



CAPSTONE

KELLER WILLIAMS
NEIGHBOURHOOD
REALTY

2021

PREPARED BY

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About Us

Seventh Wonder Consulting Agency

We, as marketing professionals, have established our corporation as the Seventh Wonder Consulting Agency. As a consulting agency, we have chosen to partner with Keller Williams Neighbourhood Realty and Brokerage company based in Toronto, Canada. Within our team's affiliation with Keller Williams, we have conducted a thorough analysis of this business to create a strategic marketing plan.

Our Team

Jordyn Read (she/her) - SCRUM Master/Account Director

Jordyn Read will be representing Seventh Wonder Consulting Agency during this partnership with KM as the Scrum Master. Jordyn achieved SCRUM Certification, SCRUM Master Certification; and carries accreditations in Design Thinking, Google Analytics, and HubSpot Marketing. Jordyn brings over a decade of customer service excellence to our team. Her approach to customer service is empathetic, curious, and solution orientated. Jordyn also has six years of management experience, which has taught her the importance of being adventurous when approaching all obstacles and given her a passion for coaching others to achieve success and mutual growth. After receiving her degree, Jordyn plans to continue education on a part-time basis to learn more about Design Thinking and applying it in the public sector to make her community better. Jordyn enjoys history documentaries, loud live music, and hiking when not working on schoolwork.



Hailey Liscio (she/her) - Strategic Director



Hailey Liscio is a strategic director that is a part of Seventh Wonder Consulting Agency. Hailey achieved the SCRUM certificate, who works with Jordyn and other team members to overlook that design thinking and SCRUM are being implemented. She hopes to direct and oversee that the team's strategies can contribute to short-term and long-term

goals. Hailey has been a part of the retail customer service world for over four years. She achieved management careers that helped her develop time management, organizational skills, and a passion for creative ideas. Hailey is passionate and empathic with building relationships with team members and clients. She is also able to successfully develop and bring her knowledge and experience to any position. After finishing the Marketing degree, Hailey plans on expanding her knowledge with a project management certification. Hailey enjoys colouring, true crime documentaries and podcasts, and being creative.

Alice Oprea (she/her) - Brand Management Director

Alice Oprea works as a Brand Management Director for Seventh Wonder Consulting Agency.

She has obtained certificates in SCRUM, Design Thinking, Google Ads and Analytics, and HubSpot.

Her knowledge and skills will be beneficial when understanding market demands, technology trends, and real estate's competitive industry.

Alice has a customer service background with over five years of experience that she will bring to her team. Throughout the years, she has

demonstrated her skills in problem-solving, time

management, and adaptability. After graduation, Alice plans to find a career in market research to analyze information about consumers to understand their buying behavior better. Alice is a skincare enthusiast in her spare time, enjoys being around animals, and is passionate about traveling.



Yi-Ting (Sophie) Chung (she/her) - Financial Operations Director



Sophie is an employee with Seventh Wonder Consulting Agency under the position of Financial Operations Director. She achieved certifications in SCRUM, Design Thinking, Google Ads, Google Analytics, and HubSpot Marketing. The primary responsibility she has is to lead the finance and accounting function, driving the team to improve efficiency and achieve the goals. Sophie has three years of customer service background,

which allows her to demonstrate skills in problem-solving and time management to her team. After pursuing her degree in marketing, Sophie plans to devote herself to a career in digital marketing, where she can apply the skills learned from Humber College.

Van-Anh (Anh) Le (she/her) - Creative Director

Van-Anh is working as a Creative Director at the Seventh Wonder Consulting Agency. Under this position, she's taking the responsibility to ensure the cohesive visual communications of our campaigns and projects are on point. Anh has also completed her training and received certifications in Design Thinking, SCRUM, Google Ads, Google Analytics, and HubSpot Marketing and CRM Software. Anh approaches work with a positive, enthusiastic attitude and can achieve results. She is resourceful, and she is well-versed with technology. She will collaborate and assist other team members in developing and executing communication plans. After graduation, Anh wants to build her career in the creative aspect of marketing and thrives on working with the innovative team to create, plan, and deliver a strategic vision for brands. She hopes to find a job at major production houses or multinational advertising agencies to apply her skills and challenge her creativeness.



Sabrina Medeiros (she/her) - Communication and Project Manager



Having already achieved her Advanced diploma in Business Administration, Sabrina is currently completing her Commerce degree majoring in Marketing. Sabrina Medeiros is a hard-working, energetic, and dedicated individual who has spent a long period of time working within the customer service industry. Here, Sabrina has been able to grow, adapt, and excel in her communication skills and gain strong leadership roles within multiple working

positions. Sabrina's role within the City of Brampton has allowed her to lead individuals within numerous recreations, create and implement new ideas and policies, and work with multiple departments to improve the city continuously. Most recently, Sabrina has ventured into the entrepreneurial world and has become the founder of her own small business. Ultimately, Sabrina hopes to continue thriving within her business and furthering her career by attaining multiple entrepreneurial adventures.

MeiXuan (Coco) He (she/her) – Analytics Director

Coco is the Analytics Director at the Seventh Wonder Consulting Agency. She is a motivated and driven marketing professional who has a passion for marketplace analysis. She has achieved certificates in SCRUM, Design Thinking Google Ads, Google Analytics, and HubSpot Marketing. During her internship, Coco worked as a market assistant, demonstrating her brand and project management abilities. With the knowledge she gained from learning and over four years of customer service and marketing experience, she has developed her skills in market research, data analyzing, and problem-solving. Her skills will help the team identify market conditions, analyze data on stakeholders, and examine potential opportunities for our client. After pursuing the Marketing degree, Coco plans to continue her marketing research and data analysis.



Executive Summary

Overview

This paper specifies the exploration, findings, and market planning of Keller Williams. Within this report, our team Seventh Wonders Consulting Agency, introduces a comprehensive analysis of Keller Williams as an organization, as well as their standings for the future. We will also highlight the company's current competitors and strategic objectives in order to further their personal position within the marketplace.

Based on the findings of Keller Williams' current positioning, our team then shines a light on the organization's threats and overall risks that enable the future success of the business. Moreover, we then generated a strategic marketing plan that takes advantage of the company's strengths while preventing any potential problems they may face. The creation of this marketing plan is established from the information that has been collected with the purpose of providing further opportunities based on sales and employee growth. The focus is placed on achieving specific and measurable outcomes that our team trusts will maintain and further develop the success of Keller Williams.

Lastly, after a comprehensive marketing analysis, this report will provide further insight through recommendations. From our suggestions, the reader will be able to understand the growth opportunity that comes with our team's evaluation and overall proposed plan. Finally, in order to prevent any unforeseen circumstances, we will be using key performance indicators to help assess our marketing plan.

The Market

According to The Canadian Real Estate Association (CREA), Canada's housing market has significantly increased from 2020 and is expected to keep growing to hit an even-higher high level in 2021 due to the pandemic, which changes the housing needs (Quarterly Forecasts, 2020). However, as the economist at Royal Bank of Canada, Robert Hogue, claimed, the real estate market is expected to cool down and decline in the long-term, mainly because demand continues to rise strongly, while there is a low supply of housing (Zochodne, 2021).

In the real estate industry, augmented reality (AR) and virtual reality (VR) have been recently introduced and are dominating the real estate market. Those technologies allow real estate companies to provide unique experiences to potential customers and offer an interactive experience that clients can explore properties without leaving their homes (EchoAR, 2020). Additionally, they benefit the real estate market, especially during COVID-19, since it can avoid face-to-face communication between real estate agents and customers.

Competition

Currently, the realty industry is highly competitive. There are a number of successful competitors that have established themselves with the ability to create and manage their company's brand. Among these companies are the widely known Century 21 and Re/Max, which provide their customers with expert agents and great service for their clients. Although these companies have established themselves through time, Keller Williams has multiple competitive advantages and provides their agents with the highest level of training and opportunity than any other competitor, which will be discussed throughout the report.

Risk and Opportunity

During our research and development of this marketing plan, we have uncovered a number of internal and external strengths and weaknesses. Some of these strengths and weaknesses will be addressed below.

Competitive Advantage

Currently, Keller Williams Neighbourhood Realty is able to guide and teach its clients through buying and selling properties. Keller Williams' agents can be seen as someone who generally cares and offers a high level of skills in order to make their customers feel valued and understood. They leverage their personal yet professional attitude to maintain and establish market share for Keller Williams. They appeal to a large number of clients, and they currently have a strong positioning against competitors.

