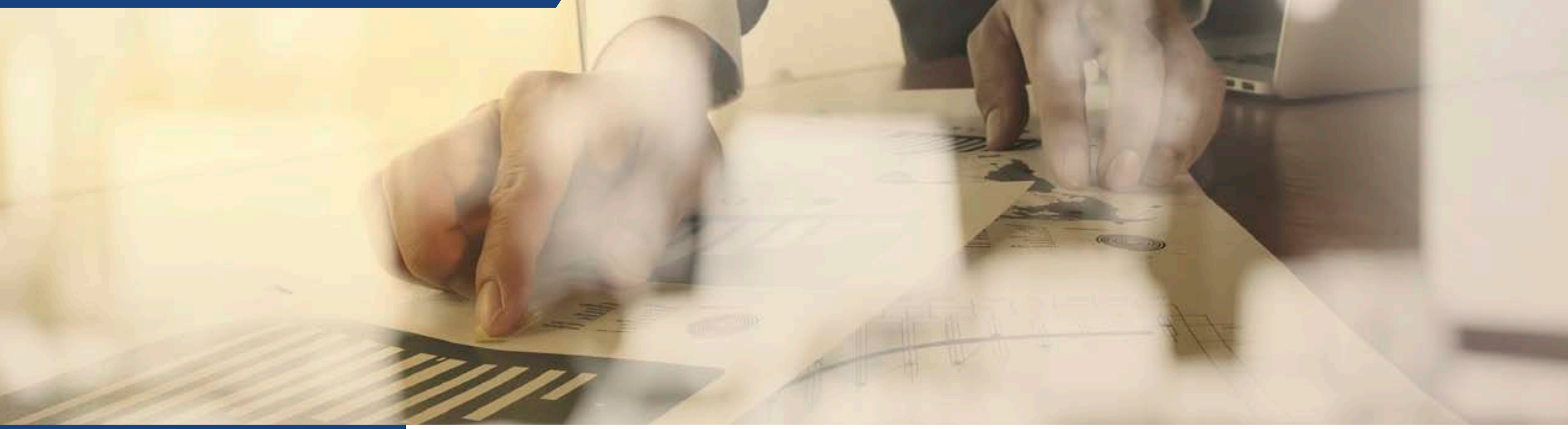
REALTRENDS
THE TRUSTED SOURCE

COMPLIMENTS OF

Charlotte Regional Realtor® Association

DECEMBER 2015 NEWSLETTER



REAL TRENDS VALUATIONS

HUNDREDS of reasons to get one, **ZERO** reasons not to.

Contact Scott Wright or Steve Murray today to get more information about brokerage valuations.

smurray@realtrends.com
swright@realtrends.com
303.741.1000

FIRST PERSON

CRAZY VALUATIONS

Why are these real estate tech companies trading so high?

by Steve Murray, publisher

Zillow is trading at 10,500 times after-tax earnings. It is currently valued virtually the same as Realogy which has nearly the same EBITDA *as Zillow has revenues.* A small but leading technology firm was bought for *8-10 times revenues.* A start-up brokerage with fewer than 400 agents was valued higher than the nation's largest brand. Small start-up real estate technology firms are receiving two to three times their revenues in new investment from private sources. Many ask, what gives?

Three trends are the main drivers of these valuations. First, residential real estate is one of the few sectors of the economy that is growing in both home sales, average prices, home building and all of the associated activities. Housing, in short, is a powerful and large part of our economy. Second, there is an enormous overhand of capital sloshing around the United States. It's not just the trillions of dollars printed by the Federal Reserve in their quantitative easing of a few years ago. You must also add in the trillions of dollars that have been pumped into our economy through deficit spending at the Federal and State level.

Then, add the $1.5 to $2 trillion of cash and marketable securities held by American corporations (and for which they can find no use presently), and it is just one huge pile of

Continued on pg2

REALTRENDS
THE TRUSTED SOURCE

7501 Village Square Drive, Ste. 200
Castle Rock, CO 80108
Phone: 303-741-1000
FAX: 303-741-1070
E-Mail: realtrends@realtrends.com
Web: realtrends.com

Publisher:
Steve Murray - smurray@realtrends.com

Editor:
Tracey Velt - tvelt@realtrends.com

REAL Trends Team:
Alec Gress - agress@realtrends.com
Bryan Warrick - bwarrick@realtrends.com
Daniele Stufft - dstufft@realtrends.com
Deirdre LePera - dlepera@realtrends.com
Doniece Welch - dwelch@realtrends.com
Jaime O'Connell - joconnell@realtrends.com
Paul Salley - psalley@realtrends.com
Rebecca Chapla - rchapla@realtrends.com
Scott Wright - swright@realtrends.com
Terry Penza - tpenza@realtrends.com
Travis Saxton - tsaxton@realtrends.com

money—money looking for a return. There are few easy answers, and few obvious places to put it—0.5 percent money markets anyone? And, that leads to the third issue, which is the residential real estate brokerage industry.

Wall Street and Silicon Valley have been assaulting the residential brokerage industry for nearly 20 years. They cannot figure out why an industry that is so fragmented, so inefficient (from their point of view) and so ripe for their financial alchemy and smarts, can't be conquered. We talk to many investors who represent huge sources of capital, and the conversation inevitably leads to 'why can't real technology do to brokerage what it has done to so many other businesses?' Why can't the capital and the smarts of Wall Street and Silicon Valley figure out how to disrupt residential brokerage and drive huge valuations for their efforts? After all, it has worked almost everywhere else.

WALL STREET AND SILICON VALLEY have been assaulting the residential brokerage industry for nearly 20 years. They cannot figure out why an industry that is so fragmented, so inefficient (from their point of view) and so ripe for their financial alchemy and smarts, can't be conquered.

