RPR Case Studies

"Best Practices"

MLS

Agent

Broker

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Table of Contents

RPR "Best Practices" Case Study

The Realtors Property Resource® (RPR ®) was launched by the National Association of REALTORS® two and a half years ago. As of May 6, 2012, 384 MLSs and Associations have signed agreements with RPR, representing 618,914 REALTORS®. Two hundred and forty four have RPR installed and operational for their 503,444 members with more in the review process.

RPR understands that while they have made great progress in terms of signing up MLSs, the real measure of success for RPR will be the adoption and use of these tools by the members of NAR. To that end, RPR enlisted WAV Group to conduct case studies to help identify best practices of power users at the Broker level, Agent level and MLS level, to make the product more valuable for REALTORS®

In previous papers, WAV Group outlined the elements of RPR along with other data-driven programs along with recommendations on how to make an informed decision when reviewing these technology services. This paper is not intended to help an organization make a decision about whether or not to participate in RPR. Those final discussions and decisions are best left to your Association Board of Directors and individual organizations. The purpose of these case studies is to help those that have already made the commitment to launch RPR by offering tangible methods to help their members integrate the product into their daily business practices. This paper also demonstrates effective ways to gain adoption of RPR and support regular usage with REALTORS®.

Each of the best practices case studies for the MLS, broker and agent will be presented as a single case study and then rolled up into a full white paper report.

Wherever possible, we have included links within each study to direct the reader to the various resources and tools available through RPR that will be referenced at various times throughout each study.   A complete list of these links is also provided as a reference at the end of each study.

RPR Overview

RPR is a parcel-centric database with information on all 147 million parcels of property in the United States. RPR includes tax assessment and public records data, deeds, liens, standalone mortgages, FEMA flood maps, subdivision and school district boundaries, aerial imagery and geo-spatial data, demographics and lifestyle information and the largest database of foreclosure information by county in the industry. Through agreements with each local MLS, RPR also layers local active and off-market data to create the most robust catalog of properties available anywhere.

REALTOR® Adoption Update

Through our investigation and interviews with several agents, brokers and MLSs that have adopted RPR successfully, we have been able to isolate a number of best practices outlining how and why REALTORS® are using the product. While adoption is still growing, the proactive real estate professionals that have taken the time to learn the tool are clearly very excited about it. They see the tool as incremental to their MLS system and public records products that help them position themselves as a local market expert.

On average, RPR users are spending 20 minutes on the site three times per week. They report the learning curve is not significant. Everyone we interviewed was impressed with the level of support being offered by RPR to help users learn and use the product. They noted that, after watching one webinar, they were able to navigate the various tools without a problem.

Users told us the quality of the reports they can generate for their clients and the unique types of information available help them position themselves as *THE* local expert in their region. However, they also point out that the reports do not replace current products from the MLS or broker- they provide an additional level of support and market intelligence to help their customers.

Not An "Easy Button"

RPR power users report that naysayers for the program believe the data is "not always good" and so, some have not taken the time to learn all of the elements of RPR. The RPR power users WAV Group interviewed agree that the data is "not always perfect", but they point out that they need to be responsible for managing the data and that the tool is not intended to be the "easy button". They report, just like doing a CMA with MLS data, that it is still up to the real estate professional to manage the data and make corrections as needed. They point out that comparables can be customized when you do a valuation and that people that expect it to do everything aren't being realistic.

The power users would also like the data to continue to improve, of course, but see this as natural in any system rollout, They note that when they reach out to RPR and point out a data concern, the company is proactive and always does their best to address their issues. In San Luis Obispo County, CA, for example, RPR worked tirelessly for several months to rectify some data issues, which are now complete. The database is now up to date, making the tool much more valuable for the REALTORS® in that county.

Case Study Overview

MLS Case Study

It's one thing for MLSs and Associations to approve and install RPR-it's quite another thing to find the magic combination of marketing programs to successfully gain significant adoption among your members. As we discussed in our paper Keys to Technology Adoption gaining any significant adoption for any technology offered to REALTORS® is a very difficult process.

Through our work with the Spokane Association of REALTORS®, we identified a number of keys to best practices that have helped them launch a successful RPR rollout. In our MLS case study WAV Group shares specific best practices on what the MLS can do to promote the RPR system and to promote stronger adoption at both the broker and agent level.

MLSs that have experienced significant adoption of RPR have made it one of their core technologies that they promote to their members regularly. They have leveraged all of the tools available from RPR to achieve that goal. They understand they need to regularly promote RPR webinars, and discuss the value of this free member benefit frequently during all broker and agent events and at every training session they conduct. In the MLS case study, we summarize the specific programs and approach that have worked best and resulted in successful adoption.

Broker Case Study

Our Broker Case study explored both their use and adoption of the new Broker Suite introduced by RPR as well as their approach to RPR promotion and adoption. Working with the Keyes Company in southern Florida, we explored their view of RPR as well as what they down to lead to a truly strong adoption and use rate among their agents.

Mike Pappas, the CEO of Keyes shared an in-depth perspective with us on RPR, the tools they offer, and why he has taken such a proactive approach on the product within his company. One of the keys learned in our study is the critical importance of this level of "buy in" at the CEO position to have a successful adoption process. Mike set in motion a comprehensive strategy, detailed in our Broker case study, that started with him and was then successfully executed throughout his organization.

As with the MLS review, very specific and similar processes were created, shared and executed. Details for this entire process and included in the Broker case study.

Agent Case Study

RPR was created primarily for agent use, to help them in their role as property transaction professionals. The RPR system has a massive number of tools to do this to help find and interpret critical property information, including:

- Comprehensive search tools
- Sales analysis
- Defaults and volume trends
- Pricing, mortgage data, forecasting
- Valuation history
- Nationwide property searches
- Market to market comparisons
- Geo spatial searching
- Map overlays including trends and demographics
- High touch valuation tools
- Home improvement calculator

The agents interviewed for the case study loved the RPR tools yet they made it clear from the beginning of our discussion that it is not a panacea. These agents were great examples of the line that "the best technology will not make a poor agent a good one". Technology should never be a substitute for "agent know how". They indicated the number one value of RPR was in creating clear and understandable valuations and how these can benefit the agent/client relationship.

Details on how these agents have incorporated RPR into their businesses is provided in the Agent case study.

Appraisers Appreciate the Tool As Well

Whenever we conduct member satisfaction surveys for MLSs we hear from a few disgruntled appraisers telling us that they do not believe the MLS cares about their needs. They believe the MLS is geared towards the needs of residential agents. While we did not do a specific case study for appraisers, their appreciation of RPR is worth noting. They believe the tool helps them create more attractive and comprehensive reports than other tools that are available to them. As part of their roll out strategy, MLSs may want to think about promoting webinars directly to their appraiser audience and even encouraging one of their own appraisers to conduct the session so they can provide real-world examples about how to use the tool in their daily businesses.

RPR is Incremental to MLS Systems and Other Tools

One pushback we have heard from agents that do not use RPR is, "How is it different or incremental to the activities I can complete inside the MLS system?" Those that we have spoken to tell us they really like the CMA and valuation tools offered within RPR. While they sometimes need to import comparables from the

MLS system, the flexibility of the system and the quality of the reports that are created is superior to the CMA's available in the MLS.