Lack of Marketing Strategy

Being a real estate office, Keller Williams does not prioritize its marketing. Keller Williams needs to focus and establish a strong marketing strategy that will ultimately create brand awareness and brand recognition, as this is what will drive strong, long-lasting clients. Their current marketing strategy is about giving agents the power of doing their own marketing, which does not create a unified marketing strategy. Although Keller Williams has secured multiple clients through word of mouth, they must start attracting clients through implementing a social media plan. The main goal is to ensure that Keller Williams is increasing its presence in the Greater Toronto Area.

Growing Career Opportunities

The real estate industry is continuously growing, and Keller Williams is assuring that their number of agents can meet market demands. No matter what is happening in the world, clients will continue to buy and sell properties. Keller Williams Neighbourhood Realty has a goal of growing the size of the business. The endless career opportunities will align with Keller Williams to have an effective and productive real estate team, with a profit of over \$150 million dollars.

Proposed Marketing Plan

In preparing for this plan for Keller Williams, several issues were identified, the brokerage lacked consistent marketing, and the COVID-19 pandemic has ignited a fire in the real estate industry. This plan aims to help Keller Williams support their agents and business mitigate the effects of the COVID-19 pandemic and capture more customers, both domestically and internationally. This will be done by strengthening Keller Williams Neighbourhood Realty's online presence. To add value to Keller Williams' online presence, we suggest the implementation of stronger web ads, helping agents shift to virtual tours, and a more unified experience on their website.

Strategic Objectives

- Grow social media presence: Run ad campaign through Facebook and Instagram
- Improve web presence by implementing a blog, virtual tours, and a Google Ads campaign
- 200 agents in 2 years: Each new agent to average three clients a year, and each existing agent twelve new clients a year. This will grow Keller Williams' client base to 1,140 in one year and 1320 in two years.

Key Activities

For our team's marketing plan, specific actions need to be executed in order to secure its success. The action plan must include the following:

- Increase in marketing efforts – blogs, social media, Google Ads, YouTube.
- Improve the website based on experience during COVID-19 (virtual tours)
 - Keep up-to-date listing information on the website
- Further the use of emails and creating press releases through newspapers
- Recruit and hire additional agents to in return gain more clients
- Increase customer brand awareness
- Use physical promotions such as outdoor advertising (public transportation)

Expectations and Desired Outcome

We have forecasted our expected revenue for 2021 and 2022 through Keller Williams projected income statement. To ensure our marketing plan is able to successfully follow through, we will measure Keller Williams' performance through the use of KPIs. Along with the use of SMART, we will use KPIs to determine the overall success of plans and adjust necessary changes. Below are the KPIs that will measure the marketing plan performance:

- Client growth
- Staff Growth
- Sales growth
- Social media interaction
- Social media followers
- Website traffic
- Keyword performance

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Introduction

Who is Keller Williams Neighbourhood Realty?

Keller Williams Neighbourhood Realty is a real estate office located in the Junction of West End Toronto. In 2020, Keller Williams brought in a revenue of \$7 million dollars and saw roughly \$1 million in profit. Keller Williams is currently under new management, by Dylan Sutor. By the end of 2021, they want to retain a growth of 159 agents, a gross of 107, and selling a minimum of \$22.2 million. The ultimate goal is to turn this small real estate office into one of the most popular real estate offices located in the West End of Toronto. All of these agents are supported by three office staff members. These three staff members specialize in different areas of business, such as accounting, marketing, and supporting agents' sales. Since Keller Williams was purchased by Sutor, he has wanted to revitalize the marketing of the brokerage and has partnered up with a marketing agency to provide a solid marketing strategy that specializes in home advertising tools. Both the name and the branding will be updated.

Keller Williams Neighbourhood Realty is a company built around excellence and success. With a positive work environment, strong flexible business model, and passive income for helping this company grow into the leading real estate companies in the West End of Toronto. The main focus of Keller Williams' business model is about encouraging and building the business of agents, not the company. Keller Williams agents are well-trained professionals who strive to provide you with the best solution. Clients are impressed by the dedication and effort we put into making sure that they receive top-quality service and amazing results.

Leadership

Within the Keller Williams Toronto location, there are two supervisor levels Dylan Suitor and Mark Cadesky, who manage the organization. Included is Paige Gusche, who is the Market Centre Administrator and our team's contact point.



Dylan Suitor - Lead Manager



Mark Cadesky - Broker Manager



Paige Gusche- Market Centre Administrator

Dylan Suitor:

Dylan Suitor is the Team Leader at this specific Keller Williams location in Toronto. He graduated with his Bachelor's Degree in Business Administration and Management at the Goodman School of Business at Brock University. Dylan is an entrepreneur at heart, running multiple successful businesses. His true passion is creating generational wealth for clients as well as helping them through education and guidance in order to grow their own brand/portfolio.

Mark Cadesky:

Mark Cadesky graduated from Western University and attained his B.A. in Psychology. Within Keller Williams, he is responsible for the recruitment of new agents, creating training materials, and oversee operations to ensure company success. Mark is a well-rounded individual who has dedicated 5+ years at Keller Williams.

Paige Gusche:

Paige Gusche is the Market Centre Administrator as well as our contact within Keller Williams. Paige completed her B.Com. in Accounting at Humber College and then moved on to attaining her CPA (Chartered Professional Accountants). Paige has a penchant for clients and surpassing their expectations.

Main Services

Keller Williams Neighbourhood Realty is a real estate office that strives for excellence. The main services of Keller Williams are their agents. They want their agents to be self-branded and self-developed. They want all their agents to strive to meet personal goals and to potentially branch off and start their own real estate businesses. Although Keller Williams main service is to their agents, we also have to think of the end user, which is buyers and sellers of homes. The agents are responsible for guiding and counselling buyers and sellers through one of the biggest transactions of their life, whether it be happy or sad.

Marketplace Analysis

To provide context for Keller Williams' strategic marketing plan we had to conduct analysis into the Canadian housing market and also analyze the environment for situational factors that could influence the marketing approach. First a PESTLE analysis was conducted to view the macro environment in which Keller Williams is currently situated. Since the COVID-19 pandemic began in 2020 the world and the way business are done has changed monumentally, reviewing the political, economic, social and environmental factors will be critical in understanding the complex new reality surrounding the real estate industry. Reviewing the legal and technological environment will provide us with inspiration of new innovation and also give guidance in navigating the industry to create a secure plan for Keller Williams.

The activities of competitors were also analyzed to supply a backdrop for Keller Williams strategic marketing plan. Real Estate is regarded as competitive, and even cut-throat, but it is also an industry that relies on networking. Reviewing how the competition delivers value to its customers can inspire our approach and also reveal gaps in the market. We will use the information gleaned from this analysis to create a positioning map to illustrate how Keller Williams competitive attributes can be leveraged to create value.

Major Competitors

When analyzing Keller Williams' competition in the real estate market, we categorized them into 2 groups, external competitors and internal competitors. External competitors are those who work under other real estate franchise brands such as Century 21, Re/Max and Royal LePage, whilst internal competitors are other Keller Williams' franchisees and agents.

Internal competitors are the agents operating under Keller Williams franchise system, they have the same access to Keller Williams' benefits and advantages such as training and coaching, technology, tools, as well as the property network. Some of the top Keller Williams agents in Toronto are Keller Williams Advantage Realty located near the Beaches neighbourhood, Keller Williams Referred Urban Realty in downtown Toronto, and Keller Williams Portfolio Realty in the North York area.

External competitors also include other independent real estate brokerage companies and realtors in the region, however, CENTURY 21, Re/Max and Royal LePage's are the most known realtor firm franchises in Toronto and the GTA. In addition, because of their franchise model, they also have a big network of companies and agents working under their system, representing their brands.

CENTURY 21

CENTURY 21 was Canada's first real estate franchise system, with more than 400 offices from coast to coast. They are considered to be the best in terms of agents' training and (Franchise Canada Association, 2018). The company claimed to provide each client with a global reach and local expertise, by understanding customers' goals and then adopting them as their own (Century 21, n.d.).

RE/MAX

The Re/Max franchise is the leading competitor of Keller Williams Realty in GTA. They are one of the country's most recognized real estate brands, with a wide range of agents operating under their umbrella. It is said that their agents are provided with exclusive tools and training to ensure they have the skills they need to effectively guide customers through the real estate buying and selling processes (Re/Max, n.d.). They are also adopting the latest technology to create innovative marketing programs, especially in cause-marketing programs, which showed their community consciousness and commitment (Re/Max, n.d.).

Royal LePage

Royal LePage is a widely known brand name in the Toronto-based housing brokerage market. They are one of the more costly franchise systems. Their mission is to provide best-in-class products and services to attract and retain the industry's top talent (Franchise Canada Association, 2018), which will also give benefits to the customers. The franchise aimed to have a strong culture of cooperation and collaboration with leading broker-owners, who wish to manage a professional services practice in their company (Royal LePage, n.d.).