The answer we tell them is the unique nature of the home buyer and seller and their relationship with real estate agents and brokers. A transaction that is infrequent, complex and fraught with downside when things go wrong drives consumers to use someone who knows how to reduce their fears, doubts, and threats and help them get a result they want—as smooth of a transaction as possible. And, in great part, the industry does deliver that. Many just shake their heads (figuratively).

That's it. A great $64 billion business, an oversupply of money and investors who want to disrupt an industry and hopefully make a fortune doing it. Who knows, these smart investors may be right, and one of them will find the key to disintermediate our business and make a fortune. Or, they may be one of many who have come before and not quite found a way to do so. Just don't get hung up on these valuations in today's market—they too will pass.

THE TREND

RELOCATION MANAGEMENT AND THE ZILLOW THING

Embrace these new companies and compete with them. What likely won't work is to ignore them and then ignore building your online marketing and service capabilities.

by Steve Murray, publisher

Recently, Zillow announced that they would offer a service whereby they would prequalify online customers and clients for their agent and broker customers to help improve the quality of the leads that agents end up with as a result of advertising on Zillow. The announcement was met with disbelief, frustration and perhaps a little anger. Aren't these the guys who keep saying that they are just a media company that has no intention of being in the brokerage business and who also just bought a large transaction management company? One commentator was heard to say that they felt like the frog in the pot which didn't realize someone was turning the heat up slowly to boil them. Maybe they are; maybe they aren't.

RELOCATION MANAGEMENT

How does relocation management fit into this? For those of us who have been around more than 30 years, we recall when relocation management firms entered the industry in the mid-1970s. First, they said they were serving the corporate employers, and brokers would have to live with their service requirements if they wanted the business, but that serving the corporate clients was all they would do. Then they formed their own referral networks and, should you want their business; you would have to send all your broker-to-broker referrals through their networks (for which they would take a piece). Then, after saying the corporate client is their only client; they started charging a referral fee for each listing or buyer they sent their broker members. Then, some leveraged that relationship further and created franchise networks where now the broker not only paid for each relocation-oriented referral but also paid a percentage of the gross commission income on all business. All this happened in roughly less than 10 years. You should have heard the howling when all this was going on between 1977 and 1987.

STILL BENEFITTING FROM THE MODEL

Brokerage firms survived and adapted, as did their agents. They invested in their own relocation management departments (which didn't exist prior to the entry of the relocation management firms), they started their own corporate relocation services groups (one of which, Weichert, is among the largest in the country), and they competed while also doing business with the evil empires of Homequity, Merrill Lynch Relocation and Equitable Relocation. In fact, we know from studying this that many of the brokerage firms that

"THIS IS NOT A LAUGHING MATTER. We know that at least one-third of all housing consumers do not choose an agent due to a relationship. They are essentially up for grabs."

embraced the relationship with these firms became the privately owned giant regional firms that we see today. Realogy, Berkshire Hathaway, Weichert and Leading RE still benefit today from this model of integrating relocation and brokerage.

Yes, Zillow/Trulia/Realtor.com and Homes.com are different than relocation management firms in many ways. They reach the entirety of the housing consumer market, not just a subset. We have been told for so long now that "lions coming over the hill are going to eat us" that it seems wired into our industry DNA. Big data and technology scare most of us. But, we think there are strong similarities nonetheless. The angst of 30 years ago sounds very much like the angst of today.

Embrace them, as some do, or don't. Embrace them and compete with them as so many did in the relocation business. Don't embrace them, and build your own capabilities and compete with them. Any of these is a successful strategy. What likely won't work is to ignore them and then ignore building your own online marketing and service capabilities. It is not that you will perish, but likely you won't grow as much as you could have.

This is not a laughing matter. We know that at least one-third of all housing consumers do not choose an agent due to a relationship. They are essentially up for grabs. They may well be influenced by what Zillow/Trulia/Realtor.com/Homes.com tells them in so far as which agent to use. One-third of our market is huge when you consider that the largest existing national real estate brand has less than 10 percent market share.

History is useful in this regard. Embrace these new players or not but don't forget it is within your grasp to compete with them equally well.

BROKERAGE STRATEGIES

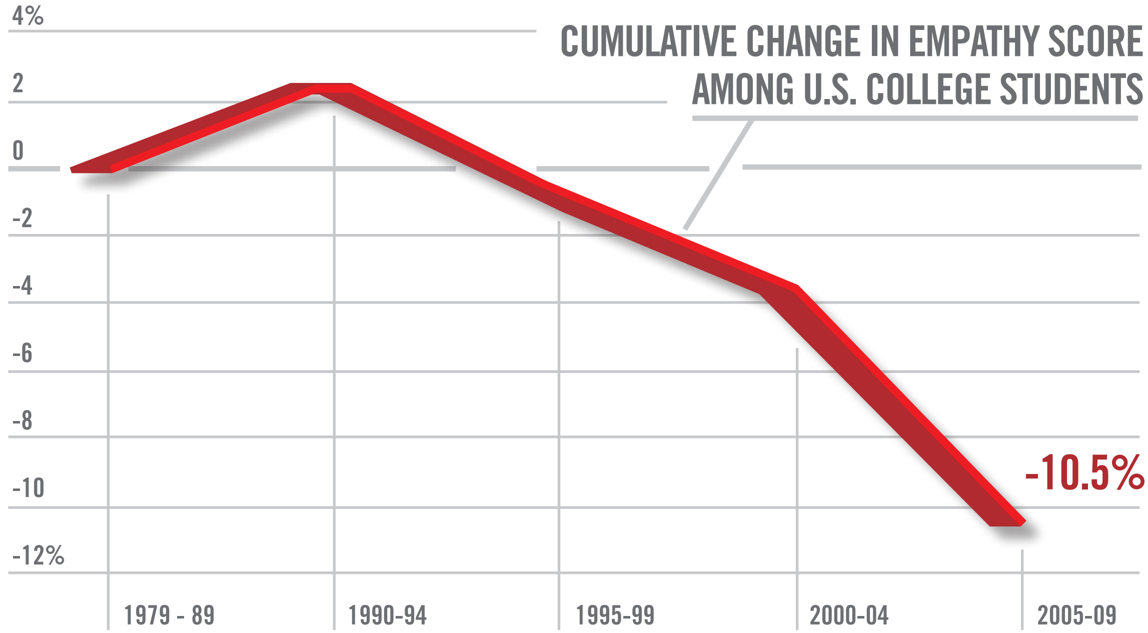
GOT TECH? OR, HAS TECH GOT YOU?