These power users believe it is worth learning a new tool because RPR provides them with the opportunity to look much more professional and well-educated about the local market than MLS CMA programs can on their own. They tell us that they really like using professionally generated, localized estimates of value increases for enhancements to the new home like a new kitchen or bathroom that are much more accurate than those found on 3rd party sites. Because an independent valuation tool builds these estimates, agents say they are much defensible than their own "gut" judgment.

Setting Adoption Expectations

One of the key factors for adoption of any new technology is to set appropriate expectations. The 80/20 rule is clearly in place in the real estate industry. For every 100 agents, there are likely less than 20 that are selling a significant amount of real estate. In many MLSs WAV Group works with, we have often observed as much as 30% of the membership has not completed a transaction within the past 12 months. These individuals may be appraisers or transaction coordinators, or it could be that they are looking for access to MLS for their own real estate investment purposes. In any case, for any MLS organization to believe that 100% adoption is a viable goal for anything other than the MLS system is unrealistic.

Consider that only 20% - 40% of an MLS's membership is doing a significant number of transactions. If an MLS has a goal of any product adoption of 50% of their "productive" members, using the figures above, that would mean an adoption rate of 10% to 20% of the total membership. While this might seem low at first, these numbers actually represent a very strong adoption rate.

For those that are responsible for promoting RPR adoption within their organizations, these levels of adoption should be considered good, from WAV Group's understanding of non-core software adoption.

Acknowledgements

We would like to thank the Spokane Association of REALTORS®, the Keyes Company, Anthony Rael and all of the individual agents that volunteered their valuable time and insights to help others gain more value from the RPR products and services.

RPR MLS Case Study

WAV Group – 2012

RPR MLS Case Study

MLS: Spokane Association of REALTORS®

The Spokane Association of REALTORS®, located in Spokane, Washington has approximately 2,000 members. A staff of 8 manages the Association, including:

- Executive Officer
- Controller
- Assistant E.O. and MLS Director
- Education and Special Events Director
- Bookkeeper/Membership Administrator
- MLS/Data Entry
- Communications
- IT Manager

Best Practices
(See Details In Study)

1. Buy in has to start at the top.
2. RPR tools need to be branded.
3. One person needs to lead.
4. A clear plan is critical.
5. Managers have to buy-in.
6. Don't reinvent the wheel. Leverage RPR tools.
7. Provide regular online webinars and training.
8. Evangelize on multiple channels.
9. Repeat all messaging continuously.
10. Leverage RPR support.
11. Use peer reviews

The following are the results of in-depth interviews conducted in April 2012 with the E.O, Rob Higgins and their IT Director, Mike Bentson.

Background

As we explored how the Spokane Association of REALTORS® decided to partner with and promote RPR, Rob informed us they had originally heard about RPR five years ago. His first reaction was skepticism. Mike said, "What do I care about parcels in Alabama?" At about that same time the MLS was looking at moving to a tax product from LPS called RE Insight. They were very interested in being able to see parcels in their own MLS area. Their work on this project coincided with NAR's development of RPR.

When they saw the original podcast announcement and then the formal introduction of RPR at the NAR Conference in San Diego, they got very excited about the possibilities. They thought what they were shown at that time looked great, and they felt these tools would be very valuable for their members. Rob says they approached RPR leadership and said they would like to be involved from the beginning. As a result, their MLS/Association was selected as a beta partner and they have had the opportunity to work with RPR since it's inception.

They went live in the fall of 2010 and began beta testing around April of 2011. Mike put together a task force of about 50 members to review it. His belief was that these tools would benefit their members, which he believes is the primary role of the MLS.

Current MLS Products

The Spokane Association of REALTORS® currently provides their members a MLS system with integrated tax and now offer RPR as well. They do not offer any premium MLS products because Rob says it has not been their practice to provide a number of 3rd party products since cost has always been a primary concern of their MLS.

Feedback on RPR Rollout and Use

Rob shared with us that his members seem to love the RPR product. He said he was in a meeting just the other day and an agent spoke up saying that he uses it many times a day and thinks the product is great! His personal feeling is that if an agent wants to use it and embrace it, great, and if they don't, it isn't an issue. Rob is aware that just making the tools available does not guarantee members will use the product or like the product. He is comfortable that the Association's role is to give them that opportunity and the rest is up to them.

We asked Rob whether his MLS is sensitive to the line between MLS and Broker services and whether this was an issue regarding RPR being offered. He replied that they clearly do watch that line very carefully and that he is there for the brokers and to provide them services. That said, they have not had any negative responses regarding RPR being offered through the MLS.

RPR Promotional Activity to Date

To go over the details on how the product is promoted we were directed to his IT Director, Mike Bentson, who we interviewed second in this case study. Mike has primary responsibility for managing the training and support of the RPR product locally. Rob felt that adoption was quite good but did not have specific numbers.

While Rob believes RPR is a great thing to offer his members, he says, "It is just a tool we have to offer them. Some love it- some don't."   While he is in favor of supporting the product and his members in terms of training, he does not feel it is his role to necessarily promote it, or to encourage everyone to use it. He says he would be hesitant, for example, to use testimonials from agents, not because they weren't true, but he just doesn't see the MLS's role as one of pushing any product. He believes that choice is up to the individual REALTOR®.

How is Agent Adoption Going?

After hearing these comments from Rob we mentioned that, according to our information, Spokane has one of the highest adoption rates for RPR in the country. We asked him what they were doing that was contributing to the RPR adoption.

Rob felt that one part of the adoption success was the fact that they had been involved with RPR since the beginning as a Beta partner, so there was the time factor. In addition, his IT Director, Mike, put together classes for all of the

brokers, which they delivered in the MLS's computer lab. In addition they offer regular RPR classes.

They also invited RPR representatives to their MLS to speak to the members. Dale Ross, the CEO, actually came and spoke to them, which he says, was very well received.

Overall Rating the RPR Experience

Rob shared that, like any new programs, there were growing pains with RPR. That is also part of any beta process, a process they willingly signed up for. Since inception, he says they have seen great improvements in the products and services. One area where this was especially true are the valuations provided through RPR.

Rob left us with comment that summed up his attitude in working with a new product and why they clearly were the right type of MLS/Association to have as a beta partner.

"'Let's think of the vision and where we are trying to get to, not just exactly where we are today."

RPR Execution Program

Prior to implementing RPR, Spokane had an agreement with LPS to install their RE Insight product. As noted in the interview with Rob, the MLS wanted to offer their members a parcel based tax system.   LPS let them out of the agreement to review the RPR product, due to their relationship with RPR, to see which approach they preferred.

Spokane looked at what was being developed by RPR and what was behind the initiative at LPS. Their feeling at the end was that RPR was a bit more than they would have received through the RE Insight product. Getting in at the beta level also gave them the opportunity to have input into the product, which was important to them.

Spokane has Paragon tax integrated into the Paragon system. They note that the quality and content of tax information available on the LPS system varies from area to area. With the amount of data the members are getting, including foreclosures, mortgage and valuations, they believe you can't just criticize when you find one discrepancy you need to look at the benefits the whole product brings. Mike says they took ownership of the product to make it work and approach it with that mindset. He went on to say that if something isn't working they just look at the cause of the issue. He says many times it's the county itself where changes are made and not communicated. This obviously impacts everyone that is working with the data.

Promoting RPR to the Members

As a beta partner, there were a lot of people working on the RPR project. Early on they experienced a number of formatting problems, and for while the product just didn't work.