PESTLE

Political Factors

Canada Mortgage and Housing Corporation (CMHC), a Canadian government department, announced new mortgage rules in 2020, aiming to prevent higher-risk borrowers from taking on a home loan they cannot afford (Enoch, 2021). The minimum credit score of homebuyers has been increased from 600 to 680, and the maximum gross debt ratio and total debt service ratio have both been decreased (Enoch, 2021). Therefore, as this policy will affect the prices of houses, the sales of Keller Williams will also be influenced.

Economic Factors

Although the economic uncertainty has occurred due to COVID-19, housing sales have still increased during the pandemic, since a lack of housing supply and ultra-low-interest rates (Haider & Moranis, 2020). Because of the pandemic, mortgage rates have been pulled down to all-time lows, resulting in the competition of purchasing among the potential homebuyers, who want to take advantage of the cheapest loans (McClelland, 2020). The economic factors influence Canadians' willingness to purchase houses, which consequently affects the real estate industry.

Social Factors

The changing in age distribution will affect the real estate market. With the population aging, the demand for accessible property will increase. Facilities around the property will affect the willingness to purchase since essential services, such as health services, public transit, or grocery stores, will be necessary for this target group (Quadros, 2020). Additionally, income distribution is also a factor influencing the real estate industry. When income inequality increases, individuals with lower income housing cost burden, resulting in a decline in price in the low-quality housing market. However, high-income

households will pursue high-quality houses, which leads to an increase in price in the high-quality housing market (Zhang, 2018).

Technology Factors

Due to COVID-19, technology can be considered the backbone of real estate's business since technology affects how customers book and rent properties online. Keller Williams Neighbourhood Realty heavily relies on their website to provide the service that customers can evaluate the market price for their properties with no cost. Moreover, Keller Williams also allows customers to calculate mortgage payments, insurance, and property tax on their website. Keller Williams has also adopted social media to increase its brand awareness by launching virtual events and introducing new agents.

Legal Factors

Keller Williams is liable to all local, regional, and national laws of Canada. The company is subject to federal privacy law, The Personal Information Protection and Electronic Documents Act (PIPEDA), since Keller Williams need to collect certain personal information from the clients, which relates to customers' privacy (Summary of privacy laws in Canada, n.d.). Keller Williams must comply with consumer protection laws and data protection laws proposed by Canada's government.

Environmental Factors

Climate change has impacted real estate markets across Canada, as extreme weather, such as hurricanes or snowstorms, is destructive, which has the possibility to damage properties, resulting in a decline in housing prices. Therefore, concern about sustainability is on the rise in the Canadian real estate industry. Keller Williams should put more effort into sustainable development by following the national environmental policy on energy, indoor air quality, and renewable resource use (Realpac, n.d.).

Performance Review of the Service

To better understand the value Keller Williams Neighbourhood Realty provides to its clients analyzing the product, price, promotion and place of the brokerage is key. To better understand the relationship between a client and an agent a survey was conducted of recent Keller Williams' clients to learn about their experience and how each of these elements added (or detracted) from buying/selling their home.

Product/Service

Keller Williams Neighbourhood Realty is a real estate brokerage. They provide services associated with buying/selling a home. An agent who is selling a client's home will support this process through (Keller Williams Neighbourhood Realty, 2021):

- Marketing through online and offline channels (social media, websites, listing services)
- Conduct market place analysis to find home price trends in a client's neighbourhood
- Connect clients with professionals to complete paperwork by the correct deadlines
- Create a property file of a home to document current conditions, surroundings and special features

Agents support clients who are looking to buy a home in a myriad of services. Including (Keller Williams Neighbourhood Realty, 2021):

- Educate client on current housing market conditions
- Discuss and identify budget and home buying criteria
- Resolve any challenges that surface during the home buying process

- Provide the highest quality service so that you feel comfortable and confident in the process.

Currently the services provided by Keller Williams agents have been warmly received by clients. In a survey conducted by Seventh Wonder Consulting Agency of homebuyers experience 50% of respondents rated their experience 9/10 (fig 5).

These services are intimate and require a deeply understanding and competent person. Keller Williams Neighbourhood Realty as a brokerage supports agents to be able to provide their clients with these services. Keller Williams services are only as strong as their agents, that is why the company invests so heavily in training and retaining their agents. The services the brokerage provides to its agents are, educational services, tech support, provide marketing packages, networking opportunities, and processing payments. The performance of these efforts can also be measured based on what we learned from homebuyers. Homebuyers found Keller Williams' agents to be so knowledgeable and friendly that 93% of respondents said that they would use the same agent in the future (fig 8).

Promotion

Currently, Keller Williams Neighbourhood Realty's marketing initiatives only consists of two options. These two options consist of (1) marketing packages sold by Keller Williams, and (2) agents will create their own personal marketing for their own identity by using Keller William logos. With both marketing strategy options, they will consist of direct mail marketing, such as postcards, flyers, brochures, and business cards. They also have multiple out-of-home advertising channels, such as billboards, signs, and car magnets.

Price

Being a real estate company, Keller Williams Neighbourhood Realty pricing varies from property to property. There are many factors that are determined when buying, and selling a house. Keller Williams knows the importance of the right price; the right price has multiple elements. These elements include:

- The amount of inventory that is currently on the market, whether it is rising or falling.
- The amount of days on market (DOM), how long are these properties taking to sell.
- Taking into consideration is price per square foot. This is to be considered when looking at a group of properties which has common features and qualities.
- Real estate agents, sellers, and buyers should monitor the changes that are happening in specific locations. These can include, employers, schools, shopping, etc. As well as local law changes that are impacted on buying, and selling homes.

Place

Keller Williams operates in many locations around the world; however we are only focusing on their real estate office that is located in the Junction of West End Toronto. At the moment, clients can only search for available listings through the Keller Williams website. If people want to buy or sell properties, they can do so by searching for agents through the Keller Williams' website. People can also contact agents directly if they come across their out-of-home advertising or social media accounts.

Effectiveness of Keller Williams Past Marketing

Keller Williams has never had any major marketing efforts, solely because they want their agents to market themselves. This is for the reason that they want their agents to build their own brand, and the only way to successfully do that is for them to conduct their own marketing initiatives. With that being said, over the years the agents at Keller Williams have successfully been able to attract clients through marketing packages that they have obtained from the realty company, or through designing their own marketing campaigns. However, since every agent has been in charge of handling their own marketing, it is difficult to measure how successful each agent was in the strategies they used.

Opportunity Analysis

Before a strategy can be conceived an examination of the external and macro environment must be conducted to fully understand all areas of the industry. Analyzing Keller Williams' opportunities and the opportunities present in the real estate market will inform our plan, and also present areas where existing efforts can be leveraged. To do this a review of the Seven Domains of Attractive Opportunities and Porter's Five Factors will be used to define the industry and Keller Williams' place within it.