Communication and empathy are key to sales success.

By Larry Kendall, chairman of The Group, Inc. and author of Ninja Selling

What?! Meg Bear, the vice-president of a major technology firm, is saying a soft skill like empathy is the critical business skill of the future? Tell us more. First, empathy is defined as *the ability to understand and share the feelings of another.*

A study by Oxford Economics of hiring managers at Fortune 500 companies finds the top three critical workplace skills that they are looking for are empathy; communication/relationship skills, and collaboration skills. The study also found that our colleges and business schools are not turning out students with these skills. Instead, the schools are focused on technology and analytical skills with little or no focus on *people skills.* This challenge is beautifully documented by Geoff Colvin in his latest book, "Humans Are Underrated." Check out this chart.



Notice the sharp decline in empathy started in the 1990s and has accelerated since 2000. What caused this? When did the Internet and email become popular? In the 1990s. Today, many young people are spending more time with their device than they are with other human beings. They are losing the ability to understand and share the feelings of another.

RULED BY TECHNOLOGY

I see this in my college classes. Ten years ago, when I entered the classroom, the students were out of their seats, visiting and making noise. My challenge was to restore order and have them take their seats so we could start class. Today, when I walk in the classroom, it is stone silent. Everyone is in his or her seat absorbed in a device. The technology has them hypnotized. Now my challenge is to get them away from their device and engaged in learning and interacting with their classmates. It's no wonder top companies are struggling to find people who can also communicate with another human being!

FACE TO FACE

How does this relate to our real estate companies and people? Is our technology making our sales teams more productive, or is it a distraction and escape from fully engaging the customer?

In our study of high-producing real estate sales associates, we see them using the telephone and face-to-face as their primary communication modes with a little text, email, and Facebook thrown in. They are not spending a lot of time on electronic communication. Why? Because they know that empathy is a key to their success and empathy comes through live interaction.

Here's some of the science in favor of face-to-face and voice-to-voice.

- **Faster.** The average person can talk at 150 to 180 words a minute and only type or text at 30 to 40 words per minute.
- **Better.** Empathy happens with the eyes. Face-to-face is the most powerful form of communication. Fifty-five percent of communication is non-verbal (body language).
- **Quality.** Some 82 percent of all emails are misunderstood as far as tone. (Source: Harris Interactive Study) Have some fun at your next sales meeting by having the group repeat this statement seven times, each time accenting a different word: "I didn't say he shot his wife." It will be hilarious, and you quickly realize this statement could easily be misunderstood via email.
- **Attention.** Tony Hsieh, president of Zappos, says, "The telephone is the most amazing device ever invented. I recommend my people use the phone versus email. By phone, you have the customer's undivided attention."

Are we saying scrap the technology? No! We are saying that you must properly use your technology. Use it as a tool to build relationships and empathy rather than as a tool to isolate and buffer. We are still a sales business. Empathy, communication, and relationships are still at the core of what we do—even in a high-tech world. Control your technology rather than letting it control you. Got tech? Or, does tech got you?

> *"Empathy is the critical 21st Century skill."*
> – Meg Bear, Vice-President of Cloud Computing, Oracle

REAL TRENDS HOUSING MARKET REPORT

SMALL YEAR-OVER-YEAR GAIN

Early fall home sales show the smallest year over year gain since fall 2011. October 2015 sales move up only 3.1 percent over October 2014.

The REAL Trends Housing Market Report for October 2015 shows that housing sales increased 3.1 percent from the same month a year ago. The year-over-year gain is the smallest since the housing recovery took hold in fall 2011. All four regions reported unit sales had increased from a year ago with the Northeast leading the way with an increase of 7.7 percent over a year ago.

"October housing sales slowed when looked at on a year-over-year basis. On an annualized basis, they were down from the rate of sales in September. As predicted in earlier months, the lack of inventory in many markets, the strong appreciation in home prices and the strong U.S. dollar are all causing the year over year slowdown in housing unit sales," said Steve Murray, editor of the REAL Trends Housing Market Report.

The annual rate of new and existing home sales for October 2015 was 6.366 million units up from a rate of 6.175 million in October 2014. However, the annualized rate fell from September's rate of 6.674 million or a decline of 4.8 percent from last month.

Housing prices rose an average of 3.3 percent from October 2014 showing continued moderation in home price increases and among the lowest year over year increase in prices since 2014.

"The average price of homes sold remains moderate, showing only a slight increase," said Murray. "It is important to note, however, that month-over-month changes in unit sales and average prices have both backed off their previous highs."