Like any new product that has growing pains, this took a toll.

As a result of the trials during the early use, they decided to a re-launch in conjunction with RPR. They sent out a series of emails to advertise the big event. They conducted a survey on using RPR to see what people were doing and not doing. Then they had trainers from RPR come out and watch the training they were offering through the MLS. After this process, they identified a disconnect.

Users were trying to sit down and use RPR like the MLS system rather than using it as a tool to be used "with" the MLS system. The MLS had just moved to a new Paragon system and so they created training sessions on how to manage the workflow with Paragon and RPR. This resulted in much better adoption and system usage.

Focused Training

Offering special classes for each office was one of the keys to adoption in Mike's view. He set up personalized training sessions for 90 minutes at brokerage office locations and would get the office managers to promote it to their agents. Agents would come in and get excited about the product. These sessions created a buzz around the office that kept the excitement alive and got other agents excited. The success of the sessions encouraged others to attend training sessions. The enthusiasm was infectious.

Today Mike says adoption is now happening organically. The Association is not aggressively promoting RPR other than offering regular training. Today, people are also getting more optimistic about the market. They are a more willing to take the time to learn how to use all of the MLS tools so they are ready when they need them. He says RPR falls into this category as well.

Setting Up the Training and RPR Support Materials

Mike made it clear that the support from RPR and the materials they provide is first class. He said the training was excellent and there was absolutely no need to think you had to develop these support services on your own. He said that was totally unnecessary, as RPR had already done the groundwork in this regard.

A complete set of communication templates for MLSs are available for free on the RPR Blog website.

The list below shows the communication tools that are available for download to any MLS that is interested in helping their agents to take advantage of the RPR tool set.

Pre - Launch Communication Templates

- RPR is Coming, What does it mean to you?
- RPR Data and why it's important to REALTORS®?
- RPR: Gorgeous and power-packed reports
- RPR Comparables: The perfect combination of power and simplicity

Post - Launch Communication Templates

- RPR has arrived! Register for Free Training Webinars Now!
- RPR Training Goes Online, Anytime!
- Welcome to RPR - What does it means to you?
- RPR: New access to data, and why is that important

RPR provides online training on a constant basis for all levels of the program. An updated calendar is also available through the website. According to Mike the training has been well received.

Promotion/Adoption Results

In October, prior to the RPR re-launch they had 600 people registered on RPR. They did a survey at that point to determine what was working, what people were using and as noted earlier they adjusted the training to show members how to use RPR "with" the MLS not instead of the MLS. Today, they have increased

registrations again. Mike says their membership today has dropped to under 1,500, but with approximately 650 registered users on RPR, this is equal to roughly 43% of their members, which is outstanding adoption of any "non-required" product.

MLS Integration - Secret Sauce of RPR Adoption Success

Mike believes there is actually a secret sauce to the RPR adoption success that is a huge part of why people are using it so regularly now. It is the fact that they have been able to integrate the RPR product with their MLS system. Mike says they implemented deep linking with RPR last year. Any property found in the MLS has a quick action link that goes directly to that record in RPR. They also use single sign so members don't have to log in again.

Mike says this integration is a huge benefit to people and he things a large part of what the RPR system is being used effectively along with the MLS system.

Spokane has 12 years of history in their system so being able to link through to a listing is a great asset. He highly recommends that everybody that implements RPR integrate the tool into the MLS records.

MLS Keys to Adoption

Mike believes that MLS keys to adoption are fairly straightforward. First he believes strongly that integrating with the MLS system is key. Second, he believes that MLSs need to train members on how to use RPR "with" their MLS system, not in isolation. He points out that many people don't know how to use many of the really cool features on their MLS system, let alone a new product like RPR, so you have to keep the training very simple and relative to their business needs. If you do training that is too advanced, you will lose them. You need to start with what they are familiar with, the MLS, and go from there.

Key to successful adoption is MLS integration and training on how to use RPR WITH MLS- not on its own. Many people don't know how to use some of the really cool tools on MLS, let alone a new product like RPR. If you do training that is too advanced, you lose people. In other words, start with familiar or you lose them.

Mike added that RPR is not the MLS system. He says they learned from the re-launch that an RPR search is not an MLS search. They teach their members to always start with the MLS search. He believes strongly that if you have the MLS integration that is the way to do it and to train on it. The key is to make it easy to get the data from RPR by doing something you already know, the MLS.

How Are Agents Using RPR?

From his experience, Mike believes RPR data is typically used in the listing presentation. When they are working with comparables they can pull up RPR records and get that additional layer of data. When viewing records on the MLS you are viewing listing or tax data which, is very dry, separated and segregated.

The data in RPR it is displayed cohesively; with mortgage, neighborhood, statistics, demographic, etc. all in one report. Having it all in once place and integrated is ultimately the goal.

Mike added that the new investment tool is really cool and is integrated into their system now.

Should RPR Be the MLS System?

One of the early concerns, and perhaps a current concern to some, is whether RPR would ultimately become the MLS system and take over completely. We asked Mike if this was a concern at all for them.

Mike said no, he really don't thinks so. He compared RPR and the MLS to a baseball bat and a fly swatter. They have different objectives and underlying designs. With RPR you get a huge amount of data that would cumbersome for fast, simple MLS searches. If the MLS operated that way you'd have nothing but complaints.

On the other hand, he said if any system, including RPR, offers features that can take the place of an MLS feature, and does it better, then that's a good thing. The core issue is looking at what is best for the members not just the MLS.   But, he really sees this as a cooperative relationship between technologies- not a competitive one. The MLS needs to focus on core competencies of data accuracy, offers of compensation, compliance, etc. RPR is another layer of valuable data that can be used in conjunction with that.

Biggest Challenges With RPR

Mike believes the biggest challenge in rolling out RPR and getting adoption is the person who sits through training and then looks up a property and tells you how wrong some piece of the information is, especially on the AVM (Automated Valuation Module) or the RVM® (Realtor Valuation Module®). If something isn't working or the data seems to be wrong, he says they just look at the cause of the issues. Many times it's the county itself where changes are made and things are not communicated and this obviously impacts everyone that is working with the data.

Mike also points out, correctly, that anyone who really understands what these tools are knows they are not going to be 100% accurate. People should assume when they look at a set of comparables they will see some that aren't ideal. They need to understand that this is just a technology tool that still requires their expertise. They have to be willing to interact with the program to make it work most effectively.

During training they explain how the valuations allow you to add or take out comparables and that valuations need to be updated and refreshed to include the latest data including newer properties. They also try to get members to realize

that this is a collaborative process with RPR, and that they need to work with them and not work against the process.

In the Broker case study we pointed out the importance of the CEO buying in and supporting the roll out of RPR and we see how important this is again at the leadership level. Rob Higgins, the EO, clearly sees RPR as a valuable tool for the members. Mike, the Director of IT reflects this value and evidence is seen throughout his messaging, which is passed on to the members in the training sessions.

We asked Mike what the most important thing they did in relation to RPR that has contributed to their successful adoption was, and he didn't hesitate. He said it was to "Take Ownership".

MLS Best Practices

The Spokane Association of REALTORS® has been highly successful in gaining agent adoption on the RPR toolset. While they don't see it as their role to "push" the product (they leave technology choice up to their members) they do believe there are keys to what they should do when making it available. The following list highlights what we learned from our conversations with the Spokane Association of REALTORS®.