Seven Domains of Attractive Opportunities

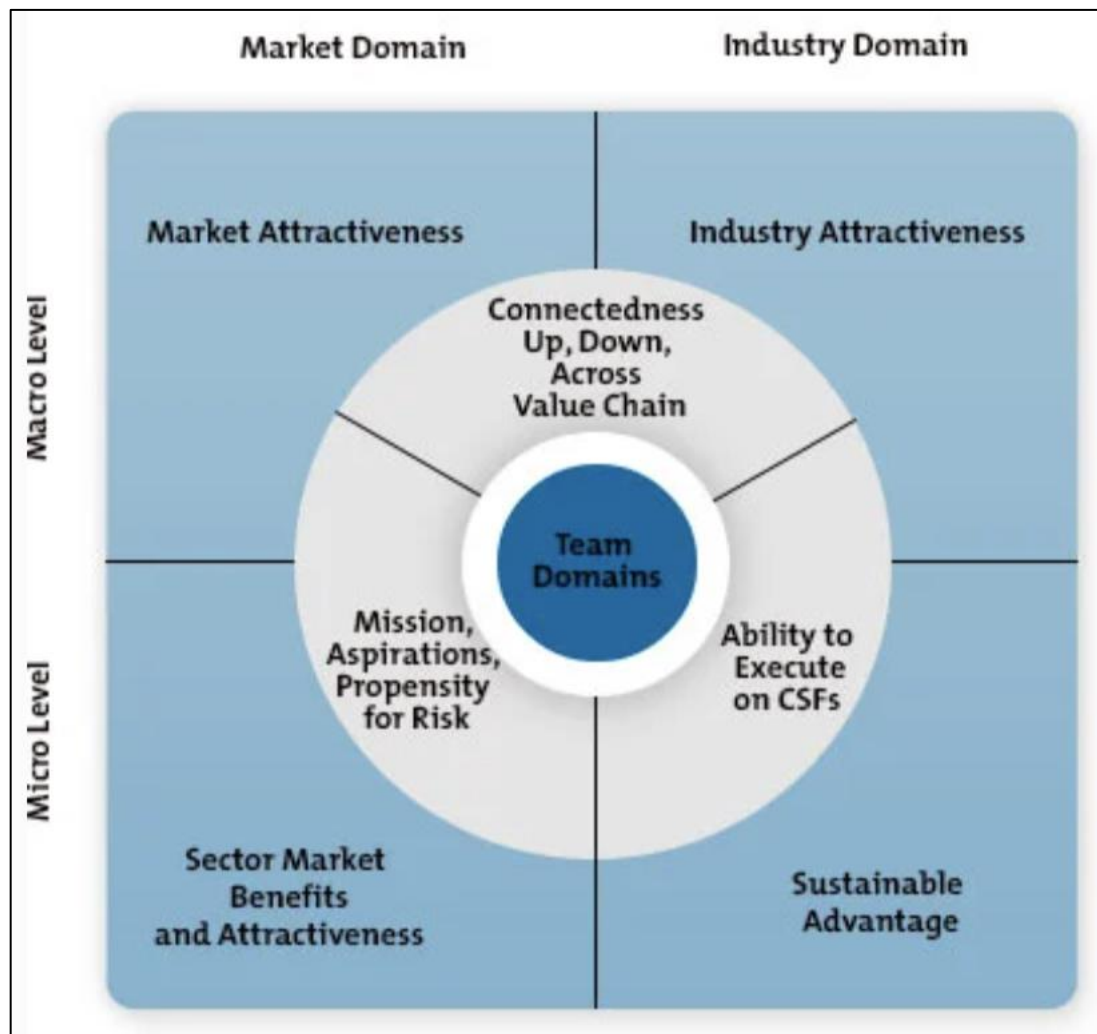


Exhibit 1: Seven Domains of Attractiveness Analysis

Market Attractiveness

The real estate market is going to be attractive no matter what, people need houses in order to live. In order, for Keller Williams to stay attractive and create buzz is to attract newcomers, and young adults who are looking to purchase homes. The number of people purchasing has increased in 2020 and is expected to increase more in 2021. As shown in figure below from Canadian Housing Market Outlook. With the increasing house prices, people might start renting or more people will start to invest in properties that they potentially turn into a renting home. Keller Williams can drive their agents to sell homes, buy homes, and rent homes for their clients. Keller Williams market segment is highly attractive, and has multiple opportunities with selling and buying for clients.

DATA TABLE 2021 HOUSING MARKET OUTLOOK				
MARKET	AVERAGE RESIDENTIAL SALE PRICE*		YOY % +/- 2020/2019	ESTIMATED 2021*** 2021
	2019 (Jan. 1-Dec. 31)	2020 (Jan. 1-Oct. 31)		
Vancouver, BC	\$1,140,000	\$1,270,000	11.4%	\$1,320,800
Vancouver North, BC	\$1,146,928	\$1,146,605	-0.2%	\$1,181,003
Vancouver West	\$1,969,356	\$1,949,881	-1%	\$2,008,377
Tri-City, BC	\$1,022,790	\$1,079,535	+6%	\$1,133,511
Fraser Valley, BC	\$656,067	\$701,031	+6.9%	\$715,051
Victoria, BC	\$702,310	\$778,854	+11%	\$817,796
Nanaimo, BC	\$404,407	\$443,215	+9.6%	\$470,738
Kelowna, BC	\$523,832	\$553,175	+5.6%	\$580,833
Edmonton, AB	\$361,152	\$364,820	+1%	\$372,116
Calgary, AB	\$458,600	\$458,742	+0.03%	\$472,502
Saskatoon, SK	\$331,359	\$346,239	+5%	\$363,551
Regina, SK	\$301,400	\$307,900	+2%	\$303,282
Winnipeg, MB	\$271,652	\$283,472	+4%	\$291,976
Windsor, ON	\$335,697	\$406,861	+21%	\$478,062
London, ON	\$408,417	\$479,488	+17%	\$489,077
Niagara, ON	\$449,410	\$533,198	+19%	\$597,181
Hamilton-Burlington, ON	\$569,919	\$651,418	+14%	\$697,017
Kitchener-Waterloo, ON	\$530,376	\$630,820	+18.9%	\$674,977
Oakville, ON	\$1,026,539	\$1,169,468	+13.9%	\$1,227,941
Durham Region, ON	\$611,342	\$696,351	+14%	\$717,241
Mississauga, ON	\$760,345	\$880,374	15.7%	\$915,588
Brampton, ON	\$727,035	\$835,088	+14.9%	\$876,830
Toronto, ON	\$819,832	\$918,883	+12%	\$974,015
Kingston, ON	\$417,578	\$464,083	+11%	\$510,491
Ottawa, ON	\$441,693	\$524,956	+19.2%	\$561,702
Cornwall, ON	\$226,000	\$260,000	+15%	\$286,000
Barrie, ON	\$492,779	\$547,621	+11.1%	\$569,525
Collingwood, ON	\$538,172	\$643,444	+19.5%	\$694,919
Muskoka, ON	\$387,490	\$466,154	20.3%	\$526,754
Sudbury, ON	\$286,363	\$311,940	+8.9%	\$327,537
North Bay, ON	\$259,000	\$291,000	+12%	\$305,550
Thunder Bay, ON	\$231,407	\$248,462	+7.4%	\$273,308
Saint John, NB	\$185,430	\$202,195	+9%	\$212,304
Moncton, NB	\$192,889	\$214,736	+11.3%	\$246,946
Fredericton, NB	\$181,509	\$189,750	+4.5%	\$196,391
Halifax, NS	\$329,963	\$370,271	+12%	\$399,892
Charlottetown, PEI	\$294,000	\$319,000	+9%	\$331,760
St. John's, NL	\$280,794	\$292,336	+4%	\$285,027

RE/MAX 2021 Canadian Housing Market Outlook

Each RE/MAX office is independently owned and operated.

*Source: Historical values are sourced from CREA or Local Board statistics. Estimates and forecasts are based on the opinion of independent RE/MAX brokers/owners and affiliates.

Exhibit 2: 2021 Housing Market Outlook

Industry Attractiveness

Porter's Five Forces

- **Competitive Rivalry:**

The rivalry among competitors is high since real estate agents and brokers offer the same services and they target the same market. Companies and agents in the real estate industry often struggle to differentiate themselves from their competitors because they offer a service rather than a product. For this reason, it is common for clients to switch real estate agents and brokers in the effort to find the best deal.

- **The Threat of Entry:**

The threat of entry is high since many people are becoming drawn to the attractive industry of real estate. The process of becoming a real estate agent and broker is much easier in comparison to other industries since only a license is required. Despite having a lack of experience, it is easy to acquire clients if a real estate company has employment opportunities.

- **The Threat of Substitutes:**

The threat of substitutes is low since most people are not licensed or have the knowledge to conduct their own deals in real estate. People need real estate agents and brokers to buy and sell properties on their behalf. The only potential threat is third party websites which allow people to buy and sell their homes online. However, since property is such an important asset most clients prefer dealing with an agent in person.

- **The Power of Buyers:**

The power of buyers is high since real estate agents rely on people to buy properties in order to make profit. Buyers are in control of the whole process since they initiate the deal, submit their offer, and negotiate prices. If there is no buyer activity the real estate industry and agents will suffer.

- The Power of Suppliers:

The power of suppliers is high since the clients are responsible for choosing their real estate agents. Suppliers are just as important since they can negotiate prices with their real estate agents and there is always the possibility of switching agents. There are many licensed real estate agents and brokers to choose from, however it is solely up to the client to decide who will represent them.


Keller Williams is in the competitive industry of real estate which is why it is important to assess the different factors that contribute to the overall success of the company and their agents. Based on the analysis above, it is clear that the real estate industry is attractive because the demand to buy and sell property remains high. Keller Williams will continue to be successful amongst their competitors as long as they implement the marketing initiatives that we have created.

Target Segment Benefits and Attractiveness

Currently, the housing market consists of major concerns due to the reason that the COVID-19 pandemic has changed the locations that individuals want to live in. This increase in demand drives up the prices of homes predominantly in more rural communities that families are moving out too. There are also concerns that the homes purchased in rural areas for an increased amount will become undervalued (Liu, 2021). In reference to Keller Williams, selling homes in the GTA where demand remains consistent and expensive (CREA 2021), we are not troubled by the lack of clients wanting to buy and sell. If anything, the current pandemic has increased the cost of living in Toronto which benefits the organization based on low interest rates making mortgages more accessible.