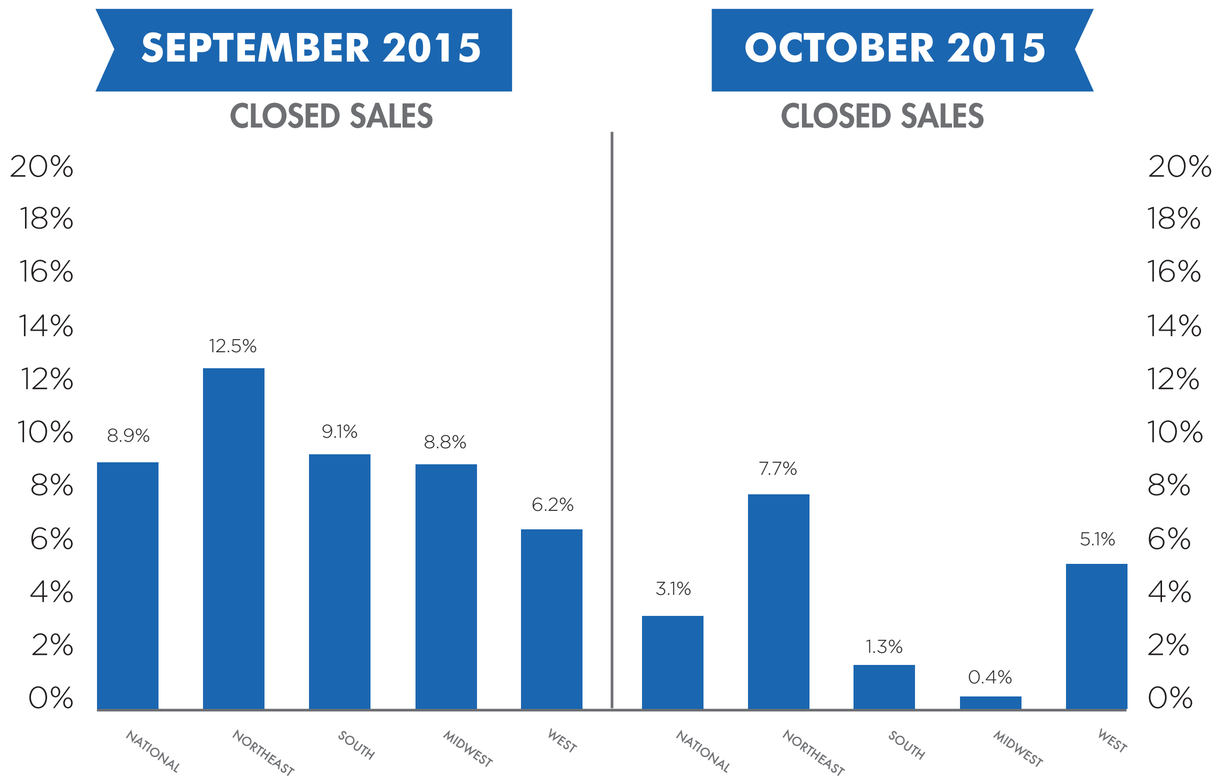
Housing unit sales for October 2015 increased 3.1 percent, down significantly from the September 2015 results. Unit sales were up 7.7 percent in the Northeast, the best performance in all regions. Sales in the West region were up 5.1 percent, the South saw an increase of just 1.3 percent, and the Midwest had an increase of 0.4 percent.

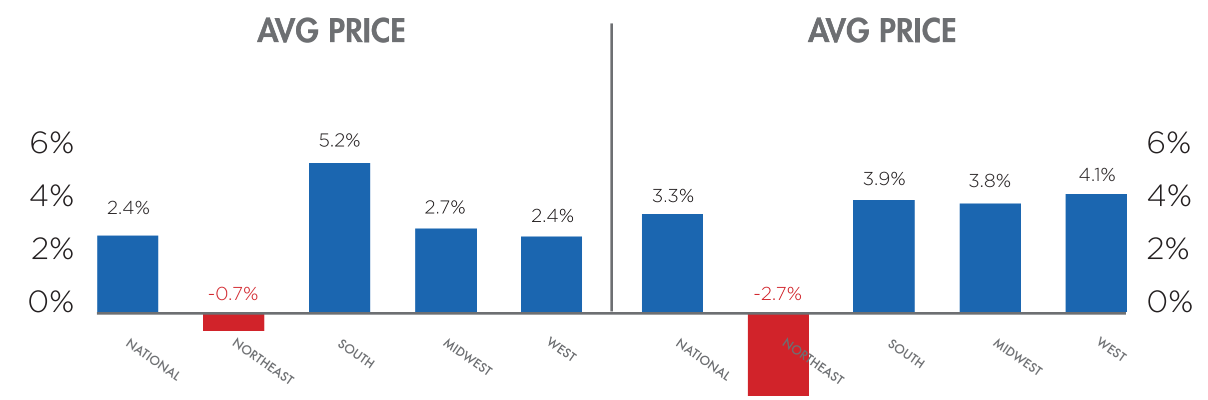
The average price of homes sold in October 2015 in the West region increased by 4.1 percent, the best result in the nation. The South saw average prices increase 3.9 percent, average prices in the Midwest were up 3.8 percent while the Northeast experienced a decline in the average price of homes sold with prices dropping 2.7 percent.

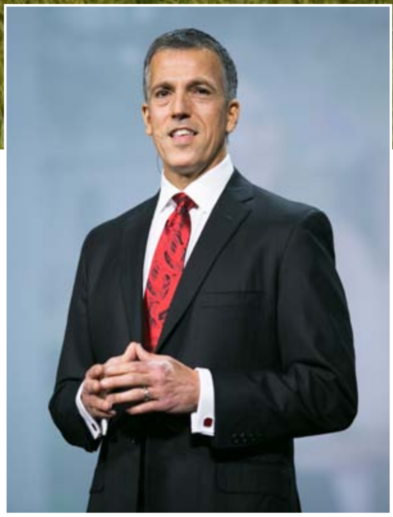
"We expect that housing unit sales increases will continue to slide on a year-over-year basis and that prices will continue their recent trend of moderate increases," said Murray.

REAL TRENDS HOUSING MARKET REPORT

SEPTEMBER & OCTOBER 2015 EDITION







CEO Corner

CHRIS HELLER

CEO, KELLER WILLIAMS REALTY INTERNATIONAL

Learn from leaders where tomorrow's opportunities and threats lie. 2016 will be a year of surprises for the industry.

by Steve Murray, publisher

"There are two basic kinds of people—the traditional people and the innovative people. The traditional ones stick to the tried and true, and there is nothing wrong with that approach. Innovative people tend to anticipate changes ahead and try to leapfrog them. We are trying diligently to be the innovative kind of organization. There is a growing gap between the two groups." says Chris Heller, CEO of Keller Williams Realty International. "This business is changing, and we are going to try to stay ahead of it—that is a big focus of ours."

