



# Olsen Banker Chamber and Associates

---

## 2008 Strategic Plan

As of October 5, 2008

*Prepared by M3 Planning*

## **MISSION STATEMENT**

To be the most dominate real estate company in the local region.

## **VISION STATEMENT**

Innovation, "We never stop moving for you in the real estate market"

## **CORE VALUES**

### **Our Guiding Principles are:**

- Integrity - we stand by our integrity in the real estate industry.
- Dedication - the client is receiving perceived value for the services provided to them from our agency, with the clients' best interest at heart. We are committed to 100% customer satisfaction.
- Trust - establish a sense of trust with our agency, by developing and enhancing all aspects of our client relations.
- Pursuing excellence - pursue excellence and integrity in workmanship and customer relationships.

## **COMPETITIVE ADVANTAGES**

**Brand Recognition:** Customers associate the name Coldwell Banker with wisdom, integrity, and proven service in the industry.

**Flexibility** - To take advantage or maximize the downturn in the market trends, by creating programs that are targeted to the market fluctuation.

**Specialty markets** - Investing in banking relationships in order to capitalize on the enormous profits with bank-owned properties. (Foreclosures)

**Standard Sales** - Staying focused with an existing sales team that will maintain conventional sales activity and avoid the short sales and bank-owned properties. Trends come and go, maintain the regular client base.

## **ORGANIZATION-WIDE STRATEGIES**

**Customers for Life** - To build brand recognition by creating a campaign, "Customers for Life": with the key elements of customer satisfaction and referral at its foundation.

**A Team** - Mentor sales associates that will help procure the "Customer for Life Campaign".

### FINANCIAL LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

---

#### **1. Revenue Growth: Grow business 5% per year for the next 3 years, for a total percentage growth of 15.75 from today total.**

- 1.1. Revenue growth of Reno offices by 7.87% in the next three years.
- 1.2. Revenue growth of Sparks offices by 7.87% in the next three years.
- 1.3. Increase advertising by 3% per year, to increase consumer awareness.

#### **2. Profitability: Increase our net operating profit by 3-5% per year by 2011.**

- 2.1. Consolidation and refinement of the entire organization
- 2.2. Reduce the office/general expenses
- 2.3. Develop a concierge program; each concierge will pay \$500 annually.

### CUSTOMER LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

---

#### **3. Current Customers: Retain and touch our customers.**

- 3.1. Customer for life campaign
- 3.2. Good Customer Value: Increase the available information that is unbiased and readily available to help the customer make the right decision the first time.

#### **4. Investors: Convince investors on the benefits of dealing with a real estate firm, rather than dealing directly with the banks.**

- 4.1. Advertise investment properties in the newspaper
- 4.2. Develop a program of investment seminars in which individual investors would be invited to attend a series of presentations regarding both commercial and residential foreclosures.

#### **5. Short Sales: Educate the public on appropriate procedure and legalities**

- 5.1. Develop public seminars for distressed homeowners
- 5.2. Develop a brochure for general distribution to the public, that would explain the legalities of short-sales
- 5.3. Develop material for the buyers of short-sale properties

### INTERNAL/OPERATIONAL LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

---

#### **6. Virtual Tours: Continued improvement with technology**

- 6.1. Continued improvements through software enhancement
- 6.2. Expand availability of a greater number of homes being viewed via virtual tours

#### **7. Community Involvement: Increased participation in community fund raising events**

- 7.1. Develop a golf tournament that all proceed go toward a public school in need.
- 7.2. Get involved in holiday fun raising programs
- 7.3. Participate in food drives

## **8. Open House: Monthly open house intended to enhance the image of Olsen Banker**

- 8.1. Invite present and past clients.
- 8.2. Invite mortgage bankers and escrow officers who work closely with Olsen Banker
- 8.3. Develop list of additional invitees, such as vendors and potential investors

---

### PEOPLE AND LEARNING LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

---

## **9. People: To work together as a cohesive team by inspiring each other or others to work as a team.**

- 9.1. Education towards mentoring.
- 9.2. Offer off sight training
- 9.3. Consider the concept of actually developing teams of agents for a specific sales purpose

## **10. Agent Retention: Retain high quality and highest producing agents.**

- 10.1. Evaluate current commission splits
- 10.2. Evaluate and implement new training procedures and programs.
- 10.3. Encourage a positive sales environment

## **11. Recruiting: Look at other industries and other professions to attract sales professionals to our company**

- 11.1. Develop a list of professional and personal relationships with sales professional outside the industry.
- 11.2. Develop a compensation package to entice these professionals to come to work for us.
- 11.3. Organize a program that will contact the individual and offer them the opportunity to join us.