Sustainable Advantage

For Keller Williams to have a sustainable advantage over competitors, they must stand out and provide their clients with a unique opportunity to elevate



their home buying experience. For this reason, the new KWNR Wallet credit program is an innovative way for Keller Williams to create value for its customers, agents, and industry partners. By offering discounted prices on home improvement and moving supplies, not only will home buyers save money but it will also strengthen relationships between Keller Williams Neighbourhood Realty industry partners. This network of partnership is intrinsic to long-term success for Keller Williams as they are in a unique position from competitors by being owned by a contractor and therefore have all of the ins and outs of the architectural processes of real estate.

Mission, Aspirations, and Risk Propensity

Keller William's mission is centred around developing the best agents and work environment. Their mission is to "build careers worth having, businesses worth owning, lives worth living, experience worth giving, and legacies worth leaving" (Keller Williams Realty Mission, Vision, & Values, n.d.). This means that they want agents that are able to adapt and grow through all situations, that will ultimately benefit the agent into branching off into their own business and being self-employed. With their agents being the best, it also benefits their clients experience of buying and purchasing property. Keller Williams long term goals include growing from having 88 agents to having 160 agents. As well, over the next three to five years, on selling over \$5 billion properties. Ultimately, Keller Williams wants to expand all aspects of the business while staying true to their mission and values.

Ability to Execute on CSFs

The critical success factors (CSFs) within the real estate industry are crucial parts of the plan that will reflect current and future objectives in order to fulfill its mission successfully. Below, are CSFs that our team looked at:

- **Understanding the Economy, and Market Research:** This is one of the biggest factors that agents need to consider since it affects the value in real estate as well as the overall health of the economy. Things that Keller Williams agents need to consider is the GDP, the different prices of commodities, business activities, etc. It is highly important for agents to be aware of the market cycle of the economy (i.e., when the economy goes down, so will real estate).
- **Relationship Building & People Skills:** Within the real estate industry, networking is a major part of how an agent succeeds. He/she needs to have strong communication skills with the ability to manage multiple relationships between important parties (the seller and the buyer). It is also important for an agent to understand the positive impact of having long-term network connections is to their success.
- **Time Management & Availability:** Within the real estate industry, agents are working 24/7. They are responsible for maintaining their client relationships as well as any potential deals/findings that can occur at any time. It is very important for agents to be able to manage their time between their personal life, work life, and between multiple clients. Agents overall need to understand the amount of time it takes in order to be successful.

Based on the three CSFs, Keller Williams does a great job hiring agents that are able to complete these aspects successfully. This is done by creating a specific agent persona that requires their team to meet specific attributes that fulfill their critical success factors.

Connectedness in all Directions of the Value Chain

Relationships throughout the value chain are crucial to sustain. Keller Williams sustains their relationship upwards, downwards, and throughout the value chain in order to create a competitive advantage. Keller Williams holds their value chain relationship above all. The leadership within Keller Williams must have a great relationship with investors, lawyers, insurance/montage brokers, agents, property inspectors, contractors, interior designers, and photographers (Keller Williams, Office Recommendations, n.d.). They have to be in constant communication with everyone include in their value chain that will ultimately impact the end user. Keller Williams does lack some sort of connection with the end user. The agents are ultimately the people that connect and build relationships with the end user. The agents are in charge of their own clients. If Keller Williams got involved with the agents' clients it could bring a whole other element in brand experience and brand loyalty.

Objectives

Marketing Objectives

In order to continue the success of Keller Williams, our team has established three marketing objectives for the purpose of building relationships, creating brand awareness, and expanding on the organizations market share. Within our suggested objectives, we will also be taking into consideration Keller Williams direction, mission, and available resources.


Customer Relationship

Currently, there are two customer relationships within the Keller Williams company. There are the relationships of the management/recruitment team to the agents and the agents to the home buyers. Between both separate relationships, it is highly important to acquire, satisfy, retain, and enhance each individual customer.

Our team believes that the best way to do so is by providing value through incentives in order to stay in the relationship. As of today, Keller Williams offers their agents multiple opportunities such as online courses, marketing packages, and a family environment. To further develop the relationship, we suggest Keller Williams offer their agents tiered opportunities that are based on the time frame and success of the agent. This can consist of giving agents the additional title of “silver”, “gold”, and “platinum”. Once agents reach a certain stage, they will gain specific benefits. For example, in the highest stage platinum, this can include benefits such as paid-for conference events that not only will help improve the agent but again build on the relationship between agency and agent. (See chart for tiered breakdown).

Status	Benefits
Silver	<ul style="list-style-type: none">● Partial reimbursement for office supplies● Food incentives (i.e. coffee allowance)
Gold	<ul style="list-style-type: none">● Networking opportunities● Discounts & rewards to retail stores
Platinum	<ul style="list-style-type: none">● Paid-for conference events● Vehicle discounts

Exhibit 3: Example of Tiered Benefits




In no doubt are the customer relationships between the agent and the home buyer just as high priority value. Although this industry can be difficult to maintain a consistent stream of repeating customers, the goal is to create a customer centric experience that allows the client to either return to the agent when selling/buying again and create a strong word-of-mouth. To do so, Keller Williams agent's need to build on the relationship with current and future buyers. For current clients, this can be done by providing housewarming gifts like gift cards to Winners, bottles of wine, providing them with different connections for renovations, as well as sending personalized items (i.e. calendars, letters, postcards). In regards to potential buyers, it would be ideal for agents to either walk around neighbourhoods introducing themselves as well as providing business cards in order to develop the start of a potential relationship. In both scenarios, the agent will be able to develop a strong connection with the buyer that will last as long as they are consistent.

Brand Awareness

Keller Williams is a highly competitive real estate organization within the industry. In order to maintain their position, our team believes we should increase the company's brand recognition and recall. In comparison to competitors; like Century 21 and Re/max, Keller Williams is not as recognizable to consumers. Being that consumers rely on word-of-mouth the majority of the time, it is highly important to make the Keller Williams brand more aware to the public, "92% of consumers believe recommendations from friends and family over all forms of advertising" (Forbes, 2014).


In order to ensure that Keller Williams brand is well-known our team has identified their points-of-difference based on their continuously educated agents, 24/7 agent availability, and overall superior quality of service. The objective is to also create a memorable and likeable logo that consumers can easily identify and



visualize. Along with a new logo, our team wanted to utilize all potentials by creating a slogan. Slogans to consider: “Client Focused, Results Driven”, “Love Where You Live”, or “Fulfilling the Dream of Home Since 1983”. We hope by expanding the Keller Williams brand awareness, it will increase their competitive position as well as create conversations among clients that will leave a memorable image over competitors.

Market Share Objectives


Over the past several years, household formation and housing demand in Canada have been fueled by the increasing immigration and low mortgage rates (Statistics Canada, 2020; Royal LePage Real Estate Services, 2021). In addition, COVID-19 has played a role in supercharging the trend of lacking available listings and inventory at a 14-year low (CREA, 2021). Although the purpose-built rental market is growing annually, it is not sufficient to absorb the housing demand as rental vacancy rate is expected to decrease continually from 2.6% to 1.5% (Central 1, 2019). Therefore, the surge of first-time home buying activities adds to a historically low level of mortgage rates, leading to the record level of substantial Multiple Listing Service® (MLS®) in all parts of the country. It is forecasted that 701,000 properties will be traded in 2021, although the average home price is forecasted to rise by 16.5% (CREA, 2021). The strength of housing demand will lead to double-digit sales growth in every province in Canada. Although limited supply and higher prices are expected to act as a disincentive on home buying activities in 2022, the COVID-related lifestyle adjustments will result in increased churn in the resale market and continue to boost activities (CREA, 2021). All of



these statistics have proven that the future real estate market growth is inevitable and the next year or two is a great opportunity for Keller Williams to grow.

With only 80 agents currently employed, Keller Williams' objective is to gain a growth of 200 agents in approximately 2 years. According to its business insight, Keller Williams gained only 5% total headcount growth in 6 months (LinkedIn, 2020). In other words, to reach its objective of 200 agents in two years, Keller Williams needs to gain 13.75% agent growth every 6 months. Due to the fact that 68% of the non-homeowners intend to purchase a home within 2-5 years with confidence in real estate, and more buyers have recognized the value of using real estate agents (28% to 35%), the employment outlook will be good for residential real estate agent in the Toronto region over the next 3 years (Royal LePage, 2021; CMHC, 2019; Government of Canada, 2021). Therefore, Keller Williams' market share growth has promising prospects.