A GOOD SALES YEAR (NOT GREAT)

Heller, who has a strong background in building real estate sales teams (including his own nationally ranked team), thinks that 2016 will be a good, not great, sales year. "We think sales units and prices will still be up, just not as strong as 2015 versus 2014. It is an election year, and you typically don't see a great deal of shifting going on in the market," he added.

NEW BUSINESS MODELS

He does see a proliferation of new business models appearing throughout the industry and while he doesn't see anything that worries him, he pays attention to what they are doing. "It doesn't pay to ignore new models and new ways of doing business. At the least, we can learn something from them and become aware of serious new threats well ahead of when they may begin to affect our business. I know some of them are fads, but some of them have some real substance to them," Heller commented.

GOOD MOMENTUM

Asked about how things are going at KW, Heller said that their focus on growth across the board is paying large dividends. He said that by virtually any metric KW will have another record year in 2015, and he believes the stage is set to top it in 2016. "We have good momentum right now. We are going to grow our market center count by 20 or more in the next year, and we expect total agent and assistant count to be near 129,000 at yearend—up significantly from yearend 2014. "We strongly think our growth is going to accelerate in the year ahead."

UPSTREAM

He says Keller Williams is a strong proponent of Upstream and the Broker Portal Project and have key executives involved in both. "We think these are both hugely worthwhile projects. There are significant challenges to both projects. In Upstream, we have to create the technologies to make it work. We have to create a safe environment for all participants, and we have to create an entire educational process to ensure that brokerage industry participants understand how it works and what the benefits are to them."

On the Broker Portal Project, Heller says that the drive to create the kind of public listing portal in-line with the Fair Display Standards is also a big challenge but that it needs to get done. "We think the benefits could be substantial to have such a platform, if nothing else than to have more competition and a safe place for agents to market their properties."

Asked about his view of the real estate world, Heller said, "These are exciting times. When things are changing it allows for more room for incumbents to try new ways, to experiment." He says KW has several things in its pipeline for 2016, some which are improvements to what they have built and some that may surprise people as they are outside the box. He demurred when asked what these might be, but said they represent a significant new direction for the company. "These times require that an organization develop a sense of awareness and a sense of urgency to accept new ideas and new ways of growing. We are working on both all the time."

KATHY KORTE

PRESIDENT & CEO OF SOTHEBY'S INTERNATIONAL REALTY, INC.

Kathy Korte is responsible for the management of 43 brokerage offices and more than 1,800 independent sales associates. She also is executive vice president of NRT LLC, parent of Sotheby's International Realty Inc.

REAL Trends: Tell us about your path to real estate.

Korte: I was born in Chicago, and moved outside of Boston when I was 10 years old. I just knew that "when I grew up" I wanted to work in New York City. I graduated from college in 1984 and started working at Sotheby's in an administrative position. They had 16 agents in Manhattan. I got to know all of the brokers. The company continued to thrive and, in 1989, I became director of administration for all of Sotheby's International. I headed up human resources, affiliate services and worked with the auction house. I got to know all of the different areas of the company. In 1992, I was appointed to head up the Manhattan brokerage. Those were my glory days! I was there from 1992 to 2005 and during that time, I helped them triple profits and increase sales volume to more than $1 billion. I broke some sales records. In 2005, I became executive vice president and COO of the Eastern Region, overseeing offices in New York City, Greenwich, Palm Beach, Cape Cod, the Hamptons, etc. At the end of 2006, my predecessor left, and I became president and CEO, responsible for 43 offices around the United States in 12 markets.

REAL Trends: What was the biggest professional challenge you faced when building your brokerage?

Korte: The biggest challenge is attracting and acquiring top talent, in all phases of the business from corporate and marketing to agents and managers. I have 20 brokerage managers, and each market is very different, so there are many buying and selling challenges. It's important for my brand's service and marketing to remain consistent in each market, so I need to make certain I have top managers with whom I work closely. I can't sit in New York and tell them what's right in Palm Beach. Companies need to rely on exceptional people, and we have the highest caliber agent group out there to deliver superb service.