1. **Buy in has to start at the top with the Executive Officer**
   It was clear to us from our interview with Rob Higgins that he is totally behind having RPR be available for his members. His commitment was clear and he obviously set the expectation within his management team to work with RPR cooperatively to make these tools available to members. His desire to be a part of the beta group reflects this commitment.

2. **One person should be put in charge of managing a campaign to promote RPR or any product.**
   Communication of any initiative needs to be coordinated, consistent and controlled. Putting one person in charge makes the chance of success much more likely. We highly recommend this approach for any company. For the MLS Mike, the IT Director had the lead and it was highly successful.

3. **A clear plan needs to be set up that includes continual contact throughout the company.**
   The Spokane Association of REALTORS® determined that a re-launch was in order due to issues experienced during the beta program. They re-evaluated their training, made adjustments and realized success with this approach. They also reached out to offices individually to engage them, which proved highly successful.

4. **Managers have to buy-in to something before agents will.**

MLS commitment starts with the EO and then has to be continued down through management. The Spokane Association of REALTORS® management clearly supported this initiative.

5. **Take advantage of the communication and support tools already available at no fee through RPR, because they work.**
   All of the tools needed for a solid communication plan have been created by RPR and are available online. There is no need to reinvent the wheel, MLSs should simply brand and use the existing materials as they have proven to work effectively.

6. **Make regular online training available to the agents via webinars and recorded sessions.**
   RPR has recorded webinars available for use that have proven extremely effective in getting new users up to speed. These webinars can be accessed on an agent's schedule, day or night, which is key to get higher adoption.

7. **Repeat all messaging continuously.**
   MLSs may not feel their role is to evangelize a non-core technology but they still need to provide repetitive communications to their members to let them know what training and support is available. This is marketing 101. It takes repeated exposure to get people to act. Repeat email on a regular basis and make this messaging part of every meeting and newsletter as a reminder.

8. **Work with RPR to help improve local training. RPR needs to work with the MLS, not instead of it. Training should not be just a "how to" class.**
   Classes that focus more on how to incorporate tools into business to produce real results do better than classes that simply show how to use the features of a product. When agents connect the product features to actual business results they are much more likely to be motivated to use the product. Also, agents know how to use the MLS and need to understand how to use RPR data with the MLS not instead of it.

9. **Integrate RPR with the MLS**
   If possible, every MLS should consider integrating the RPR product within the MLS to provide quick links to the RPR property data. This allows agents to work within the MLS to do their searches and quickly link to RPR data for supporting data.

10. **Take Ownership at the MLS Level**
    We believe in this last "best practice" totally. If you are going to do something, do it right. Be part of the solution. If an MLS installs RPR it only makes sense to work with RPR to help promote the value of the products to the members. Members can decide one way or another if they will use the products but the MLS should clearly communicate what it can do for the.

RPR Agent Case Study

WAV Group – 2012

RPR Agent Case Study

As part of WAV Group's review of RPR best practices we talked to Anthony Rael, an agent with RE/MAX Alliance in Arvada, Colorado. Anthony is part of the Metrolist MLS in Denver, Colorado, which was one of the MLS Beta test participants for RPR. Anthony is well qualified to discuss the best ways to leverage RPR, as he is not only an agent, but also a technology trainer and a self-appointed early adopter.

Anthony works mainly as a buyer's agent, but also lists properties. Prior to working in the real estate industry he worked in a variety of technology start-ups in a marketing capacity. He was licensed in 2004 and was lucky enough to experience one of the largest peaks in real estate ever experienced in the Denver area. Anthony also experienced one of the earliest foreclosure markets.

Best Practices
(See Details In Study)

1. Buy in has to start at the top.
2. RPR tools need to be branded.
3. One person needs to lead.
4. A clear plan is critical.
5. Managers have to buy-in.
6. Don't reinvent the wheel. Leverage RPR tools.
7. Provide regular online webinars and training.
8. Evangelize on multiple channels.
9. Repeat all messaging continuously.
10. Leverage RPR support.
11. Use peer reviews

RPR Is Incremental to the MLS system

Why do I need to learn yet another tool? Can't I get everything I need from the MLS system? We hear statements like that a lot from agents that have not tried RPR yet. They clearly don't understand what RPR can offer them that their current MLS tools cannot. Anthony Rael tells us that no tool can do it all. While MLS systems are VERY comprehensive technologies, agents can always use other tools to make their toolbox more complete. He notes that RPR helps you to truly become more of a market expert. It allows an agent to focus on a zip code or sub-division and provide more in-depth information to their clients than other agents do.

Anthony says:

"I believe in NAR and my profession and I want us to have tools that set us apart. I don't ever want to lose a listing to a non-REALTOR® that doesn't have access to RPR tools. I believe RPR adds value to our profession."

Heads Up on Foreclosures Saves a Deal

Anthony Rael shared a very interesting way that RPR has proved to be an incredibly valuable tool to REALTORS®. He was working on a listing and was two weeks away from closing. Everything was good to go as far as he knew it

and everything ought to have been routine from that point. But, when he pulled up the listing in RPR, he found out the property was classified as a distressed, pre-foreclosure listing.

Anthony called his client and questioned them about the status of the transaction. The client was not aware that his home was in foreclosure. The client then called his attorney, who researched it only to find out that the home was, in fact, distressed. The homeowner had missed some payments over the past 18 months but thought he was still okay and, for whatever reason, was not aware that the lender had put the home in the foreclosure process.

With this information in hand, Anthony and the seller were able to work out a program with his lender and get the home sold on schedule. Without the data from RPR, the agent would have been completely blind-sided at the closing table and would have likely lost the commission.

Most Valuable Elements in RPR

When Anthony works with agents, he notices that many of them find one feature of RPR and use it extensively. Unfortunately, many do not extend beyond that core feature. They do not take advantage of the full feature set available through REALTOR® Property Resource.

Valuing a Property

RPR has many tools to offer both listing agents and seller's agents. Anthony told us that he really likes the "Refine Value" module within RPR. It allows an agent to work with a client to update the actual value of a property by adding in each upgrade to the property complete with the date it was completed and the cost of the upgrade. It also includes a categorization of "mid-range" vs. "upscale" which makes it even more accurate.

The tool also provides sliders to easily adjust a home's value based on local market conditions, property conditions, view, lot size, etc. The adjustments made within the tool are based on nationwide research conducted by the National Association of REALTORS® which delivers localized value adjustments for every type of major upgrade/enhancement to a home. This allows an agent to sit down with a client and educate them on the true value of additions or renovations as well as educate them on the estimated value of homes in their neighborhood. It is truly perceived by consumers as "insider" information they can only get from a qualified REALTOR®.

This adjustment can help justify pricing for a home. It can also help a home seller understand the true value of home upgrades. Many times an upgrade does not generate a 1 to 1 increase in home value. This tool helps an agent tell that story more effectively.

Anthony mentioned that he sees a lot of agents using RPR for one specific purpose only sometimes. He tells them not to think so narrowly. Anthony says he uses RPR for both buyers and sellers. On the listing side, for example, he says it's very good to have the valuation and refinement tools for a listing to help clients understand the value of their property and improvements. Buyers can benefit from these tools too, however, and once again Anthony encourages agents to think outside their normal way of doing things. The valuation and improvement tools, for example can help someone that is looking at a home to understand where it might make sense to make improvements as well as why a property is priced higher than another that is being used as a comparable.