Being named the number 1 Training Organization in the world by Training Magazine, Keller Williams is often described as a training and coaching company as it provides a variety of free training courses to associates. One powerful tool KW uses to help teams from generating leads to managing databases is Command, which helps Keller Williams increase efficiency and cut down expenses (Blumberg, 2020). On its website, lots of Command tutorial videos are available and associates can sign up for daily Command sessions for help (Keller Williams, 2021). Besides, more than 80 different kinds of training videos, including business planning, buyer presentations, and home ownership strategies are powerful resources for associates to learn and grow (Keller Williams, 2021)). Moreover, Keller Williams provides various tools including new listing checklist, completed



trade requirements checklists, and schedule agreements for agents to download conveniently (Keller Williams, 2021). All these open and easy-to-access resources.


In addition to Keller Williams' education, they had partnered up with Cambridge Mercantile Realty for commercial real Estate needs (Keller Williams, 2021)). By filling out a reach out form, agents can learn from a member of Cambridge Mercantile Leadership team, Jason Evdoxiadis, the president who served the Canadian Broadcasting Company and formed his own Commercial Real Estate and Mortgage Company (Cambridge Mercantile Realty, 2021). Having the opportunity to communicate with such an experienced realtor is a great asset for both KW and its agents as it helps Keller Williams grow market share.

Profit Objective

With the new marketing strategy that Seventh Wonder Consulting Agency provided, our team expects Keller Williams to reach the goal of 200 total agents within two years. We expected each new agent should have an average of 3 clients in a year, and an experienced agent is expected to reach 12 clients per year. Therefore, as Keller Williams currently has 80 agents, the company should increase 60 agents in a year. If Keller Williams reaches the goal, the total clients will be 1,140 within a year.

With the new pricing strategy, we expect 50% (540 clients/ year) of them will pay for the packages, and 60% (342 clients/ year) of them will go for Keller Williams Golden Wallet, and 40% (228 clients/ year) of the clients will purchase Keller Williams Platinum Wallet. Clients have to spend \$200 for Keller Williams Golden Wallet. By calculating the total number of clients (342 agents) that we hope to reach, Keller Williams Golden Wallet will generate \$136,800 in two years. Clients have to spend \$400 for Keller Williams Platinum Wallet. With the expected agents (228 agents), Keller Williams Platinum Wallet will generate \$182,400 for two years' revenue. After combining all the packages, the total revenue that Keller Williams is expected to earn is \$319,200 with Seventh Wonder's package plan.

When looking at the commission structure of Keller Williams, it is on a 64/30/6% split. 64% of the commission goes to the agent, 30% goes to the market center, and 6% goes to Keller Williams Realty Industry, which capped at \$3,000 (Keller Williams, n.d.). Since the property prices are very in terms of different housing types, we use the average price for condominiums, townhouses, semi-detached and detached. According to Canadian Real Estate Association, the average price among all the housing types in 2021 is \$665,000 and expected to grow 2.5%, which is \$679,000 in 2022 (CREA, 2021).



According to Paige, Keller Williams' commission rates are 5%. Specifically, 2.5% for buying agents and 2.5% for selling agents. With one property sold, Keller Williams is expected to earn approximately \$5000. Therefore, Keller Williams is expected to achieve \$11.5 million in two years.

Brand Audit

Before beginning to conceptualize and ideate a plan for Keller Williams all aspects of their current branding efforts must be audited. In this brand audit we will review the physical elements of the branding as well the environment in which they are situated. In this step we will review how the Keller Williams brand meets its current customers' needs as well as if there are new segments to be discovered. After exploring the Keller Williams brand fully, we develop a positioning statement that will be used to guide the next steps for Keller Williams and help influence our strategic marketing plan.

Vision and Mission

Keller Williams has the culture of believing that who you are in business with matters. Not only do the agents and clients mean to Keller Williams, but the communities or planet are also important. Keller Williams has strived to become a real estate company doing more than just selling properties (Keller Williams, n.d.). Keller Williams has the vision to be the real estate company of choice. The mission is to build careers worth having, businesses worth owning, lives worth living, experiences worth giving, and legacies worth leaving (Keller Williams Realty mission, vision & values, n.d.).

Brand Elements

Brand Name – Keller Williams Neighbourhood Realty

The brand name is named by the founder of this brand, Keller Williams. In different areas Keller Williams have different names. The brand name, “Keller Williams Neighbourhood Realty” indicates the Toronto location. Other brand names, for example, “Keller Williams Edge Realty” indicates the one in Burlington. It is confusing to have so many different names for each location. Besides, these names are too long to recall and recognize. A more convenient way to distinguish each location is to put area names after “Keller Williams”. For example, the Toronto location can be named as “Keller Williams Toronto.”

On the other hand, the brand name is meaningful, clearly communicating what this organization is. The name can evoke verbal imagery. The name is trademarked and stays the same in different languages, making it transferable. The name of the company can be altered slightly if needed

Criterion	Brand Name
Memorability	The name is too long to recall and recognize
Meaningful	The meaning of Keller Williams Neighbourhood Realty has clearly communicating what this organization is
Likeability	The name can evoke verbal imagery
Transferability	The name stays the same in different languages making it transferable
Adaptability	The name of the company can be altered slightly if needed
Protectability	The name is trademarked

Exhibit 4: Brand Name Analysis

URL's

Website: <https://kwnr.ca>

Instagram: <https://www.instagram.com/kwneighbourhood/>

Facebook: <https://www.facebook.com/kwneighbourhood/>

The URL of the website and social media includes the abbreviation of the brand name, which is meaningful and memorable, making it easy to find online. The URL name can be transferred to social media URL endings. The URL name is copyrighted, and it can be altered slightly if needed.

Criterion	URL
Memorability	The website names include the brand name which makes the URL's easy to find online.
Meaningful	The URL includes the abbreviation of the Keller Williams brand.
Likeability	The URL are easy to remember
Transferability	The URL name can be transferred to social media URL endings
Adaptability	The URL name of the company can be altered slightly if needed
Protectability	The URL name is copyrighted

Exhibit 5: URL Analysis

Logo

Keller Williams's logo is a wordmark, making it easy to recognize and recall. The logo is the brand name, which is meaningful. It is clean and simple, designed with branded fonts and colors. The logo is easy to transfer to new products and categories within the brand. The logo is easy to transfer across geographic boundaries and cultures. The font size, colour, and style can be modified and redesigned if needed. The logo is the visual trademark.

Criterion	Logo
Memorability	The logo is a wordmark, making it easy to recognize and recall.
Meaningful	The logo is the brand name.
Likeability	The logo is clean and simple, designed with branded fonts and colors.
Transferability	The logo is easy to transfer across geographic boundaries and cultures.
Adaptability	The font size, colour, and style can be modified if needed.
Protectability	The logo is the visual trademark.

Exhibit 6: Logo Analysis

To sum up all the brand elements, this chart summarizes everything:

Criterion	Brand Name	Logo	URL
Memorability	✗	✓	✓
Meaningful	✓	✓	✓
Likeability	✓	✓	✓
Transferability	✓	✓	✓
Adaptability	✓	✓	✓
Protectability	✓	✓	✓

Exhibit 7: Brand Element Summarization

Brand Inventory

Communication - Social Media

Keller Williams uses their social media accounts to promote their brand, introduce new agents and launch virtual events. Keller Williams's Instagram has 688 followers, and their posts mainly introduce the new agents, consist of photos and the background of the agents. The bio section put the address and the link of the website, allowing people to reach out to the company easier. For the story section, Keller Williams has listed several highlights with headlines named Big Wins!, Events, Our Team, Listings, Shop Local, and MEGA CAMP. The big wins section shows the agents achieve success, including completing the real estate courses and transactions. The events section gives the details of the virtual events. Our team section introduces the staff of Keller Williams and the new agents, and the listings section provides the latest property they are selling. The shop local section shares the posts of other small businesses, and the MEGA CAMP section demonstrates the largest event Keller Williams ever launched. Keller Williams posts photos on an average of two to three times a week. The Keller Williams Facebook page has 372 people who have liked their page, 426 people who follow their page and has a 4.3-star rating from about six public reviews. It provides the contact information and the website's link. The posts on Facebook are entirely the same as their Instagram page. Keller Williams adopts social media to connect with their agents and inform people of their recent activities.

Promotional Mix

Advertising

Keller Williams Neighbourhood Realty's advertising efforts for the brokerage have been minimal. In an interview conducted with the client it was revealed that the brokerage supports agents in the creation of their own promotional packages. Aside from the brokerage's website and the agent facing website the Keller Williams promotional communication material that is being circulated is tied to agents.