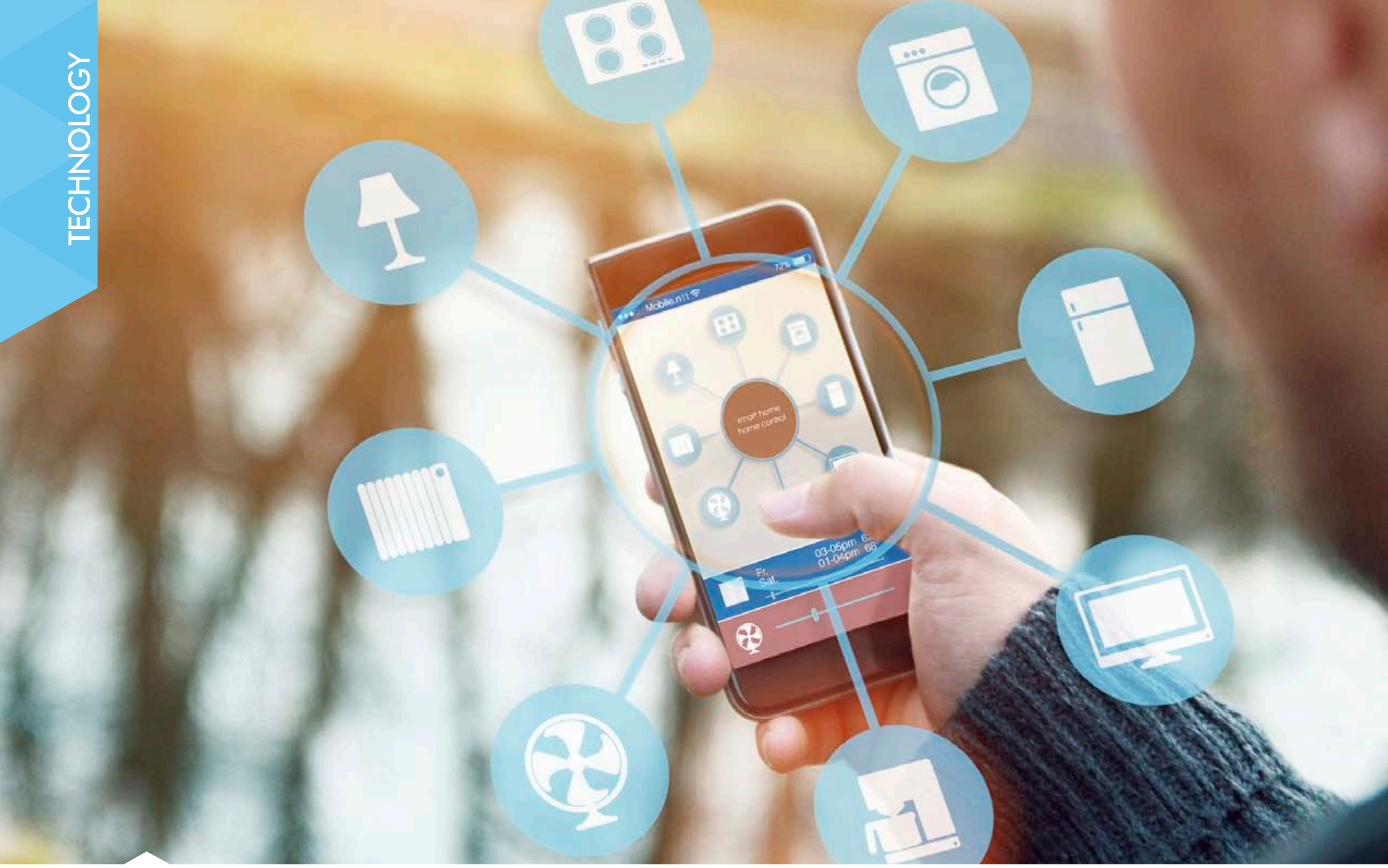
REAL Trends: Tell me one lesson learned when building your brokerage.

Korte: Those of us in the business faced the 2007 downturn, and that was an educational experience. It was a wake-up call that the world was changing and we needed to keep up with those changes. I had to restructure and reposition part of my team to address those needs. In the last two to three years, things have changed. Our agents must have, at their fingertips, as much information as possible so that we remain relevant. We created a concierge app for agents so they can easily retrieve the information they need.

REAL Trends: Based on your experience, what is the one thing you did with your brokerage that changed the trajectory of your business? What was the turning point from success to major success?

Korte: One thing that we always had going for us is our tremendous brand and heritage. Being on this team since the early 80s, I was part of a team that wanted to make sure we leveraged the brand and network to the best of our abilities. It's always a relationship business, no matter how much technology is out there. Buying real estate is a human, relational and emotional experience. We work closely with our affiliates to grow globally.

We're excited about the future. It's a time for us to look at smart expansion through acquisition so we can bring our footprint to other markets. In fact, we recently bought Martha Turner in Houston. We hold a premium position in the luxury marketplace. Now is the best time to make sure we train good agents to be better. We can't rest on our laurels.



A MESSAGE FOR REAL ESTATE BROKERS

HOME AUTOMATION IS THE FUTURE

Smart home technology sells homes faster. Here's how to get involved in the trend.

by Travis Saxton, vice president of technology

I recently wrote an article for our TechTouch e-newsletter that discussed the massive growth of smart-home technology and how it relates to the Lily Pad Effect. Click here to see that article.

In a nutshell, the premise of the article was that the current $80 billion industry is projected to be a $400 billion industry by 2020. Big players, such as Samsung, Apple, Google, CNET, and so many more are deeply involved in this. REAL Trends and Coldwell Banker are partnering up on a high level to deliver industry-focused updates to help decipher the smart-home innovations.

IT'S COMING

Whether you are a large independent firm or part of a national franchise, you are not immune to the impact that this will have on you. The bottom line is that homes with smart technology sell faster and for a higher price. It's time to get involved.

Here are a few strategies to consider:

1. **Host home automation training.** Bring in local experts, have your tech team talk about new products, find an agent who is an early adopter, or reach out to REAL Trends.

The bottom line is that homes with smart technology sell faster and for a higher price.

IT'S TIME TO GET INVOLVED.

2. **Contests.** Host productivity related contests and give away Nest Thermostats, Ring Doorbells, August Smart Locks, and more. The average price of these devices runs around $225, and they take about 30-45 minutes to install.

3. **Install smart technology in your offices.** Agents get familiar with this new technology by using it. Have fun. Did you know that they make light bulbs with speakers in them? When you have fun events, get the tunes running through your smart system.

4. **Showcase local listings in your market.** Have your agents point out smart homes, then reward those who bring connected listings to your attention. Use these as teaching opportunities.