## 2008 STRATEGIC PLAN - DETAIL

### FINANCIAL LONG-TERM STRATEGIC PRIORITIES & ORGANIZATION GOALS

#### 1. Revenue Growth: Grow business 5% per year for the next 3 years, for a total percentage growth of 15.75 from today total.

1.1. Revenue growth of Reno offices by 7.87% in the next three years. (6-30-2011) (Bradley Smith) Measure: Quarterly Target: 4

Team Member Goals	Who	Start Date	End Date
1.1.1. Recruit 3-5 new sales associates per year.	Bradley Smith	7-1-2008	6-30-2011
1.1.2. Evaluate the E-recruiting program	Bradley Smith	7-1-2008	6-30-2011
1.1.3. Retaining producing sales associates	Bradley Smith	7-1-2008	6-30-2011

1.2. Revenue growth of Sparks offices by 7.87% in the next three years. (6-30-2011) (Janice Chapman) Measure: Quarterly Target: 4

Team Member Goals	Who	Start Date	End Date
1.2.1. Recruit 3-5 new sales associates per year.	Janice Chapman	7-1-2008	6-30-2011
1.2.2. Evaluate the E-recruiting program	Janice Chapman	7-1-2008	6-30-2011
1.2.3. Retaining producing sales associates	Janice Chapman	7-1-2008	6-30-2011

1.3. Increase advertising by 3% per year, to increase consumer awareness. (6-30-2011) Measure: Quarterly Target: 4

Team Member Goals	Who	Start Date	End Date
1.3.1. Expand advertising beyond local newspapers and TV stations	Cori Masters	7-1-2008	6-30-2011
1.3.2. Advertise in well-read local publications such as UNR Silver & Blue magazine, Nevada magazine, and Homes magazine	Cori Masters	7-1-2008	6-30-2011

#### 2. Profitability: Increase our net operating profit by 3-5% per year by 2011.

2.1. Consolidation and refinement of the entire organization (10-1-2008) (Darrell Chamber) Measure: Quarterly Target: 4

Team Member Goals	Who	Start Date	End Date
2.1.1. Staff reduction made possible by real estate software	Darrell Chamber	7-1-2008	6-30-2011
2.1.2. Annual rent increases to our tenants at both locations	Darrell Chamber	7-1-2008	6-30-2011

2.2. Reduce the office/general expenses (7-1-2008) (Marsha Cole)

Measure: Monthly

Target: 12

Team Member Goals	Who	Start Date	End Date
2.2.1. Consolidate the purchasing function to one person	Marsha Cole	7-1-2008	6-30-2011
2.2.2. Cut back on frivolous and unnecessary spending	Marsha Cole	7-1-2008	6-30-2011
2.2.3. Reduce janitorial expenses, by reducing the cleaning from 3 to 2 days a week	Marsha Cole	7-1-2008	6-30-2011

2.3. Develop a concierge program; each concierge will pay \$500 annually. (6-30-2011) (Cori Masters)

Measure: Monthly

Target: 12

Team Member Goals	Who	Start Date	End Date
2.3.1. Contacting individual business to determine their level of interest in Olsen Bankers concierge program	Cori Masters	7-1-2008	10-1-2008

**3. Current Customers: Retain and touch our customers.**

**3.1. Customer for life campaign (7-30-2009) (Cori Masters)**

Measure: Monthly Target: 12

Team Member Goals	Who	Start Date	End Date
3.1.1. Assign the task to the Marketing department	Cori Masters	7-1-2008	6-30-2009
3.1.2. Frequent mailer on a quarterly basis	Cori Masters	7-1-2008	6-30-2009
3.1.3. Annual Bar-B-Que for all former clients, one time give away of a vacation	Cori Masters	7-1-2008	10-1-2008