RPR - A "Zestimate" Killer?

Agents today have to struggle constantly against the value of a "Zestimate". Many consumers are convinced that a Zestimate is the "real" value of their home, regardless of what source the data came from, or its relative margin of error. Anthony believes that the level of flexibility included in RPR allows an agent to walk you through a true justification for a better-founded value estimate for their home.

Comps/CMA

RPR can serve as a strong tool to counter the validity of the Zestimate. The agents we interviewed said that the reports are extremely easy to generate, easy to personalize and look more professional than other CMA tools they have used.

They believe the report that is generated is more professional than the ones that are generated from MLS systems.

Some agents that are less than completely satisfied with the valuation tools on RPR tell us that sometimes they do not find all of the properties they are looking for in the original comparables generated by the system. Anthony points out, when we raised this issue, that this is to be expected with any CMA automated tool and agents should expect they would need to tweak the comparables.

Agents can resolve this issue by using the field that allows them to add their own comparables from the MLS system if they are not generated automatically by RPR.

One desired improvement that was mentioned is to create an easier way to import the listings from the MLS system. Currently, an agent has to add each listing individually which can be quite time-consuming in an active neighborhood. RPR informs us there are upgrades planned that will be continuing to enhance the features of this module.
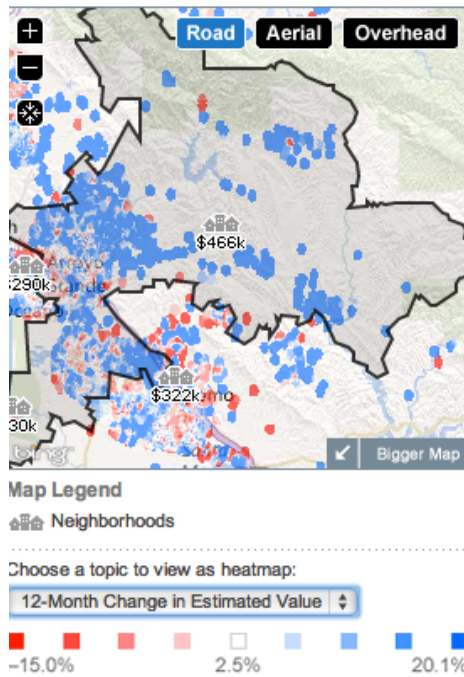
Heat Maps

Anthony Rael also told WAV Group how much he appreciates the heat maps offered inside the RPR system. Anthony uses these to visually demonstrate trends in a local area.

Mr. Rael says:

> ***"Consumers love stats. RPR lets me show them how a market is performing using a variety of factors. The heat maps are the best".***

The heat maps included within RPR allow an agent to quickly demonstrate when an area's prices are recovering. Heat maps, like the one shown below make it easy to understand that the value of the area chosen clearly shows that the homes marked in "blue" are going up in value, while those marked in "red" are going down in value.

Heat Maps can also be used to clearly show flood zones, price per square foot trends and a few other important factors.

Including a visual representation of market trends is always more compelling than showing a client a list of numbers and property statistics. Using these maps along with the other data provides a clearer, and more professional view to any client.

Anthony clearly sees the opportunity to use the RPR data and tools to differentiate himself from other agents that won't take the time to learn how to use these tools or who expect the RPR technology to be an EASY BUTTON. He points out that all technology is only as good as the agent using it and should be seen as a substitute for their own expertise.

Suggestions for Improvement

Continual Data Quality Improvements

While RPR clearly offers broker and agents a number of valuable tools to help them better serve their clients, no technology is perfect.   During our research we were given a number of suggestions or "wish lists" that users would like to see as part of the continued improvement for RPR.

As every agent knows the quality of public records data and MLS data varies greatly by market. The perceived quality of RPR data mirrors these variances. Where the data is readily available and updated regularly, RPR data is perceived as more up to date. There is no such thing as a perfect property database, however, and RPR's is no different.

RPR is working hard to provide continual improvements to the accuracy and comprehensiveness of the data being reflected. The real estate professionals we

spoke with also gave RPR credit for continually trying to improve data quality issues reported by REALTORS® who are using the system.

Even More Access to Heat Maps and Statistics

Consumers are addicted to market stats and trend information. Anthony Rael suggested that the statistics and heat maps be readily available on even more pages of the system, especially on the "Refine Value" page so that agents could click over to the stats during the course of a conversation about the valuation of a potential new client's home. Statistics are easy to find with RPR, but even more opportunities to share statistics with consumers in real-time would be a strong improvement.

Neighborhood Level Information

Through many of the member satisfaction studies conducted for MLSs across the country, we hear requests for more neighborhood level information to be available for search, market statistics and trending. Users of RPR made the same request for neighborhood level information to meet the needs of their customers. Consumers in studies WAV Group has conducted clearly prefer neighborhood level information about zip code or regional information.

MLSs around the country have an opportunity to strengthen their data even more by focus more on generating neighborhood level information. This data would be valuable on the MLS and could also be used for RPR and other third party customer relationship management programs.

Did we Mention It's Free?

While the agents we spoke to use RPR extensively and believe it is an extremely valuable addition to their marketing toolkit, many agents clearly do not realize the value of this free set of products that is available to them via their NAR annual membership dues. The REALTORS® we interviewed suggested that NAR, MLSs and Associations collaborate to more aggressively promote the tangible benefits of this service available to them.

Best Practices

Anthony and other agents we spoke with understand the value of RPR. They recognize that it is an evolving product and also understand that RPR does not, and should not, replace their expertise. The following are some of the "best practices" that have made RPR valuable to them on a daily basis.

1. **First, take time to learn how to use the product.**
   Being the best at anything is hard work. You have to put in the effort. We had numerous times from numerous people that good technology will not make a poor agent good. Tools are just that, tools! Someone still has to pick them up and use them to realize value from the. That starts with

learning the product. Top agents that are realizing value from RPR today understand this.

2. **Move out of your comfort zone.**
    Anthony made a very important point to us during our conversations with him. He said, **"Everyone has to go out of normal comfort zone to market services today. Tools like RPR help agents move beyond traditional boundaries. Agents that keep doing the same thing they did five years ago are going to be left behind."** The key point is continuing to raise your own personal bar in what you provide clients. RPR is one tool in that effort.

3. **Use these tools for buyers and sellers.**
    Anthony noted that he sees many agents limit their thinking when using the RPR tools. Many just use it on the listing side. He recommends using these tools with buyers as well as a great differentiator.

4. **Don't rate the tools on auto-generated comparables.**
    One thing we noticed clearly at every level of our case studies is that the agents that are realizing great value from RPR products don't get hung up on the data if they see a comparable that doesn't work. They realize any automated tool will bring up data that has to be managed. That is what agent expertise is for.

5. **Take advantage of the support tools already available at no fee through RPR, because they work.**
    All of the tools needed to learn about the RPR products are included free on the RPR blog website. Learn it at your own pace but learn it!

6. **Use RPR with your other technology tools.**
    RPR is just one tool and should not be looked at as replacement for MLS or products supplied by your real estate company. Learn how to use RPR with these other tools to position you as a true professional.

RPR Broker Case Study

WAV Group – 2012

RPR Broker Case Study

Company: Keyes Real Estate, Florida

The Keyes Company is a full-service real estate company focusing primarily on South Florida real estate. Keyes has grown to be one of the largest and most respected firms in the country.