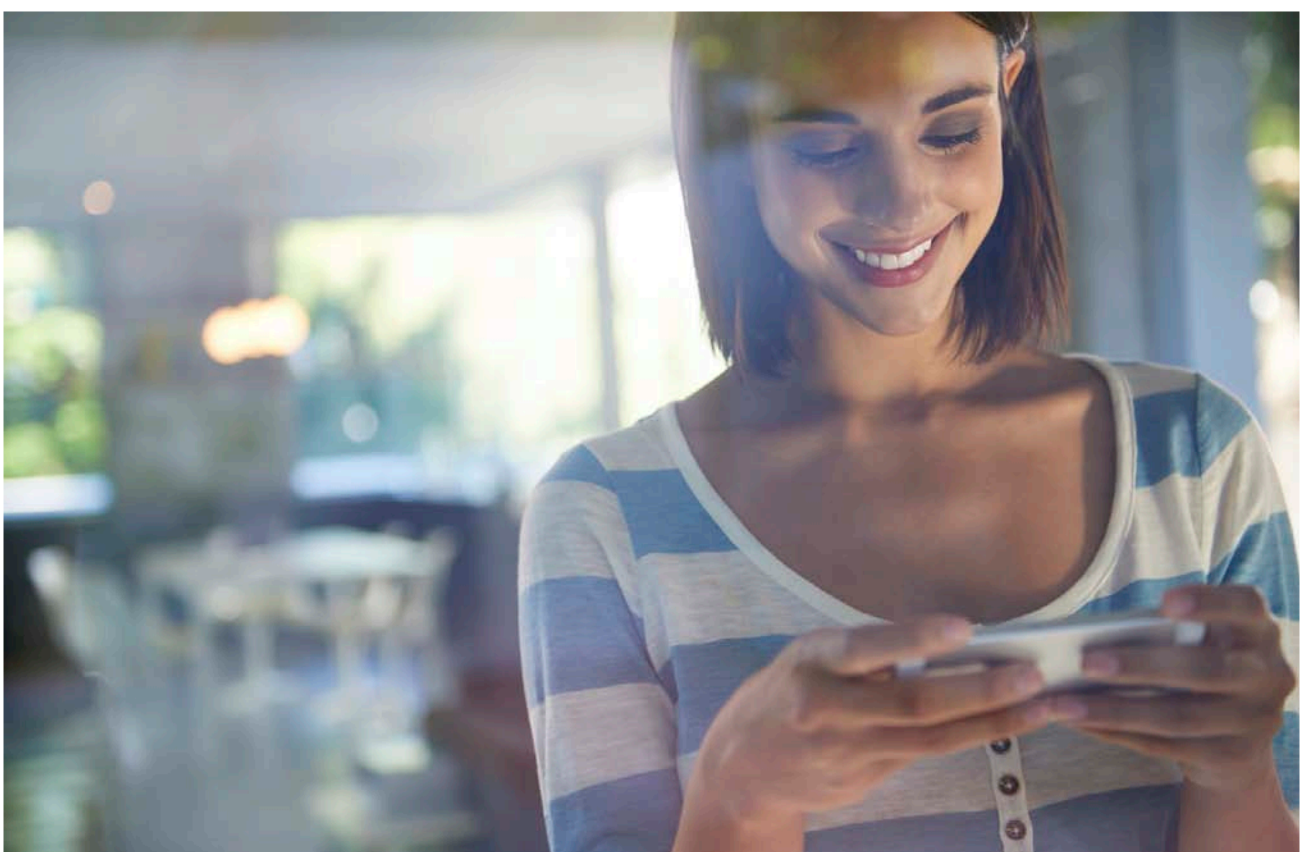
5. **Partner with local vendors.** Often, these products are sold through securities dealers. Partner up and set up some starter packages. Try to keep it to a basic and advanced package. Consider price points of $750 and $1,500. $1,500 can go a long way in this area.

6. **Pre-listing or closing gifts.** In luxury settings or higher-end listings, use smart home technology as a carrot to land these listings. Or, give them as closing gifts. Then, every time your consumer walks in his or her front door and sees the thermostat, he or she thinks of you!

7. **Create a DIY starter kit.** Package together four or five off-the-shelf technologies and run contests. Promote the products socially as giveaways.

If you are an Association, several of these tips can apply to you, as well. If you host a convention, consider reaching out to REAL Trends to organize a home automation day or half-day event. Bring in vendors, prizes, speakers and have fun showing off and educating your members!

We are here to help. Reach out to tech@realtrends.com for tips and strategies to help you make an impact!



COMMON SELLER MISTAKES

The most common mistakes brokerage firms make when they become sellers.

by Steve Murray, publisher

In our work with owners of brokerage firms to sell their companies, we find that there are a few common myths that they believe. This leads to mistakes when going through the process of selling a company. Here are a few.

1. **My firm has enormous goodwill and intangible value.**

2. **If I keep the firm, I will earn the same amount in the next four years as they are offering to pay me (an implied four multiple of EBITDA).**

3. **Our brand name is better than their brand name.**

4. **It is about the money.**

Our experience in handling nearly 700 sales or purchases of residential brokerage companies in the last 28 years reveals the following about these misconceptions.

Yes, goodwill is valuable. A good reputation is a prerequisite for a purchaser to have an interest in you. And, yes, it is likely that if someone is interested, you likely have good agents and staff. But, in almost every case, the purchaser will be changing the name, so any goodwill associated with your name will disappear. The real goodwill is inherent in your ability to build a company with good agents and staff and solid financial results. The financial results are derived from having good people. The focus of most purchasers is on the financial results because they know that these come from having good people. It is assumed.

As to the second, yes, that is a fact. That is, if your earnings stay the same over the next four years, and you still get to keep all the upside and downside of what may happen. You get to keep all the liabilities, as well. Lastly, yes, a four multiple implies four years of earnings and those earnings will be taxed at personal income tax rates (higher than they were yesterday and headed higher), as opposed to the mostly capital gains treatment when you sell for that multiple. The gap can be as high as 20 percent between the two tax rates. The key question is, what do you think about the future? Do you want to bear all the risk for the next four years or have far less risk? Ask brokers who turned down offers in 2004-2005 how they think about that.

On to brand names, they are relatively better or worse than one another, and there may be some merit to this point. However, our research into the relative performance of brokerage firms, whether they are locally branded or nationally branded, shows that, in the aggregate, the brand name is not the most important factor in the growth and success of a brokerage. It is a factor; just not *the* factor. The main factor is the talent and skills of the leader of the brokerage, not the brand name. We have advised on nearly 700 transactions and, in most, the name of the acquired company was changed and there was little to no impact on the performance of the firm afterward, except when the leadership changed. Then, there is a chance that performance will change.

