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*Dave Liniger,  
RE/MAX LLC Chairman and Co-Founder*

June 2011 \$6.95  
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# Driven People, Ambitious Goals, High Achievement

The key to staying on top  
is adding the right people  
and helping them elevate  
their careers

*By Paige Tepping*



*Dave Liniger,  
RE/MAX LLC Chairman and Co-Founder*

**T**he 200 potential franchisees in the meeting room at the Mandalay Bay Hotel in Las Vegas looked on intently as Dave Liniger, the chairman and co-founder of RE/MAX, stepped up to the podium for a short talk. Most were unsure about what would follow.

Liniger, drawing on 40 years of real estate adventures, told a few great stories, extended his hand in professional friendship and shared his outlook on leadership. His core message: Leaders cannot make unmotivated individuals successful, but they can coach those with ambition—a “fire in the belly”—to achieve great things.

“Some people have an inner drive and some don’t,” says Liniger, who established RE/MAX in 1973 and built it into a 90,000-agent global powerhouse operating in more than 80 countries. “A leader’s role is to choose people carefully, create an environment where they can be successful and help them reach the goals

that are most important to them.

“RE/MAX isn’t for everyone. We don’t have downlines or profit sharing, and we’re not a safe haven for part-timers or unmotivated individuals. But for agents and brokers who want to be the best and are willing to do the work it takes, our system offers unique competitive advantages that can help make it happen. Even if you decide not to join us, let’s be friends and do some deals together.”

Amid a loud standing ovation, Liniger left the room.

#### **Most Productive Agents**

Being the best—and saying it boldly—has been a foundation of the RE/MAX network since the very start. It’s not about arrogance; it’s about making a full-time commitment to the profession in a way that produces results and lifts the industry.

By the most meaningful metric—the ability to close transactions on behalf of buyers and sellers—RE/MAX associates in the U.S. have been No. 1 for 13 consecutive years. In 2010, they closed 754,333 sides, almost 150,000 more than the next competitor, and almost twice the total of anyone else.

Just as telling, RE/MAX averaged 13.1 trans-



*“They did the research. They didn’t stumble onto me. They want the best. So tell me, how you gonna compete?”*

*- A rapping RE/MAX sales associate, as portrayed in the viral video “RE/MAX is Wack,” which has been viewed nearly 50,000 times online.*



The "RE/MAX is Wack" video highlights many competitive advantages.

actions per U.S. agent last year, a mark 84% higher than Coldwell Banker's 7.1 and more than double any other national franchise.

*"List your house with me, because the stats agree. Last year I sold 40, while he barely sold three."*

*"I barely sold three? I sold three with ease. If the sellers are the carrots, that means I am the peas."*

– A "RE/MAX is Wack" exchange between the RE/MAX rapper and a less productive competitor

"Consumers want substance, not fluff, and they vote through their actions," says RE/MAX CEO Margaret Kelly, who has served on the Board of the Federal Reserve Bank of Kansas City-Denver since last year. "And whether it's due to our powerful brand, an agent's reputation, a friend's referral or some other reason, consumers choose RE/MAX more than any other real estate company. We've always focused on being the best sales force, not the biggest, and that approach leads to a better quality of growth. Consumers expect more from a RE/MAX agent, and our people have the experience, education

and skills to deliver."

#### Emphasis on Training

Kelly's reference to experience and education is based on real data. RE/MAX associates average 14.1 years of experience and lead the industry in most of the top professional designations. For example, RE/MAX has 37% more Accredited Buyer Representatives (ABRs) and 32% more Certified Residential Specialists (CRSs) than the closest competitor.

This significant training edge is due in part to the ease with which RE/MAX associates can access and complete key designation courses. RE/MAX University, which evolved from the groundbreaking RE/MAX Satellite Network, launched a state-of-the-art, on-demand video plat-

form in March 2010. RU delivers discounted courses and more than 1,000 training videos to affiliates around the world, 24/7.

*"You have your CDPE?"*

*"Pfft! You know me."*

*"Is that a no?"*

*"Yes."*

*"Yes, that's a no? Or yes, you do have your CDPE?"*

*"Yes, that's a no. I don't even know what that stands for."*

– Another exchange from "RE/MAX is Wack"

Although education has always been a priority at RE/MAX, it became even more so during the past few years, as distressed properties came to represent nearly half of all home sales in the U.S. Throughout the network, associates who thought they'd never do a short sale or REO learned how to handle those aspects of the business effectively.

Roughly 12,000 RE/MAX associates have become Certified Distressed Property Experts (CDPEs)—a number four times greater than the next competitor and twice the total



RE/MAX CEO Margaret Kelly is a frequent real estate advocate on national news shows.

# 200,000 Views for Viral Videos

RE/MAX has always found innovative, creative ways to communicate its messages, and a series of 17 short, funny viral videos continues that tradition today.







The videos have generated more than 200,000 views on YouTube, with a rap parody, "RE/MAX is Wack," (47,962 views) and a twisted conversation about making too much money in real estate, "The Problem With RE/MAX," (31,275) leading the way.

Five others—"Side Job," "Disappearing Agent," "Short Sale," "Downline" and "Real Estate Friend"—have each topped the 10,000-view mark. Even the least-watched episodes—only three are under 5,000 views—have produced thousands of hits.

Some of the videos have a consumer-facing message, while others are geared more toward a real estate audience. Many of them poke gentle fun at those in the industry who are comfortable with lowered standards and performance.

RE/MAX associates use and share the viral videos on their websites, blogs, Facebook pages and Twitter feeds. The clips are also available on the RE/MAX YouTube Brand Channel, which features hundreds of other resources, from news interviews to listing promos to consumer tips.