**3.2. Good Customer Value: Increase the available information that is unbiased and readily available to help the customer make the right decision the first time. (6-30-2011) (Darrell Chamber)**

Measure: Annually Target:

Team Member Goals	Who	Start Date	End Date
3.2.1. Full disclosure given to all buyers	Darrell Chamber	7-1-2008	6-30-2011
3.2.2. Take advantage of the improved technology to offer the best available virtual tours	Jason Lynnes	7-1-2008	6-30-2009
3.2.3. Develop a customer satisfaction survey.	Cori Masters	7-1-2008	6-30-2009

**4. Investors: Convince investors on the benefits of dealing with a real estate firm, rather than dealing directly with the banks.**

**4.1. Advertise investment properties in the newspaper (6-30-2009) (Cori Masters)**

Measure: Quarterly Target:

Team Member Goals	Who	Start Date	End Date
4.1.1. Compile list from the various banks and finance companies and advertise the selected properties	Cori Masters	7-1-2008	6-30-2009

**4.2. Develop a program of investment seminars in which individual investors would be invited to attend a series of presentations regarding both commercial and residential foreclosures. (6-30-2009) (Darrell Chamber)**

Measure: Annually Target:

Team Member Goals	Who	Start Date	End Date
4.2.1. Develop a list of all local investors	Cori Masters	7-1-2008	6-30-2009
4.2.2. Develop a program that would determine the seminar program itself, the subject matter, dates and times, instructors, handouts, give aways....etc	Cori Masters	7-1-2009	9-30-2009

## 5. Short Sales: Educate the public on appropriate procedure and legalities

5.1. Develop public seminars for distressed homeowners (6-30-2009)      Measure: Annually      Target:  
(Darrell Chamber)

Team Member Goals	Who	Start Date	End Date
5.1.1. Determine the location of seminar	Bradley Smith	7-1-2008	6-30-2009
5.1.2. Advertise in local magazines and newspapers	Bradley Smith	7-1-2008	6-30-2009

5.2. Develop a brochure for general distribution to the public, that would      Measure: Annually      Target:  
explain the legalities of short-sales (6-30-2009) (Cori Masters)

Team Member Goals	Who	Start Date	End Date
5.2.1. Contact an attorney to help develop subject matter for brochures	Darrell Chamber	7-1-2008	6-30-2009
5.2.2. Develop the brochure and its content	Cori Masters	7-1-2008	6-30-2009

5.3. Develop material for the buyers of short-sale properties (6-30-2009)      Measure: Annually      Target:  
(Darrell Chamber)

Team Member Goals	Who	Start Date	End Date
5.3.1. Develop a brochure that would explain both the process and the legalities from the buyers perspective	Cori Masters	7-1-2008	6-30-2009

**6. Virtual Tours: Continued improvement with technology**

6.1. Continued improvements through software enhancement (6-30-2011) Measure: Quarterly Target:  
(Jason Lynnes)

Team Member Goals	Who	Start Date	End Date
6.1.1. Make sure that we have the most current software available.	Jason Lynnes	7-1-2008	6-30-2009
6.1.2. Continue educating agents to ensure that they are familiar with the software.	Jason Lynnes	7-1-2008	6-30-2009

6.2. Expand availability of a greater number of homes being viewed via virtual tours (6-30-2009) (Jason Lynnes) Measure: Quarterly Target:

Team Member Goals	Who	Start Date	End Date
6.2.1. Make sure that the agents take the appropriate pictures upon listing the home	Jason Lynnes	7-1-2008	6-30-2009

**7. Community Involvement: Increased participation in community fund raising events**

7.1. Develop a golf tournament that all proceed go toward a public school in need. (6-30-2009) (Cori Masters) Measure: Annually Target:

Team Member Goals	Who	Start Date	End Date
7.1.1. Schedule the event with the golf course of choice	Cori Masters	7-1-2008	6-30-2009
7.1.2. Send out donation letters to all current vendors	Cori Masters	7-1-2008	6-30-2009
7.1.3. Develop the dinner and raffle programs	Cori Masters	7-1-2008	6-30-2009