As an independently owned family business, Keyes has served the residential and commercial real estate needs of South Florida families, neighborhoods and business communities for more than 85 years. Today, Keyes has more than 1,500 associates in 24 branch offices located throughout Miami-Dade, Broward, Palm Beach, Martin and Volusia counties.

Keyes is a founding member of the Leading Real Estate Companies of the World and consistently ranks among the Top 100 real estate companies in the country in both sales and volume.

Best Practices
(See Details In Study)

1. Buy in has to start at the top.
2. RPR tools need to be branded.
3. One person needs to lead.
4. A clear plan is critical.
5. Managers have to buy-in.
6. Don't reinvent the wheel. Leverage RPR tools.
7. Provide regular online webinars and training.
8. Evangelize on multiple channels.
9. Repeat all messaging continuously.
10. Leverage RPR support.
11. Use peer reviews

CEO: Mike Pappas

Mike Pappas is the President and CEO of The Keyes Company. He is responsible for providing the company's strategic vision, overseeing operations, and planning expansions and acquisitions.

Mike is also currently Vice Chairman of the National Association of REALTORS® Large Firm Advisory Board. He is also serving as a director for the Trulia.com Advisory Board.

The following is the result of an in-depth interview conducted with Mike Pappas in April 2012.

Background

The Keys Company has always invested in technology for their company and their agents. Mike believes that technology is going to change the real estate industry in fundamental ways eventually, but he is not sure exactly when that is going to happen. In the meantime, he clearly believes that Keyes Real Estate needs to be positioned correctly in regards to technology, no matter when that happens, and his approach to RPR technology is totally in line with this thinking.

Current Keyes Products

Keyes Real Estate has invested significantly in technology for their offices and agents. They currently use the MLS in each market location; have iMapp Tax and also an internal enterprise system for their entire operation, from IDC Global. They will also be rolling in Forms Simplicity in the near future.

In speaking with Mike it was clear they understand the necessity of investing in great technology but also realize the issues related to product adoption. While they have made significant investment in technology they understand that putting it in place does not mean agents will automatically use it.

Feedback on RPR Rollout and Use

We asked Mike to give us his take on RPR in general and how he felt the RPR product introduction has gone. Mike feels that RPR as a stand-alone product is strong and has great value. He really likes the ability to get national information through the system but says the real strength of the product is in the presentation of data at the local level. He also pointed out that because they already work across multiple markets they have software in place that allows them to have a view of his data across multiple MLSs so he has not used these tools available through RPR that extensively. But, he added, he is totally open to evaluate these tools, and if they could eventually replace other tools he has to currently pay for, he would welcome that.

It is interesting to note, that as a broker, Mike said he wished RPR had not given it away for free to everyone and that he would have preferred that the company rolled out these tools and used them to differentiate themselves. That being said, he still believes it is a great service. He also pointed out that while RPR may be available to everyone in a given market, you still have to use it to gain the value and that is where he believes Keyes has an advantage, because they promote the technology and they train on the technology that is available.

Mike points out something we believe strongly at WAV Group, that the ratio of conversion to any product is poor unless you really evangelize it. He noted that if they didn't make the rollout of products simply a default process they wouldn't be used by many of the older agents. He was happy to add, though, that this is changing with the younger agents who get the value of technology in their business on their own.

Branding and Promotion Are Key

Keyes Real Estate branded the RPR product and integrated it into the Keyes Connect tool. This provides them single sign on to the RPR system. Once they committed to the product they started first with their managers. They recognized that buy-in to the RPR product had to occur with the leadership first. They introduced it at manager meetings and created a series of webinars with the help of RPR. Then, through their manager of Internet Services they rolled it out to the agents.

Mike pointed out that they promote a technology product to their agents every month. They have so much technology offered through Keyes but getting their agents to use it is tough. They pay for Zillow and Realtor.com to upgrade listings, for example, but they still have to work to get people to use these products.

RPR Broker Products

We asked Mike whether their company had taken advantage of the RPR broker products that have recently been rolled out.

RPR now offers brokers a number of broker specific products including:

- Company Branding: Available for RPR application display and agent generated report for consumers
- Affiliated Services Support: Mortgage, Title, Home Warranty, Insurance, etc
- Chart Service: Importable graphic charts for use in company intranet, website or marketing
- Data Tool: Market share reports, trends and forecasting- across multiple MLS's, in one format

Currently the Keyes Company has totally branded the RPR products and integrated it for the agents via their single sign-on process. They have also taken advantage of the Affiliated Services Support for their ancillary products. While they are now looking at the Chart Services and the Data Tool they have yet to use them fully but are looking forward to getting up to speed on them to see if they are superior to products and processes they currently use.

Mike noted that they recognize the RPR valuation tool is the "best of class" and they definitely want to find ways to use that more effectively in their business.

In terms of the chart tools, Keyes currently has these through their enterprise system, which they installed to help them better manage their leads. When RPR came along they began using those parts of the product that they weren't currently getting through other products, but also want to evaluate the RPR tools to see if they can replace any existing products. Mike feels that RPR will be even more successful moving forward if they increase the capability the products have to integrate easily with existing broker enterprise systems. We heard similar requests from others in the organization that would like to see the great valuation tools be automatically integrated into existing functions like the MLS CMA. Mike believes this will come over time and they will continue to monitor these tools as they would any broker tools.

Opportunities For Integration

Keyes' commitment to a single enterprise system for their entire company illustrates their belief that to be successful technology needs to be tightly integrated. WAV Group also believes this is a critical for companies moving

forward and spoke in detail about this in our white paper, [Real Estate Technology](#) [– An Industry Needing a Backbone](#). RPR is already creating opportunities to build points of integration with existing technologies but the product is in the early stages of roll out so this will take time. Mike says the company role is to filter out the products that really work and to make these available to their agents. These products need to be as integrated as possible.

Keyes, he continued, is the gatekeeper of these products. He noted, "Ideally, we need to have more integration and the ability to use the data from RPR across the spectrum of all products in our company."

Mike noted that they already used a product for market statistics so already had a clear view of the industry across multiple MLSs but RPR, he continued, will provide this very needed capability to all companies, even the small ones that did not have these tools previously. He said he would also consider using just RPR for these services in the future if he felt they provided the same or better capabilities.

How is Agent Adoption Going?

While Keyes lists about 1700 agents company wide, Mike says their active agent base is probably closer to 1000.   When we asked him how many company agents are taking advantage of the RPR tools, he estimated probably 22% - 25%, but he added that they will continue to push their internal technology and the RPR tools each and every month as they see this a core company advantage.

Are There Downsides to RPR?

Mike and Keyes have clearly made a decision to promote and use the RPR tools that are available to them. He notes that from a NAR perspective he thinks while RPR has been quite controversial that RPR has done an excellent job of data testing, being responsive and overall engagement. He mentioned that like RPR, Keyes was an early adopter of the Realtor.com initiative having bought two shares, and he thought they were responsive too. The negative, he says, is that now everyone has it so how do they maintain their differentiation? He sees similarities with the RPR tools. He added, however, that being offered technology is not the same as using technology, and Keyes is clearly committed to doing everything they can to get their agents to use the technology through constant promotion and training. He believes this is where differentiation will come from.

