\_\_ in additional revenue by Sales Associate fee increase.

We believe you will agree that the latter two are your best options. Further recommendations are in the conclusion section.

**Accountability timeframe:** You should look to have additional ancillary tenants in-house within the next 60 days. Effective immediately raise your office fee to fees by $\_\_\_\_\_\_ and investigate how you can reduce shared office expenses. Continue your recruiting efforts at a higher fee schedule.

**VALUE:**

Your focus should be on articulating and re-designing your “Value Proposition”. Please see an example from the Momentum Training Program on “Evaluating your Value” Module #2. It covers the following areas:

* Brand
* Technology
* Agent Development Programs
* Office Staff
* Culture

You want to formulate a powerful office message on the value your office provides to your agents and a development model you follow. Suggested areas of focus are: consulting, training, accountability and mastermind.

**Example: RECOMMENDATION**: In today’s competitive marketplace all tools must be provided for maximum recruiting and retention benefit. Review RE/MAX University (RU) and the training models available to RE/MAX broker owners in the Momentum Program. No other real estate organization has access to these tools.

They should be top of mind when recruiting along with your specific Office Mission, Vision, Values and Beliefs.

To be completely meaningful, each of your Sales Associates will need their own specific development plan designed and managed along with accountability measurements for growth.

It is important to be relevant to a particular Sales Associate or support staff member depending on their development goals and have them engage in it independently. Another method is to incorporate specific RU quick hit videos into your existing weekly meeting and training sessions.

The true benefit of consulting with Sales Associates is it provides for productivity measurement. The tool will aid you in guiding them to increase their sales performance. Based on the current agent productivity in your office this procedure is strongly recommended.

You also need to strategically use your flat screen TV equipment in the office to maximize viewer participation. You should promote your training programs on the TV in your common area and/or meeting/board rooms.

 This will serve several purposes:

* remind the Sales Associates as they come and go about RU and in-house training programs,
* recruiting purposes, as it can be pointed out to other company Sales Associates when they come into your office,
* competitive advantage, Sales Associates can point it out to clients as a method of maintaining continuing education and professionalism

The addition of a couple of additional ancillary services will certainly enhance revenue toward the lease expense. This should be a top priority. Through promotion of any new services and earning the trust of the Sales Associates these new services will continue to add an additional win/win value add service.

**NEXT STEPS:** Sales Associates are looking for value from their office. You have implemented training sessions for new agents to the business, however, you need to take it to the next level.

Become a trusted consultant to your Sales Associates. Participate in the next Momentum Training Program in November so you can utilize the agent training courses available.

Agents will invest in what they value. As stated earlier “Evaluate your Value Proposition” in the areas of:

1. Value
2. Technology
3. Agent Development Programs
4. Office Staff
5. Culture

Review your office Value – see a copy of the Momentum Training Module #1 “Planning” Summary for further ideas.

It is up to you to fully embrace your true value proposition. If you do not believe in what you have to offer, no one will.

**NEXT STEPS:** Find a couple of new ancillary tenants immediately. Develop your customized value proposition and share it with everyone and speak to it regular basis and in your recruiting discussions.

**Accountability timeframe:** Value Proposition outline to be completed by (date).

**Office Culture:**

What is your Office Mission, Vision, Values and Beliefs? Does everyone in your company know what they are? How often do you refer to them?

**Example: RECOMMENDATION:**  Conduct discussions with your Sales Associates and office staff about what your culture is and how you as the Broker Owner embrace a Top-Agent Focus. Ask for their input and confirm they can articulate your Office Mission etc.

Get people excited and engaged in building a successful office/environment and turn it into thriving business with a clear purpose, vision and direction for success. Continue to build a culture where your existing Sales Associates are proud to work and new recruits want to work.

**NEXT STEPS:** As a best practice, inthe Momentum Program under Module 1 – Planning, includes chapters on Perspective, Culture and Direction.

Thinking about these three areas of your business will help with clarity as the Momentum Program suggests offices must establish an appropriate structure (best suited for your needs and aspirations as a business owner) and follow an appropriate strategy. (Business Plan)

Review your office Mission, Vision, Values and Beliefs for clarity and revise if necessary. Get your office staff involved plus Dwayne since he is doing the majority of recruiting.