7.2. Get involved in holiday fun raising programs Measure: Target:

Team Member Goals	Who	Start Date	End Date
7.2.1. Contact the appropriate parties who spearhead the outreach to the homeless and low income families.	Cori Masters	7-1-2008	6-30-2009
7.2.2. Contact Salvation Army to participate Angel Tree activities	Cori Masters	7-1-2008	6-30-2009

7.3. Participate in food drives Measure: Target:

Team Member Goals	Who	Start Date	End Date
7.3.1. Contact the appropriate parties who spearhead the outreach to the homeless and low income families. Evelyn Mounts is a good example of a person to whom we should contact and offer funding.	Cori Masters	7-1-2008	6-30-2009



**9. People: To work together as a cohesive team by inspiring each other or others to work as a team.**

9.1. Education towards mentoring. (6-30-2009) (Marsha Cole) Measure: Quarterly Target: 4

Team Member Goals	Who	Start Date	End Date
9.1.1. Assign each junior agent to a senior agent for the purposes of mentoring and professional advice.	Janice Chapman	7-1-2008	6-30-2009
9.1.2. Internal motivational training to work within the mentoring program.	Janice Chapman	7-1-2008	6-30-2009

9.2. Offer off sight training Measure: Target:

Team Member Goals	Who	Start Date	End Date
9.2.1. Research motivational programs with the idea of having agent teams attend as groups.	Janice Chapman	7-1-2008	6-30-2009
9.2.2. Increased participation at Olsen Banker University	Janice Chapman	7-1-2008	6-30-2009

9.3. Consider the concept of actually developing teams of agents for a specific sales purpose Measure: Target:

Team Member Goals	Who	Start Date	End Date
9.3.1. Develop teams of agent to "sit floor" for housing developments	Darrell Chamber	7-1-2008	6-30-2009
9.3.2. Expand participation in the Costco "sit floor" program	Darrell Chamber	7-1-2008	6-30-2009

**10. Agent Retention: Retain high quality and highest producing agents.**

10.1. Evaluate current commission splits (6-30-2009) (Darrell Chamber) Measure: Annually Target:

Team Member Goals	Who	Start Date	End Date
10.1.1. Review the current split and make appropriate changes according to previous years sales volume and gross commission income.	Darrell Chamber	7-1-2008	6-30-2009
10.1.2. Develop a bonus program	Darrell Chamber	7-1-2008	6-30-2009

10.2. Evaluate and implement new training procedures and programs. (6-30-2009) (Bradley Smith) Measure: Monthly Target:

Team Member Goals	Who	Start Date	End Date
10.2.1. Implement Zipforms		7-1-2008	7-30-2008
10.2.2. Develop a program for "continued education" credits	Darrell Chamber	7-1-2008	6-30-2009
10.2.3. Design a newsletter that will communicate any changes and new ideas.	Cori Masters	7-1-2008	6-30-2009

10.3. Encourage a positive sales environment (6-30-2011) (Bradley Smith) Measure: Monthly Target:

Team Member Goals	Who	Start Date	End Date
10.3.1. Develop sales unit competition among sales associates		7-1-2008	7-31-2008
10.3.2. Holding motivational seminars	Darrell Chamber	7-1-2008	6-30-2011
10.3.3. Provide each sales associate with a company shirt; this is a marketing tool for us and them	Darrell Chamber	7-1-2008	6-30-2009
10.3.4. Encourage new ideas for sales associates	Darrell Chamber	7-1-2008	6-30-2009

## 11. Recruiting: Look at other industries and other professions to attract sales professionals to our company

11.1. Develop a list of professional and personal relationships with sales professional outside the industry. (6-30-2009) (Cori Masters) Measure: Monthly Target: 12

Team Member Goals	Who	Start Date	End Date
11.1.1. Further develop the list through external contacts, such as personal friends and acquaintances.	Darrell Chamber	7-1-2008	6-30-2011

11.2. Develop a compensation package to entice these professionals to come to work for us. (6-30-2011) (Darrell Chamber) Measure: Annually Target:

Team Member Goals	Who	Start Date	End Date
11.2.1. Human Resources dept. to develop appropriate compensation package.	Marsha Cole	7-1-2008	6-30-2011
11.2.2. Review and determine all available options to include medical insurance programs, 401K contribution programs.....	Marsha Cole	7-1-2008	6-30-2011

11.3. Organize a program that will contact the individual and offer them the opportunity to join us. (6-30-2009) (Darrell Chamber) Measure: Annually Target: 1

Team Member Goals	Who	Start Date	End Date
11.3.1. Develop actual plans to contact the individuals to whom we have chosen to extend an offer.	Cori Masters	7-1-2008	6-30-2009
11.3.2. Who will call to request and appointment, and who will attend that meeting from Coldwell Banker. How will the offer actually be presented and by whom?	Cori Masters	7-1-2008	6-30-2009

## Internal

### Strengths

**Technology Support** - We provide a professional office environment with state of the art office technology and support. There are very few brokers that have an IT Director on staff.

**Training** - The training is a comprehensive 13 segment training/mentor program with coaching support for new licensees to help get you real estate career off to a flying start.

**Marketing** - A strong and effective advertising and public relations department with access to national television and radio. Local and national print advertising, including Reno Gazette-Journal and USA Today. Actively monitoring the responses from the marketing campaigns.

**Leadership** - A combined knowledge base of 75 + years in this region of experience among the management/leadership within the organization.

**Coldwell Banker University** - The finest professional education with advanced course, sales communication, telephone techniques, and personal business development.

### Weaknesses

**Communication** - The individual mentality opposed to team player environment.

**Per Person Productivity** - Each individual sales associate must contribute to the overall corporate goal. A strict guideline must be established and adhered to for each sales associate, as it applies to the corporate goal.

**Operational efficiencies** - Being able to eliminate sales associates that are not producing to the corporate standards or goals.

## External

### Opportunities

**Promotional programs** - Generating sales through innovative or non-conventional means like a seminar for buyers and sellers.

**Recruiting** - Create a recruiting campaign that would focus on acquiring new sales associates through the Northern Nevada Real Estate School, Truckee Meadows Community College, and other real estate schools.

**New Housing Developers** - Initiate a contract with housing developers that would give the sales associates exposure to a target market.

**Phone leads/Solicitation** - Actively pursue or maintain a cold call campaign.

### Threats

**Competition** - Failing to stay competitive with the competition.

**Market downturn** - A continuing decline in the market or, worse yet and even more severe downturn.

**"Acts of God"** - Such as floods, earthquakes, hurricanes, and tornadoes.

**US Currency** - The potential for foreign countries to decide to no longer accept the US dollars. This would have a very severe effect on the US economy.