Director of Lead Services: Wendi Iglesia

Wendi is the Director of Lead Services for Keyes Real Estate. She has been with the company for two years.   Wendi manages all vendor relationships that generate leads including Realtor.com, Zillow, etc.   She also is helping with the agent build out of their enterprise system provided by IDC Global.

Wendi has been put in charge of getting the agents engaged in the RPR products.

The following study is the result of an in-depth interview conducted with Wendi Iglesa in April 2012.

Promoting RPR to the Company

Wendi didn't know anything about RPR prior to being put in charge of promoting it to their agents. Mike Pappas, the CEO, instructed Wendi to take on the project and to get the information out and to get people trained on it ASAP. She has only been in this role since November 2011.

Wendi mentioned that she had no expectations regarding RPR, which is a good lesson for anyone evaluating a new product. She came into this new responsibility with an open mind and started moving things forward to learn about the product and to create channels to get the information to the company agents.

As we explored the process with Wendi that she used to get RPR introduced to the agents and to get them trained a number of things became very clear:

1. Keyes did not have to start from scratch in terms of building a promotional/training plan. RPR has put a complete package of materials together to guide a company through this process.
2. The support from RPR for this process was very strong.

The first thing Wendi did in her mission to reach the agents was to contact RPR about help setting up a series of webinars. Wendi wanted to set up a series of webinars that could run over a six-week period to expose the agents to RPR and how it could help them in their businesses.   She contacted Ray Gronowski, RPR Vice President of Brokers Services, and Ray was more than happy to help put these webinars together. RPR actually used the Keyes Company as at test bed to measure the effectiveness of training webinars.

Before Wendi ran the webinars, however, the first thing she did in the actual roll out was to conduct a series of manager meetings to get them on board. She realized that if the managers weren't in alignment with the promotion it would not work. RPR also offers materials to help each company present the products and services to managers.

Setting Up the Campaign and RPR Support Materials
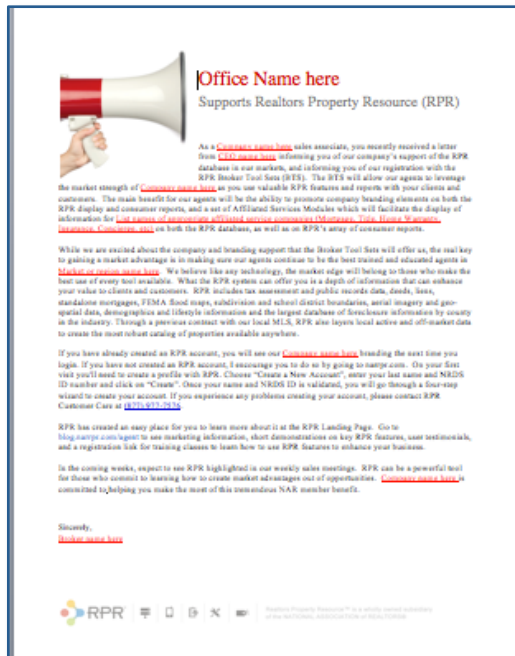
The first key to any webinar success is advertising it well in advance. Wendi set up a campaign to contact the agents every 48 hours for a six-week period during the promotion period. Wendi realized that you have to put things out on a continual basis to get any traction in any activity with agents today. When we asked what she created to make this happen she informed us that she used the materials supplied for free from RPR and simply sent them out with their company branding.

Wendi walked us through the various support materials made available to them online via the RPR Blog website.

The list below shows the communication tools that are available for download to any broker that is interested in helping their agents to take advantage of the RPR tool set.

- CEO to Managers: Announcing RPR Broker Tool Sets!
- CEO to Sales agents: Announcing RPR!
- Managers to Agents: Encouraging RPR Registration and Use
- Manager to Agents: RPR Feature Benefit-Nationwide Foreclosure Data!
- Manager to Agents: RPR Feature Benefit-Advanced Search and Mapping Features!
- Manager to Agents: RPR Feature Benefit-Comparables and Refine Value Tools!

RPR also supplies a number of tools for managers to be used at sales meetings including both videos and handouts. Wendi made it clear to us that she really didn't have to reinvent the wheel she simply had to execute a solid communication plan, which meant reaching out to her agents every couple of days to let them know what was available.

RPR Sales Meeting Support Tools

The Image below is a page from RPR's Sales Meeting Module on their Broker Manger Resource page at http://blog.narrpr.com/broker/modules/ and shows the numerous materials available to managers when introducing RPR during sales meetings.

Module	Name	Description	Video	Handout
1	What is RPR? How are Agents using it?	RPR brings a new world of comprehensive data to REALTORS®.	Video	Download
2	How do I create my account?	For questions about getting started on RPR, this is the place to start.	Video	Download
3	How to search on RPR	Learn how to harness RPR's powerful search caballiies; including searching by map interface.	Video	Download
4	What can be found on a property detail page?	A great starting place to understand the types of data you'll find on the RPR property detail pages.	Video	Download
5	Uncovering the history of a propery	Utilize tools like RPR's Sales and Financing Activity Chart to see the history of a property	Video	Download
6	RVM and refining property values	Explore the basics behind using RPR as a property valuation tool.	Video	Download
7	Searching Foreclosures	RPR shows you all the facts available on distressed and foreclosured properties in your marketplace.	Video	Download
8	RPR reporting and your clients	Learn about the RPR™ reporting: the Property Report, Seller's Report and Market Activity Report.	Video	Download

Each of the topics in the graphic above feature a video and a handout. The sections are set up realistically in short, bite sized, segments that agents can absorb quickly and easily. The handouts are also one-page documents that provide quick information on chosen topic.

The Webinar Content

The webinar created by RPR was 60 minutes long. After being presented it was also made available as a recorded version. New associates all see the webinar as part of their orientation. Wendi rated the content of the webinar and the support provided by RPR as excellent

The focus of the webinar was not just a "how to use" the feature training. The focus was on:

- Using RPR to determine the value on a property
- Understanding how to use the RPR valuation products in a listing presentation

Prior to the RPR webinar most agents used the Toolkit CMA almost exclusively. Wendi noted that after the RPR webinar many switched to using RPR product data within the Keyes CMA.

This is another good example of how RPR works "with", and not necessarily in place of, other products in the agent arsenal.

Campaign/Webinar Results

It is important to note the steps that Keyes Real Estate followed in gaining adoption with their agents, as we believe a similar approach will yield the same success for any company that undertakes this process.

1. The CEO of the company recognized the value of having his agents learn and use the RPR products.
2. A person was put in charge o the communication process.
3. Managers were brought up to speed first on the CEO's objectives as well as the value of the RPR tools.
4. Training webinars were set up.
5. A communication plan was created.
6. Tools from RPR were branded to the company
7. The Communication and Training plans were executed.

Keyes used multiple methods to reach their agents including their website, email campaigns and they also pushed it during their sales meetings. Once they began running the webinars, they also used peer recommendations to get other agents to join. After each webinar they pulled out key quotes from attendees on what they liked about the webinar and they included this in the next mailing. They believe the peer comments really helped noting that 87% believe peers recommendations over straight advertising.

Before they set up this process and webinar less than 50 Keyes agents had even logged in to RPR. With their campaign efforts Keyes Real Estate was successful in getting 600 agents to log in and attend the webinar. This is 600 out of 1000 active agents, which is 60%!