Exhibit 8: Example of Keller Williams Agent's Website



Exhibit 9: Sample from Keller Williams Facebook (Online Public Event)

Keller Williams agents are supported in their online advertising efforts with images and content supplied by the brand. The client also revealed that Keller Williams Neighbourhood Realty does not currently have mobile advertising activities. Keller Williams Neighbourhood Realty uses out of home advertisements to promote agents and their listings through use of billboards and yard signs.

Public Relations

Keller Williams Neighbourhood Realty has continued to network and builds goodwill with its clients during the COVID-19 pandemic by hosting informational virtual seminars. These happen weekly and focus on a variety of topics, from personal marketing, first time homebuyers, breaking into the industry, and even a trivia night. Also, the brokerage supports charity events for the agents to participate in, most recently for Red Day (a day to remember heart disease) Keller Williams team members volunteered at Daily Bread Foodbank Toronto (Toronto Events, 2021).

Direct Marketing

Direct marketing is done by the agents of Keller Williams to reach homebuyers. The organization provides the brokerage with these materials to have available to agents to be able to promote themselves. Currently there is not an intentional direct marketing campaign from the brokerage to support the agents (Informational Interview, 2021).

Personal Selling

Face to face communication between buyer and seller is the cornerstone of real estate. The interactions between agents and clients is an important exchange of information and brand building. By virtue of the agents offering excellent service, they are building the brand value.

Brand Exploratory

Brand Resonance

Within the Keller Williams environment, our team ultimately takes a closer look at the relationship and level of identification that the clients have with the brand itself. This includes using the characterizing term intensity as well as the level of activity.

Behavioural Loyalty

In order to gauge the loyalty that clients have to Keller Williams, this can be based on the number of repeat customers but also the positive word-of-mouth that the clients give. Being in the real estate industry, it is difficult to measure loyalty considering an average home buyer isn't purchasing multiple properties unless they are investing. Though any returning clients can be seen as loyal. As for examining loyalty based on word-of-mouth, this can be completed through referrals from previous customers. If a client is referring to a friend or family, we can determine that their experience was successful and because they have already purchased their house, they want to help others by providing Keller Williams service.

Attitudinal Attachment

Considering that there needs to be more than a customer having a positive attitude or simply being satisfied when viewing Keller Williams, the goal is to increase their experience to the point that the client provides a great deal of attachment to the brand. For example, "the service that my agent from Keller Williams provided me with was so amazing that I couldn't imagine having anyone else help me through this process". It is important for Keller Williams to create greater loyalty from deeper attitudinal attachments through the use of marketing programs, products, and services that meet the client's needs.

Sense of Community

Conveying a sense of community is very important in the real estate industry. People are making one of the biggest purchases of their life, so having an environment where the client feels comfortable and able to trust the agent will determine the success. Sense of community also consists of ensuring that clients feel a kinship or affiliation with other people associated with the brand. This can exist online or off-line Overall, a stronger sense of community from loyal users can create favourable brand attitudes and intentions that Keller Williams needs to consider.

Active Engagement

To further the success of an agent, they need to ensure that their clients are actively engaged, or willing to invest their time, money, energy, or other resources in the brand beyond the purchasing phase. There is a lot going on during the purchasing process that helps keep the client engaged and maintain the relationship. It is the after-sale relationship that agents can't forget about. Agents need to ensure that they are in some form of constant contact in order to maintain the relationship and the loyalty. This can be done through greeting cards, leaving a voice message, sending gifts, etc.,

Overall, our team is able to help determine what is needed to measure the strength of the attitudinal attachment and sense of community. This also helps our team determine how frequently the consumer buys and uses the brand even after making a purchase (for example, when their agent reaches out, will they take time out of their day to respond?).

Brand Strategic Plan

Target customer segmentation analysis

According to a recent survey conducted by Royal LePage, nearly half (44%) of the Ontarians aged 25 to 35 currently own their home (Royal LePage Real Estate Services, 2021). Among homeowners, most prime decision-makers are married/common-law females aged 25 to 34 with college/university degrees. With \$60,000 to \$105,000 household income, they are the major target market of the Canadian real estate industry (CMHC, 2019). Besides, as the primary driver of population growth in Canada that accounts for 81.9% of growth in 2019/2020 (Statistics Canada, 2020), newcomers contribute significantly to real estate demand and are vital to the health of the real estate market.

A large proportion of Ontarians (92%) agree that homeownership is a good financial investment (Royal LePage Real Estate Services, 2021); new immigrants are no exception. 86% of them see real estate as a good investment for their families' future, and 75% arrive with savings to purchase a property (Royal LePage Real Estate Services, 2019). The average duration time for newcomers to buy a home is three years after arriving in Canada. Before then, 64% of them rent their first home, and 18% choose to live with family or friends to reduce cost (Royal LePage Real Estate Services, 2019).

As affordability is the most critical factor for Canadian home buyers (80%), 65% of home buyers are under the stress of affording mortgages (CMHC, 2019). However, 68% of the non-homeowners intend to purchase a home within 2-5 years with confidence in real estate, since the mortgage rates have fallen to historically low levels and less competition for housing (Royal LePage Real Estate Services, 2021). Despite the economic challenges related to the pandemic, majority of them (74%) are confident in short-term personal financial outlook, and 42% of them saw their savings grow since the onset of the pandemic in mid-

March (Royal LePage Real Estate Services, 2021). On the other hand, affected by the pandemic, 43% of Ontarians have the desire to move to a less dense area where they can have more outdoor space (64%), lower home prices (66%), and afford more significant properties (58%) (Royal LePage Real Estate Services, 2021).

When it comes to home buying, newly-built homes and fixer-upper homes close to shopping, restaurants, and entertainment are what buyers want most. However, the buyer wants and needs have significant differences. What home buyers really need are affordable homes with an ideal number of rooms near public transit (CMHC, 2019). To gather information about buying a home, nearly half (47%) of homebuyers use both online and offline resources. There was a significant increase in the use of real estate listing websites (22% to 36%), and more buyers have recognized the value of using real estate agents (28% to 35%) (CMHC, 2019). Besides, about one-third of home buyers (32%) received recommendations from family members for real estate agents (CMHC, 2019).

Target Customers

Based on the segmentations and insights, we have determined the 2 optimal target customer personas. They are the ideal homebuyers that have great buying power in Toronto and the GTA as of the time of conduct and need to be focused/approached by realtors.

The first group is the single first-time buyers, males and females, aged 30 to 35, with college/university degrees and achieved an annual income of above \$150,000. They are Millennial individuals that have been working for years and moved to management positions. Most of them are thinking of starting a family and recognizing the value of real estate investment. They are confident, hardworking, and ambitious. They often have a healthy lifestyle, enjoy working out and outdoor activities. They value stability, commitment, and maintain a

work-life balance. Their ideal property types are newly built developments such as condos and townhouses.

The customer persona we have for this targeted segment is James Garcia. He is 35 years old, working as a Head of Business Development at a finance company. He has an \$200,000 annual salary plus bonuses and has been working for more than 10 years. He has been renting his apartment in the Harbourfront area, downtown Toronto. He is outgoing, confident and always gives his best at work. He is an animal lover and has a dog, he often walks his dog along the neighbourhood. He enjoys nature and likes to go hiking on the weekends with his partner. However, he also loves the busy and hustling life in downtown Toronto. Mainly because his job is located here and he wants to be close to it, as well as avoiding commute issues. He is recently engaged and looking for a home to start a family. He is looking for a 2-bedroom apartment in recent built complexes downtown or the area around it. As a first-time buyer, he needs guidance from an experienced

realtor that understands his needs and can help him find the perfect place.