**Accountability timeframe:** Review by (date).

**Staff:**

Staff: number, full vs. part-time, name/position, Full time staff ratio to # of agents.

Experience and tenure

Part-time: position and hours

Owner involvement – does owner sell, train, recruit, salary

Director of opportunity

Director of development

Broker for office – owner, manager, other

Contracting out – duties, cost, efficacy

**Example: RECOMMENDATION:**  Since staffing is one of your highest expense items, you may want to investigate the workload of each individual to identify if any responsibilities need to be redistributed.

Are there any duties that may be contracted out?

**NEXT STEPS:** Conduct a review of the staff job descriptions and responsibilities to ensure a proper balance. This is necessary to set the expectation of what is required as the brokerage grows. Can each of the support staff job share during absences?

**Accountability timeframe:** To be completed by (date).

**Complete Agent Development:**

 Consulting

 Training

 Accountability

**Recruiting:**

There is currently an official recruiting package and/or take away piece that is used including a fee schedule all of which are critical requirements for a successful recruiting program.

Provide recruits with our “WHY RE/MAX” recruiting brochure which outlines all of the advantages of membership.

Continued emphasis on recruiting to meet your goal of \_\_\_ agents by year end is critical. You are off to a great start.

Develop a specific prospect data base of agents. There is excellent potential for growth in the millennial generation as well as experienced agents. This younger demographic should be added to your prospect list.

**Example: RECOMMENDATION:** Start by implementing and conducting prospect calls from a database prospect list and set up a recruiting schedule. We would also suggest you keep track of your recruiting list and automate some of the tasks, specifically a mail out drip campaign.

We discussed the need for an up-dated office compensation/fee schedule.

It is imperative you follow a detailed methodical recruiting process and follow up plan. This way you can control the information flow to the recruits in an effective manner.

You are not charging enough and need to increase your shared office and/or management fees immediately and close the gap in virtual office vs in-house rates over time.

You must cultivate an absolute passion about recruiting. Every moment of the day must be focused on recruiting and retention.

Design a recruiting program with expectations and accountability metrics plus brainstorm future strategies. We have found by focusing on recruiting, innovative recruiting ideas will come. Remember that innovation, creativity, and having fun are the cornerstones to a successful recruiting campaign.

Continue to target top performers. Increase use of office statistics in regards to average transaction value; number of transactions processed each month, plus the average commission per transaction and average monthly transaction per Sales Associate.

Clearly identify your Office Mission, Vision, Values and Beliefs. More visuals and testimonials will show the strength of your office.

Practice your value proposition and prospecting articulation. The more recruits you meet the easier it will become. Be sure to leverage your Sales Associate referrals.

Recruiting is a numbers game – the more people you meet with face-to-face the more you will close. **Having conversations with no script and no database to record your calls and/or face-to-face interviews is NOT enough.**

Promote your in-house training programs in a recruiting drip campaign for new agents, however, remember the most important aspect of recruiting is timely follow up and persistence. All prospecting material must have a strong call to action.

Use all your networking contacts and those of your Sales Associates. You need to keep referrals coming and encourage them often in your weekly training sessions and monthly meetings. Continue to advise your Sales Associates to bring prospects to company events.

**NEXT STEPS:** Re-design your customized recruiting brochure, refresh your fee schedule with your increased fees and develop a prospect database. Register for Momentum Training.

**Accountability timeframe:** Immediately

**Retention:**

Although you do not have a formal retention program you do have social functions, weekly training sessions and have regular monthly meetings focused on education. You’re correct that the services you provide your Sales Associates do aid in retention however, a formal plan is recommended.

RU and the Momentum Program shine in this area, specifically when working with the Sales Associates in planning their specific relevant goals and objectives. There are some excellent programs to supplement the Sales Associate management and development process. You need to review them and meet with each of your Sales Associates to determine growth opportunities by individual and get them excited about their future and the future of your office.