**Gasoline Prices** - The potential to devastate the US economy because we are so energy dependent on other countries.

## APPENDIX B: 2009 - 2013 ROADMAP

Long-term Strategic Priorities & Organization-Wide Goals	Short Term Goals (2009)	Mid Term Goals (2010-2011)	Long Term Goals (2012-2013)
<b>1. Revenue Growth: Grow business 5% per year for the next 3 years, for a total percentage growth of 15.75 from today total.</b>			
1.1. Revenue growth of Reno offices by 7.87% in the next three years.	✓	✓	
1.2. Revenue growth of Sparks offices by 7.87% in the next three years.	✓	✓	
1.3. Increase advertising by 3% per year, to increase consumer awareness.	✓	✓	
<b>2. Profitability: Increase our net operating profit by 3-5% per year by 2011.</b>			
2.1. Consolidation and refinement of the entire organization			
2.2. Reduce the office/general expenses			
2.3. Develop a concierge program; each concierge will pay \$500 annually.	✓	✓	
<b>3. Current Customers: Retain and touch our customers.</b>			
3.1. Customer for life campaign	✓		
3.2. Good Customer Value: Increase the available information that is unbiased and readily available to help the customer make the right decision the first time.	✓	✓	
<b>4. Investors: Convince investors on the benefits of dealing with a real estate firm, rather than dealing directly with the banks.</b>			
4.1. Advertise investment properties in the newspaper	✓		
4.2. Develop a program of investment seminars in which individual investors would be invited to attend a series of presentations regarding both commercial and residential foreclosures.	✓		
<b>5. Short Sales: Educate the public on appropriate procedure and legalities</b>			
5.1. Develop public seminars for distressed homeowners	✓		
5.2. Develop a brochure for general distribution to the public, that would explain the legalities of short-sales	✓		
5.3. Develop material for the buyers of short-sale properties	✓		
<b>6. Virtual Tours: Continued improvement with technology</b>			
6.1. Continued improvements through software enhancement	✓	✓	
6.2. Expand availability of a greater number of homes being viewed via virtual tours	✓		
<b>7. Community Involvement: Increased participation in community fund raising events</b>			
7.1. Develop a golf tournament that all proceed go toward a public school in need.	✓		
7.2. Get involved in holiday fun raising programs			
7.3. Participate in food drives			
<b>8. Open House: Monthly open house intended to enhance the image of Olsen Banker</b>			
8.1. Invite present and past clients.	✓		
8.2. Invite mortgage bankers and escrow officers who work closely with Olsen Banker	✓		
8.3. Develop list of additional invitees, such as vendors and potential investors	✓		

<b>9. People: To work together as a cohesive team by inspiring each other or others to work as a team.</b>			
9.1. Education towards mentoring.	✓		
9.2. Offer off sight training			
9.3. Consider the concept of actually developing teams of agents for a specific sales purpose			
<b>10. Agent Retention: Retain high quality and highest producing agents.</b>			
10.1. Evaluate current commission splits	✓		
10.2. Evaluate and implement new training procedures and programs.	✓		
10.3. Encourage a positive sales environment	✓	✓	
<b>11. Recruiting: Look at other industries and other professions to attract sales professionals to our company</b>			
11.1. Develop a list of professional and personal relationships with sales professional outside the industry.	✓		
11.2. Develop a compensation package to entice these professionals to come to work for us.	✓	✓	
11.3. Organize a program that will contact the individual and offer them the opportunity to join us.	✓		

## APPENDIX C: 2009 - 2012 BUDGET

Goals and Action Items	2009	2010	2011	2012
<b>Revenue Growth: Grow business 5% per year for the next 3 years, for a total percentage growth of 15.75 from today total.</b>	-	-	-	-
1.1. Revenue growth of Reno offices by 7.87% in the next three years.	-	-	-	-
1.1.1. Recruit 3-5 new sales associates per year.	-	-	-	-
1.1.2. Evaluate the E-recruiting program	-	-	-	-
1.1.3. Retaining producing sales associates	-	-	-	-
1.2. Revenue growth of Sparks offices by 7.87% in the next three years.	-	-	-	-
1.2.1. Recruit 3-5 new sales associates per year.	-	-	-	-
1.2.2. Evaluate the E-recruiting program	-	-	-	-
1.2.3. Retaining producing sales associates	-	-	-	-
1.3. Increase advertising by 3% per year, to increase consumer awareness.	-	-	-	-
1.3.1. Expand advertising beyond local newspapers and TV stations	-	-	-	-
1.3.2. Advertise in well-read local publications such as UNR Silver & Blue magazine, Nevada magazine, and Homes magazine	-	-	-	-
<b>Profitability: Increase our net operating profit by 3-5% per year by 2011.</b>	-	-	-	-
2.1. Consolidation and refinement of the entire organization	-	-	-	-
2.1.1. Staff reduction made possible by real estate software	-	-	-	-
2.1.2. Annual rent increases to our tenants at both locations	-	-	-	-
2.2. Reduce the office/general expenses	-	-	-	-
2.2.1. Consolidate the purchasing function to one person	-	-	-	-
2.2.2. Cut back on frivolous and unnecessary spending	-	-	-	-
2.2.3. Reduce janitorial expenses, by reducing the cleaning from 3 to 2 days a week	-	-	-	-
2.3. Develop a concierge program; each concierge will pay \$500 annually.	-	-	-	-
2.3.1. Contacting individual business to determine their level of interest in Olsen Bankers concierge program	-	-	-	-
<b>Current Customers: Retain and touch our customers.</b>	-	-	-	-
3.1. Customer for life campaign	\$ 100.00	-	-	-
3.1.1. Assign the task to the Marketing department	-	-	-	-
3.1.1.1. Meet with Marketing and advise new work item requirement	-	-	-	-
3.1.2. Frequent mailer on a quarterly basis	-	-	-	-
3.1.2.1. Develop mailing list	-	-	-	-
3.1.2.2. Develop and produce a program of periodic mailer/flyers	-	-	-	-
3.1.3. Annual Bar-B-Que for all former clients, one time give away of a vacation	-	-	-	-
3.1.3.1. Develop a plan for the Bar-B-Que	-	-	-	-
3.1.3.2. Prepare and mail invitations	-	-	-	-
3.1.3.3. Determine the vacation prize that will be given away	-	-	-	-
3.2. Good Customer Value: Increase the available information that is unbiased and readily available to help the customer make the right decision the first time.	-	-	-	-
3.2.1. Full disclosure given to all buyers	-	-	-	-