Finally, most sellers think and say it is about the money. In reality, there are all sorts of factors involved that are not about the money. We know of many brokerage firms that sold for less than they could have gotten from another purchaser. Other factors include what a seller's role would be after a sale; what the new brand name is going to be; what benefits will accrue to my agents; what will happen to the key executive team and their future; can I sell this to my people as an improvement over what I have been able to do in the past; how will this be viewed by my peers in the community? There are many issues that a principal thinks about when selling his or her firm.

Principals are alike in that they do care about their people and what the impact will be on them from a sale of their company. They would not have been successful had they not been "those kind of people." While we have dealt with some clients where the money they get is strongly important, we have not yet dealt with a client who didn't consider all of the other factors, as well.

For more information on valuing a firm, contact REAL Trends at 303-741-1000.

"In reality, there are all sorts of factors involved that are

NOT ABOUT THE MONEY.

We know of many brokerage firms that sold for less than they could have gotten from another purchaser."

IT'S ABOUT THE PEOPLE; NOT THE COMMISSION

Once in a while, we hear something that is so special that it bears sharing with others. On a recent CEO group critique, I was interviewing an agent in Chapel Hill, North Carolina who said this:

"When I hear other experienced agents turning down assignments for military families or first-time home-buyers my instinct is that these are the people who need experienced high producers the most. I have close friends and family who are lifetime military families, and I know from them how difficult moving one's family can be. So, I do all I can to take that kind of assignment and take extra care with them."

I won't use her name so as not to embarrass her but is that a statement or what? For those who think that for far too many agents, it is all about the money, I offer this testimony. Is this a great business or what? With some of the world's finest people who care about what they are doing and who they are helping rather than just the closing.

2016 GATHERING OF EAGLES

APRIL 20-22, 2016 • FOUR SEASONS HOTEL AT LAS COLINAS, TEXAS

Just a reminder that conference registration fees go from $1,200 to $1,400 on December 31, 2015. Should you want to be one of the 325 people who get to hear about transitioning a business, succession planning and building a great culture, don't miss this one! The keynote speakers for 2016 Gathering of Eagles are David Ridley, a 28-year veteran of Southwest Airlines, who will be addressing us on how even a large corporation can have heart and soul and how strong culture is created and nurtured. Geoff Colvin is the senior managing editor of *Fortune Magazine* and author of several books on the importance of talent in an organization. Both will bring real world, non-real estate perspectives to assist realty leaders in understanding how people are indeed your most important resource.

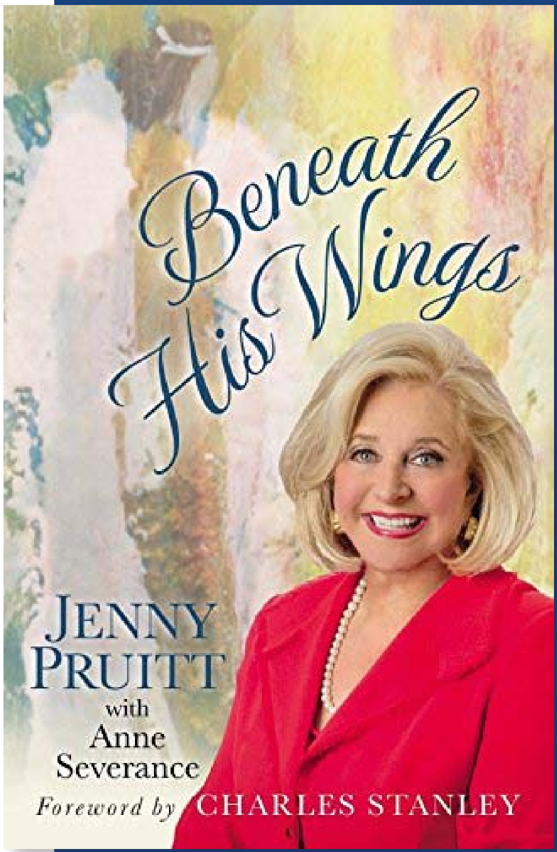
Registrations are open now. As is our rule, no more than 325 registrants are permitted. Go to Realtrends.com/conferences to register, or call us at 303-741-1000.

LOOKING FOR AN ENCOURAGING CHRISTMAS GIFT?

BOOK REVIEW: BENEATH HIS WINGS

by Jenny Pruitt and Anne Severance

by Doniece Welch, vice president and general manager



Jenny Pruitt, an icon in residential real estate in Atlanta, shares her strong faith in God, love of family and friends, mistakes made, lessons learned and invaluable business insights on how she built two dynamic and highly successful firms with the help of others in her new book, "Beneath His Wings."

In the book, this genteel, southern businesswoman, a true steel magnolia discusses many personal challenges in her life. At the tender age of eight she suffered the sudden death of her father. Many years later, she had the courage to leave an abusive marriage and become a single mom. She openly discusses how she survived breast cancer and how all of these hardships helped her to encourage others. One of my favorite parts of her book is the way she describes her deep respect for her husband Bob.

Many know Jenny as a gifted people person with a natural talent for selling Girl Scout cookies as a child, but later found she had an uncanny ability to listen to the needs of home buyers and sellers. This led her to became one of the top selling Realtors® in Georgia. Her admirable grit and stamina to face whatever life brought her way led her to grow spiritually, emotionally and financially.

Read about this chief executive officer's ABC's of servant leadership and what she identifies as her simple secret to success.

To buy the book on Amazon, **click here.**

AT THE TENDER AGE OF EIGHT *she suffered the sudden death of her father. Many years later, she had the courage to leave an abusive marriage and become a single mom.*

REALTRENDS | 2016

GATHERING OF EAGLES

PASSING THE TORCH

2016 GATHERING OF EAGLES
APRIL 20-22, 2016

FOUR SEASONS RESORT DALLAS AT LAS COLINAS
4150 N. MACARTHUR BLVD.
IRVING, TX 78038

REGISTER AT: BIT.LY/GOE2016

REALTRENDS

THE TRUSTED SOURCE