**Example: RECOMMENDATION:** One of the greatest challenges is to engage agents and encourage them to take advantage of the resources of RE/MAX. The best and most efficient way to build skills and offer opportunities to your team is to facilitate training sessions highlighting your RE/MAX resources and value you provide.

Once you participate in the Momentum Program you will have access to detailed information in the “Career Development Model” which outlines recommendations for agent development training. This material will allow you to facilitate, present and coach your Sales Associates effectively in a group or a one-on-one training through the 12 core training courses. There are also quick hit videos available on RU which you can use immediately.

We suggest that you review the RU program guide to identify programs that will benefit the career planning of your Sales Associates. Find material for review with your specific Sales Associates based on their goals. You have tenured Sales Associates that might be technology challenged so be sure to include and provide social media and technology coaching based on RU material and your own knowledge.

As discussed, look for sponsors for your social events so you are not always self-funding. Set up office monthly sales statistics and recruiting referral challenges. Look at creative ways to get people engaged by implementing a small penalty for the lowest production that month or for not contributing referrals etc. to build friendly competition. Another idea is to evaluate your existing social club and the $15 per person being charged. Are you doing team building events or other regular events that gets everyone in your office together to network? Do you have a social convener to champion and promote ideas? This is all part of your retention strategy.

**NEXT STEPS:** Develop a retention strategy for each Sales Associate. Ensure they know your “Value Proposition”. Since Dwayne is involved in your current in-house office training programs get him involved with you on retention. With his knowledge of training you can utilize his strength of self-education to help facilitate career development discussions and programs for your existing Sales Associates.

Conduct yearly meetings to openly discuss shared office expenses.

**Accountability timeframes:** Immediately

**Children’s Miracle Network (CMN):**

The office is active in the support of CMN. The Angus Reid research pointed out the high value the consumer places on strong corporate citizenship.

**Policy Manual:**

You advised that your policy manual is out dated. This should be reviewed for revisions keeping it concise with an index providing easy to find content. Once complete it should be located somewhere easily assessable to all Sales Associates. Ensure all new recruits sign when they receive a copy.

**RECOMMENDATION:** We recommend that you review the “Systemizing Your Business” material that we teach at Regional Management Training (RMT) covering:

1. Policy & Procedures Manual
2. Financial Systems and Internal Controls
3. Accounts Receivable Collections and Procedures

We strongly suggest that you include a receivable guideline and procedure documents to ensure everyone is aware of the process and timelines in collecting outstanding debts and associated late fees.

Each manual should have a copy of the most recent ICA. The April 2014 version is the latest.

**NEXT STEPS:** Review and revise your manual with the three components of “Systemizing Your Business” material from RMT.

To further protect the office from potential litigation issues, each sales associate should sign a release that they have received, read and understood the Policy Manual along with a current ICA.

Any changes to fees must be communicated to your Sales Associates openly prior to implementation of the charge based on the terms of the ICA.

(Refer to the examples in the attachment link in the conclusion section)

**Accountability timeframes:** New ICAs are required for all Sales Associates annually. You need to hold an office meeting to go over the need for increased fees showing shared office expenses Be transparent with your shared office expense numbers. Highlight your highest costs.

**Office Website and Internet Service:**

The current cost for your website is $\_\_\_\_\_ annually. You are not currently using the free office website designed by RE/MAX which can be totally customizable.

**Example: RECOMMENDATION:** RE/MAX provides **free** websites to the office and each Sales Associate that are fully customizable. Why pay for websites when you can save this cost and enhance your brand value in other ways? All your existing content may be extracted by Homes Media at a fee to be loaded to the RE/MAX websites.

You may want to add verbiage on your website under “Office and Personal Website Solutions” in the “Why Join RE/MAX” section advising that as a RE/MAX REALTOR® they have access to a **free** personal website which is fully customizable.

You may want to consider putting your “Why RE/MAX” presentation/brochure in an e-flip version on your website under the join RE/MAX section. Your website is a great recruiting tool.

Our Technology Department would be please to provide you with further information on the implementation of these websites.