	<b>The Problem With RE/MAX</b> REMAXIntl - 31,857 views
	<b>Downline</b> REMAXIntl - 12,264 views
	<b>Real Estate Friend</b> REMAXIntl - 11,174 views
	<b>Short Sale</b> REMAXIntl - 9,276 views
	<b>Open House</b> REMAXIntl - 9,724 views
	<b>Business Card</b> REMAXIntl - 8,720 views

of the next six combined. Thousands more have completed Five Star Institute training or earned NAR's Short Sales and Foreclosure Resource (SFR) certification.

"Early on in the downturn, Dave Liniger realized how important the ability to assist distressed sellers and close short sales would be, and he worked tirelessly to help our people get prepared," says RE/MAX Executive Vice President Mike Ryan. "As a result of his leadership and the effect it had on our membership, lenders and servicers view us as the go-to sales force in the distressed property space."

## Mutually Beneficial

The network's leadership position in distressed properties led to the January launch of a major servicer's Proactive Short Sale Program, in which struggling homeowners in all 50 states, specially selected because of their situations and the unencumbered nature of their loans, receive the names of three qualified RE/MAX associates offering help with a short sale.

The program, which has identified 80,000 properties so far, benefits everyone involved. Families

avoid foreclosure. Buyers find a home. Neighborhoods remain vibrant. The servicer mitigates its losses. And RE/MAX sales associates earn full commissions and play a role in the recovery, without paying one dime in referral fees.

"This really is one of the most important things we've ever done," says Liniger, who has been a vocal advocate of streamlined short sales during countless meetings with lenders, government officials and policymakers. "You can say what you will about the state of our industry today, but the bottom line is that people need capable, committed REALTORS® more than ever right now."

## A New remax.com

Another major business generator is remax.com and its back-end component, LeadStreet. The site has delivered 10 million leads, with no referral fees, since 2006, when it began displaying virtually all U.S. properties.

The remax.com website averages over 2 million unique visitors a month, and ranked No. 11 in the March survey by Hitwise, trailing technology firms such as Trulia

and Zillow but faring far better than any traditional real estate company. Interestingly, the word "remax" always appears on the Hitwise list of Top 10 real estate search terms.

Despite that success, work has commenced on a complete redesign of remax.com. The new version, featuring an upgraded, lightning-quick listing interface, is expected to launch in late 2011.

"The new remax.com will be tremendous for consumers and RE/MAX associates alike," says Kristi Graning, senior vice president of eBusiness and Emerging Technologies. "We are partnering with some of the top companies in real estate technology on this project, and have very high hopes for what the site will become. As we proceed, we're putting the needs and preferences of consumers first, knowing that if we do that, the interests of our associates will be served as well."

## Global Appeal

The remax.com website is just one component of a worldwide brand presence that combines the reputations and marketing efforts of indi-

## Never Content to Sit Still

Another major change for the network was the complete reinvention of its annual convention into RE/MAX R4, held in Las Vegas in March.

"I've been to over 15 RE/MAX Conventions starting in 1987, and this was by far the best and most relevant to what is going on in the world," says Dave Fauquier, a broker/associate with RE/MAX Preferred Professionals in Bridgewater, New Jersey.

The R4 concept centered on four R's (Revolutionize, Recharge, Rethink and Reward) and featured seven educational tracks designed to help attendees pinpoint the topics most important to them. For some, it was REOs and short sales; for others, Google tools and mobile solutions.

The network's global identity was apparent throughout the convention, with associates from 57 countries filling the halls with a variety of clothing styles and languages. A Global Referral Exchange drew more than 1,000 participants.

Social media and technology were everywhere. Attendees created a constant Twitter conversation, with literally thousands of tweets, using a special R4 hashtag. The Twitter feed was one of the most popular aspects of a new R4 mobile app, which also provided real-time news, speaker downloads and other logistical details.

"This was a whole new way of approaching the convention, and many of the best ideas came from the Affiliates themselves," says RE/MAX CEO Margaret Kelly. "We shook things up, modernized the format and focused on the most valuable elements. The result was the most energized convention atmosphere in years. "



Dave Liniger's message of quality has expanded into more than 80 countries.

viduals on the local, regional, national and international levels. On their very first day with the network, new affiliates benefit from the billions of dollars that have been spent building the brand.

*"We are worldwide.  
Everybody knows  
our sign."*

– The RE/MAX rapper in  
"RE/MAX is Wack"

Those in the industry who say brand doesn't matter are wrong, Liniger says. And thousands of enthusiastic entrepreneurs around the world agree with him. They have taken the RE/MAX Balloon and red-over-white-over-blue logos into more than 80 countries, from Aruba to Zambia.

The RE/MAX concept travels well internationally. In Canada, RE/MAX has been No. 1 since 1987 and enjoys top marketshare in virtually every major city. In countries such as Australia, Italy, Portugal and South Africa, RE/MAX is a well-established industry leader with roots running deeper than a decade. And in new outposts like India, Brazil and Argentina, RE/MAX is growing exponentially and making

significant inroads on improving real estate professionalism.

The worldwide expansion—more than 36,000 RE/MAX agents work outside the U.S.—is grounded in the fundamental RE/MAX principles of aiming high, finding the right people and outproducing the competition. And because international pioneers can honestly say, "Nobody in the World Sells More Real Estate than RE/MAX," they enjoy a level of instant credibility their competitors can only dream of.

That sort of collective power, built on the measurable success of every individual in the network, is exactly what Dave Liniger was describing in the Las Vegas meeting room. Ultimately, RE/MAX is an environment in which ambitious professionals contribute to, and benefit from, high standards, elite advantages and cumulative production.

As Liniger says, the RE/MAX Balloon isn't for everyone. But those with the nerve to climb into the basket, and the resolve to stick with it, soon find themselves going higher than they ever imagined. **RE**

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