3.2.2. Take advantage of the improved technology to offer the best available virtual tours	-	-	-	-
3.2.3. Develop a customer satisfaction survey.	-	-	-	-
3.2.3.1. Post current survey results on our company website.	\$ 200.00	-	-	-
<b>Investors: Convince investors on the benefits of dealing with a real estate firm, rather than dealing directly with the banks.</b>	-	-	-	-
4.1. Advertise investment properties in the newspaper	-	-	-	-
4.1.1. Compile list from the various banks and finance companies and advertise the selected properties	-	-	-	-
4.2. Develop a program of investment seminars in which individual investors would be invited to attend a series of presentations regarding both commercial and residential foreclosures.	-	-	-	-
4.2.1. Develop a list of all local investors	-	-	-	-
4.2.1.1. Mail out invites to potential investors.	\$ 50.00	-	-	-
4.2.2. Develop a program that would determine the seminar program itself, the subject matter, dates and times, instructors, handouts, give aways....etc	\$ 100.00	-	-	-
<b>Short Sales: Educate the public on appropriate procedure and legalities</b>	-	-	-	-
5.1. Develop public seminars for distressed homeowners	-	-	-	-
5.1.1. Determine the location of seminar	-	-	-	-
5.1.2. Advertise in local magazines and newspapers	-	-	-	-
5.2. Develop a brochure for general distribution to the public, that would explain the legalities of short-sales	-	-	-	-
5.2.1. Contact an attorney to help develop subject matter for brochures	-	-	-	-
5.2.2. Develop the brochure and its content	-	-	-	-
5.3. Develop material for the buyers of short-sale properties	-	-	-	-
5.3.1. Develop a brochure that would explains both the process and the legalities from the buyers perspective	-	-	-	-
<b>Virtual Tours: Continued improvement with technology</b>	-	-	-	-
6.1. Continued improvements through software enhancement	-	-	-	-
6.1.1. Make sure that we have the most current software available.	-	-	-	-
6.1.2. Continue educating agents to ensure that they are familiar with the software.	-	-	-	-
6.1.2.1. Offer quarterly classes on updates for agents.	-	-	-	-
6.2. Expand availability of a greater number of homes being viewed via virtual tours	-	-	-	-
6.2.1. Make sure that the agents take the appropriate pictures upon listing the home	-	-	-	-
<b>Community Involvement: Increased participation in community fund raising events</b>	-	-	-	-
7.1. Develop a golf tournament that all proceed go toward a public school in need.	-	-	-	-
7.1.1. Schedule the event with the golf course of choice	-	-	-	-
7.1.2. Send out donation letters to all current vendors	-	-	-	-
7.1.3. Develop the dinner and raffle programs	-	-	-	-
7.2. Get involved in holiday fun raising programs	-	-	-	-
7.2.1. Contact the appropriate parties who spearhead the outreach to the homeless and low income families.	-	-	-	-
7.2.2. Contact Salvation Army to participate Angel Tree activities	-	-	-	-
7.3. Participate in food drives	-	-	-	-