**NEXT STEPS:** It is in your best interest to explore the savings opportunity in using the RE/MAX websites and eliminating this monthly expense. As stated earlier Sales Associates are looking for offices to provide them value! Technology is a big value added service.

**Independent Contractor Agreement (ICA):**

It is in your best interest to always have contracts with all of your agents which are reviewed annually.

**RECOMMENDATION:** All ICA’s should be revised and executed yearly to reflect the change in fee increase YOY if necessary.

**NEXT STEPS:** Implement ICA where applicable or have not been up-dated annually. (Refer to the link in the conclusion attachments)

**Accountability timeframes:** Immediate

**Conclusion:**

You should be very concerned about your office financial operations. You need to work harder to understand your financials and be involved in the day to day running of your business. Monitoring and understanding your receivables and payables bi-monthly is a must. You cannot be soft about collecting your money. Not only will this force you to personally learn and understand your financial operations it will hold you accountable to understand how many new agents you must attract to increase your cash flow.

Recruiting, retention and profitability need to be your main focus. Set weekly, monthly, quarterly and annual targets. You need to recruit new Sales Associates retain what you have, and increase your fees annually to get back on track and in the black. By doing so you will increase your profit.

The requirement to recruit is essential to add financial stability to your bottom line and to build a sound operation with a strong presence in the community which is imperative to your office operation and success. Once you achieve Sales Associate growth let those go who are not producing and costing you money.

You must collect your outstanding receivables and be on top of them each month and ensure that you increase your fees on a yearly basis as necessary. Charge a $100.00 fee for being on the RAPP program. Changes in these areas will enhance your office and provide office stability, thereby increasing the value of your asset.

Below are options for you to consider and commit to moving forward:

1. Collect your bad debts. Implement a receivable policy with late fees.
2. Increase fees. Investigate revenue generation options using the financial worksheets.
3. Review your fixed and variable expenses to reduce costs. (ie: website, tech support)
4. Find a business partner with financial knowledge to join the brokerage.
5. Reduce your office space by a minimum of 4,000 square feet and fill space with long term tenants.
6. Revise your Business Plan. Draw out the step by step actions and timelines required and get back on track. This will give you the power to make decisions on what is best for your business.
7. Get committed and focused. Sign up for the Momentum Training in (city); (date).
8. Review all of deals you have provided Sales Associates to ensure your fee increase is consistent across the board.
9. Start charging Larry Westergard fees.
10. Commit yourself to mastery and re-build your business back to a thriving brokerage.

Before you can go to option 4 you need to build up the franchise and your asset value by recruiting producing agents however, it is important that you understand your monthly obligations to the RWC are still required on time.

To help you get focused we strongly recommend you embrace the Momentum Training material samples we provided you in this report. Invest in your future Bill and get charged up and ready to re-boost your success through better business practice. This involvement is essential as you need to dig deep into the core issues that matter the most – recruiting, retention and profitability.

The Momentum Program will give you the tools designed to help you recruit, grow your office, and re-recruit the worthy agents you already have – with the goal of making your office more profitable.

**Focus on the guiding principles:**

**Offices need clarity** = Mission, Vision, Values, Beliefs, Goals, Plans and Strategies

**Offices need value** = Relevant, Irresistible and Irreplaceable

**Offices need agents** = Find, Attract and Follow Up

Ultimately if you do not commit to the improved management techniques as presented in this report your office will fail. Therefore it is absolutely imperative you commit to improving your management skills and improve your overall office operations.

To that end we are here to assist and guide you along the way. We know you can get this brokerage turned around and on the way to sound profitability.

Attachment links:

<https://www.dropbox.com/sh/6l56qf8rl342ei3/AAAfKbdSuSE50jiYIdmhX7-ja?dl=0>

1. Sales Business by Design” Value Module #2 page 20 – illustration
2. “Understanding the Net Effects” Recruiting Module #3 page 18 – example
3. “Evaluating your Value” Module #2 page 12
4. “Planning” Module #1 Summary
5. “Systemizing Your Business” Regional Management Training material
6. RAPP & ICA agreements
7. Fee schedule samples
8. Momentum Training Registration Form
9. Financial Worksheets