Agent Feedback to Webinar

Wendi informed us that once the agents attended the webinar they really liked the RPR products. She said that overall feedback was outstanding and the training substantially increased usage of the products. With the increased usage there were also more support questions and they set up an open dialogue with RPR to respond. Questions went from agents to Wendi to RPR and then Wendi made the answers available to the agents. She said the turnaround on support questions from RPR was very fast. Most of the questions that came up were about branding and personalizing things, which were pretty easy for them to resolve.

Branding is Very Important

In talking about the adoption process by the Keyes agents, Wendi noted that the RPR products had been available first through the MLS, but agents weren't using them. Agents were also slow to realize Keyes had created a branded RPR site just for their company that looks like it is part of Keyes. When Keyes started promoting the site, however, and pointed out how all of the RPR reports come complete with company branding, there was more agent interest and adoption. Wendi stressed the importance of real estate companies taking the time and effort to create a branded product.

Ongoing Training
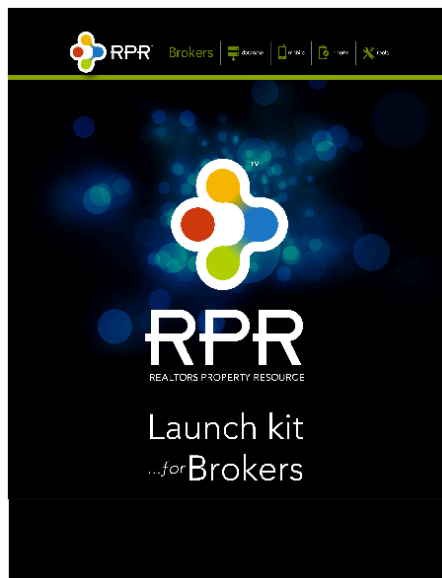
Keyes is in the process of building out their training site, which they make available to their agents via the Intranet. Their goal is to offer webinars a couple of times per year.

Wendi stressed that they advertised the webinar via email, flyers and had their managers push in during sales meetings, she emphasized that you have to do it repeatedly to be successful.

Wish List For RPR

We asked Wendi what type of feedback she was getting from agents in terms of what they would like to see added or changed within RPR products in the future. She said the number 1 issue is the ability to integrate the RPR data into their IDC Global enterprise system and other products, so they could use the data more

seamlessly. They recognize that the quality of the data is unique but it would be much more valuable if they could flow it to other products automatically.

Broker Best Practices

The Keyes Real Estate group has been highly successful in gaining agent adoption on the RPR toolset. While they have many other technologies that they use and promote from both the MLS and internally they felt it was very important for their agents to learn and take advantage of the RPR tools. The following list highlights what we learned from our time with the Keyes Real Estate group.

7. **Buy in has to start at the top with the CEO**
    It was clear from our interview with Mike Pappas that he is totally behind his agents getting up to speed on and using the RPR tools. His commitment was understood and followed throughout the company and was key in getting strong adoption and set the tone for the rest of the company

8. **RPR tools need to be branded for the company.**
    When Keyes committed to promoting RPR they recognized the importance of branding the tools to their company. Company and personal branding is a must in getting adoption.

9. **One person should be put in charge of managing a campaign to promote RPR or any product.**
    Communication of any initiative needs to be coordinated, consistent and controlled. Putting one person in charge makes the chance of success much more likely. We highly recommend this approach for any company.

10. **A clear plan needs to be set up that includes continual contact throughout the company.**
    Keyes created a promotion plan that recognized you have to get the information out to agents on a repeated basis on multiple levels including their website, direct email and through office meetings. They contacted agents, for example, to register for the webinar every 48 hours. The key is, they make a solid plan and they executed.

11. **Managers have to buy-in to something before agents will.**
    Company commitment starts with the CEO and then has to be continued down through management. Keyes management clearly did this and their successful adoption rates are the result.

12. **Take advantage of the communication and support tools already available at no fee through RPR because they work.**
    All of the tools needed for a solid communication plan have been created by RPR and are available online.   There is no need to reinvent the wheel Brokers should simply brand and use the existing materials as they have proven to work effectively.

13. **Make regular online training available to the agents via webinars and recorded sessions.**
RPR has recording webinars available for use that have proven extremely effective in getting new users up to speed. These webinars can be accessed on an agent's schedule, day or night, which is key to get higher adoption.

14. **Evangelize these webinars on all fronts including the website, office meetings and email.**
This ties closely to number 3, 4 and 5 above. One person should develop and lead the communication plan but everyone in a leadership position has to "evangelize" the plan. This is true for any product rollout. Putting a product out without this component is a guarantee for low adoption. If you want your agents to get value from any technology make sure you are prepared to "evangelize".

15. **Repeat all messaging continuously.**
This is marketing 101.   It takes repeated exposure to get people to act. Repeat email more than once a week and make this messaging part of every meeting as a reminder.

16. **Use RPR to help create training and webinars and focus on the how to use the RPR tools to improve your business…should not be just a "how to" class.**
Classes that focus more on how to incorporate tools into business to produce real results do better than classes that simply show how to use the features of a product. When agents connect the product features to actual business results they are much more likely to be motivated to use the product. Review any and all training materials to see if it meets this criteria.

17. **Use peer reviews**
Share comments from agents that attend the sessions and use the products. Agents believe peer recommendations more than they trust straight advertising. Interview agents that attend training and follow up with their experiences using these tools with customers. Sharing these experiences is a proven way to get more adoption.

RPR Support Resources

The following links are not a complete list of RPR support resources but can be used for a quick link to these extensive services and will provide a good overview of the support provided.

- For a complete list of RPR resources visit the RPR Blog.
- For a schedule of available training visit the Broker Training Schedule.
- Download the Broker Launch Kit.

Email Communications

- CEO to Managers
- CEO to Agents
- Manager to Agents

Sales Meeting Modules

- What is RPR?
- How are Agents using it?
- How do I create my account?
- How to search on RPR
- What can be found on a property detail page?
- Uncovering the history of a property
- RVM and refining property values
- Searching Foreclosures
- RPR reporting and your clients

MLS Email Communication Templates

Pre - Launch Communication Templates

- RPR is Coming, What does it mean to you?
- RPR Data and why it's important to REALTORS®?
- RPR: Gorgeous and power-packed reports
- RPR Comparables: The perfect combination of power and simplicity

Post - Launch Communication Templates

- RPR has arrived! Register for Free Training Webinars Now!
- RPR Training Goes Online, Anytime!
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WAV Group is a leader in providing consulting services to the real estate industry and is comprised of corporate executives with a depth of expertise in both the real estate industry as well as the consumer market.

The company has conducted studies for some of the largest organizations in the industry including the National Association of REALTORS®, California Association of REALTORS® and others. It has also authored several of its own studies including the 2009 Transaction Management Adoption Study, MLS Consumer Website Effectiveness Study, Broker Website Effectiveness Study, Edutizing and its most recent white paper Real Estate Technology – Keys to Adoption, and many others. For more information or to register to receive report releases and newsletters please contact WAV Group.

WAV Group works with Multiple Listing Services, Associations, Title Companies, real estate firms, franchise organizations and technology vendors in the US, Canada and Europe. WAV Group has expertise in the areas of technology evaluation, product development, market research, strategic planning, sales & marketing, technology selection and implementation.

For more information on WAV Group products and services, contact Mike Audet at mike@wavgroup.com or Marilyn Wilson at marilyn@wavgroup.com. Also, visit our website at www.wavgroup.com.