7.3.1. Contact the appropriate parties who spearhead the outreach to the homeless and low income families. Evelyn Mounts is a good example of a person to whom we should contact and offer funding.	-	-	-	-
7.3.2. Participate in the local food drive at the food bank	-	-	-	-
<b>Open House: Monthly open house intended to enhance the image of Olsen Banker</b>	-	-	-	-
8.1. Invite present and past clients.	-	-	-	-
8.2. Invite mortgage bankers and escrow officers who work closely with Olsen Banker	-	-	-	-
8.3. Develop list of additional invitees, such as vendors and potential investors	-	-	-	-
<b>People: To work together as a cohesive team by inspiring each other or others to work as a team.</b>	-	-	-	-
9.1. Education towards mentoring.	-	-	-	-
9.1.1. Assign each junior agent to a senior agent for the purposes of mentoring and professional advice.	-	-	-	-
9.1.2. Internal motivational training to work within the mentoring program.	-	-	-	-
9.2. Offer off sight training	-	-	-	-
9.2.1. Research motivational programs with the idea of having agent teams attend as groups.	-	-	-	-
9.2.2. Increased participation at Olsen Banker University	-	-	-	-
9.3. Consider the concept of actually developing teams of agents for a specific sales purpose	-	-	-	-
9.3.1. Develop teams of agent to "sit floor" for housing developments	-	-	-	-
9.3.2. Expand participation in the Costco "sit floor" program	-	-	-	-
<b>Agent Retention: Retain high quality and highest producing agents.</b>	-	-	-	-
10.1. Evaluate current commission splits	-	-	-	-
10.1.1. Review the current split and make appropriate changes according to previous years sales volume and gross commission income.	-	-	-	-
10.1.2. Develop a bonus program	-	-	-	-
10.2. Evaluate and implement new training procedures and programs.	-	-	-	-
10.2.1. Implement Zipforms	-	-	-	-
10.2.1.1. Access all forms on-line	-	-	-	-
10.2.2. Develop a program for "continued education" credits	-	-	-	-
10.2.3. Design a newsletter that will communicate any changes and new ideas.	-	-	-	-
10.3. Encourage a positive sales environment	-	-	-	-
10.3.1. Develop sales unit competition among sales associates	-	-	-	-
10.3.2. Holding motivational seminars	-	-	-	-
10.3.3. Provide each sales associate with a company shirt; this is a marketing tool for us and them	-	-	-	-
10.3.4. Encourage new ideas for sales associates	-	-	-	-
<b>Recruiting: Look at other industries and other professions to attract sales professionals to our company</b>	-	-	-	-
11.1. Develop a list of professional and personal relationships with sales professional outside the industry.	-	-	-	-
11.1.1. Further develop the list through external contacts, such as personal friends and acquaintances.	-	-	-	-
11.2. Develop a compensation package to entice these professionals to come to work for us.	-	-	-	-

11.2.1. Human Resources dept. to develop appropriate compensation package.	-	-	-	-
11.2.2. Review and determine all available options to include medical insurance programs, 401K contribution programs.....	-	-	-	-
11.3. Organize a program that will contact the individual and offer them the opportunity to join us.	-	-	-	-
11.3.1. Develop actual plans to contact the individuals to whom we have chosen to extend an offer.	-	-	-	-
11.3.2. Who will call to request and appointment, and who will attend that meeting from Coldwell Banker. How will the offer actually be presented and by whom?	-	-	-	-
<b>Totals</b>	<b>\$ 450.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>

## APPENDIX D: SCORECARD AND EVALUATION PLAN

Organization Goals	Key Performance Indicators	Target	YTD	Variance
1.1. Revenue growth of Reno offices by 7.87% in the next three years.	Quarterly	4		
1.2. Revenue growth of Sparks offices by 7.87% in the next three years.	Quarterly	4		
1.3. Increase advertising by 3% per year, to increase consumer awareness.	Quarterly	4		
2.3. Develop a concierge program; each concierge will pay \$500 annually.	Monthly	12		
9.1. Education towards mentoring.	Quarterly	4		
11.1. Develop a list of professional and personal relationships with sales professional outside the industry.	Monthly	12		