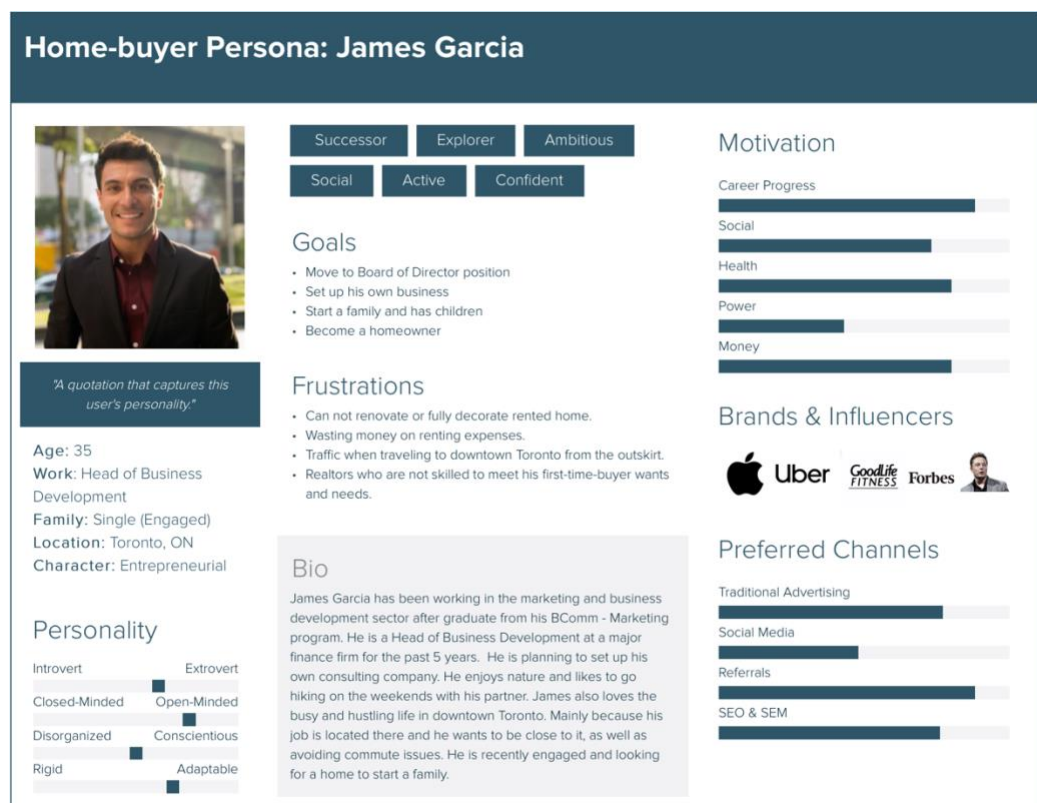



Exhibit 10: Home Buyer Persona



The second group is the newcomers – the immigrant families. They are people who just became Canada's permanent residents and citizens. They immigrated to Canada in the recent years through Skilled Worker and/or Canadian Experience Express Entry programs. Therefore, most of them are families with 1 to 2 incomes, with 1 to 3 kids. The couple's ages are between 25 to 40 years old, with college/university degrees. Their household income averaging from \$60,000 to more than \$200,000, in addition, most of them have prepared savings from their home countries and cannot wait to own their own house here. They are content with life and value stability so their children can start their education effortlessly. The ideal houses for them are semi-detached or detached that has enough space for the family, as well as located in a good neighbourhood with easy access to schools, hospitals, supermarkets and other facilities.

The customer persona we have here is the Nguyen family. They are immigrants from Vietnam and have been living in Canada for the last 6 years. Their family include the couple aged 37 and 34, and their 2 kids aged 2 and 9. The father works as a ITs Project Manager at a major software company and the mother just achieved her CPA qualification while working as an Auditor in a big four financial firm, their household income is around \$250,000. The couple are family-oriented and love to be around the family. They often take the kids to the park or go on short trips. Occasionally, they would invite their friends over for a home-cook meal. They are renting a 3-bedroom main floor in a detached house in Etobicoke, however, because of COVID-19, they have been working virtually from home for the past year and start wanting to have more space. In addition, they do not want to waste money on renting expenses and they just sold their family house in Vietnam to put money towards their Canada's housing funds. They are looking to buy a semi-detached or detached house with an open layout and

finished basement in Etobicoke or Mississauga. They want to work with a realtor that has a deep understanding in the market and buying benefits for newcomers, who can empathize with their experiences.


	Lifestyle <ul style="list-style-type: none">• Newcomers from Vietnam• 2 children, aged 2 and 9• Hard working, family-oriented• 2-income household• Work-from-home due to COVID-19
The Nguyen family <ul style="list-style-type: none">• Etobicoke, ON• ITs Project Manager - Auditor• >\$250,000• MSc- Computer Science - CPA, BA Accounting	Behaviors <ul style="list-style-type: none">• Have housing savings• Considering both new and resell houses• Understand the value of investing in real estate• Internal and external pressure to move
Ideal Home <p>Semi-detached or detached house in Etobicoke and Mississauga area</p>	Needs <ul style="list-style-type: none">• Own their own home in Canada• Spacious house with open layout• Good neighbourhood, close to everything• Realtor understand the market and empathetic

Exhibit 11: Immigrant Home Buying Persona

Brand essence/equity elements

Brand awareness

Based on our survey results, only 42.9% of respondents are aware of who Keller Williams is. Although these are people who have used Keller Williams to buy and sell property, this could mean that they are not familiar with the company as a whole. This is because they were referred to a specific agent who works for Keller Williams by a friend or family member. Our results showed that the majority of clients heard about Keller Williams through family or friends which means that very few people found out about them on their own. Keller Williams will be able to create more brand awareness through intensifying their marketing presence.

Perceived quality

Based on our survey results, more than half of the respondents rated Keller Williams 7 and over in terms of their service on a scale of 10. Overall it is evident that clients of Keller Williams have a positive perception about the brand. This means that clients are more likely to continue using Keller Williams to buy and sell property because they are satisfied with their experience.

Brand association

In order to see how clients really feel about the brand, we asked them to list three words that come to mind when they think about Keller Williams. The top three words that were mentioned were knowledge, helpful, and friendly. This means that clients attribute Keller Williams to having good agents that are knowledgeable about the real estate industry, helpful in the entire buying and selling process, and they have a friendly attitude when they do business.

Brand loyalty

Based on the respondents' results from our survey, 86.7% of clients said they would use Keller Williams again in the future. Additionally, the majority of respondents would recommend Keller Williams to a family member, friend, or colleague. This proves that clients who have used Keller Williams in the past are very happy with the outcome of the service. They said they would continue using them in the future and would even refer people they know to them.

Positioning Statement


We as Keller Williams are creating a real estate agency that people can love and trust. Each day, our team is constantly working hard to provide the best customer centric experience for our clients. Our sole purpose is to find your dream home and support you in every decision throughout the process. Keller Williams is overall committed to the happiness and success of our clients.

Marketing Mix

Product/Service

Product, in our client's context, includes the houses, listing websites, the website function, promotional programs. The desired houses are properties that can fulfill the buyer's needs and wants, or the property that they would want to put on sale. Their listing inventory is also an extension of their brands, it is critical that the agents have a clear grasp of how to match the right kind of property to the right buyer. This is the first stage of our marketing mix, from which we were able to match our promotion plans to our target market by looking at the "2020 Profile of Home Buyers and Sellers", and the "Characteristics of Homes Purchased" report done by National Association of Realtors (NAR), as well as conducted an empathy-based interviews with our personal contacts to learn about their experiences and perspectives. To market the houses, agents will need to obtain all necessary information about the property (e.g., location, property size, room size and configuration, amenities) and ensuring information is accurate (OREA, 2015), as well as any additional knowledge about its neighbourhood such as schools, hospitals, public transit, supermarkets, etc. We believe that KW need to be on top of their game in listing the property by helping their selling customers present the house in a desirable manner, actions can be offered to customers here are:

- Exceptional staging – highlighting the houses selling points (interior and exterior)
- Professional photography/videography
- Open House, For Sale signages
- Virtual Home Tour
- Other MSL attributes
- Additional sales promotion products/program



Another product of our client is the website, it is where the customer does research for house information, pricing, view photos and video on the house set up and layout. According to NAR, 56% of all buyers walked through home viewed online in the year 2020 and the top 5 value of website features ranked by all buyers are photos, detailed information about properties for sale, floor plans, real estate agent contact information, virtual tours (NAR, 2021). We believe that efforts should be taken to improve the quality of our client's website features. Currently, their website is still under construction and the features are still lacking. We recommend updating the website by updating their house listings search function with the MSL search, integrating features from Keller Williams global website such as promoting the KW App, updating blogs to utilize the site SEO and SEM, which should be done as soon as possible.

A website update that we would recommend is adding on testimonial section that display customers' positive experiences and feedbacks, agents' experiences, as well as partner' relationship, and Testimonials would help create a deeper and more emotional appeal for our client's brand, as a study showed that about 92% off the respondents said that they read testimonials when considering a purchase, with 88% of them said that they would trust those reviews just as much as recommendation and 72% that it helped them trust the business significantly more (Cullinan, 2021). Furthermore, KWNR should create something to differentiate in the product and service provided using the value-added strategy, this is also an opportunity in creating revenue, sales promotion and customers retention efforts.

We propose a promotional program called KWNR Wallet, it is a credit wallet that would give the homebuyers extra credit to use at one of the client's partners such as movers, cleaning services, general contractors, plumbers, etc. The credit can be used as payment or a portion of the payment to the service they used. KWNR will have to work with the partner to create a deal where KWNR's customers would get a discount off of their services. However, this program is a win-win program for KWNR and their partners, as KWNR gets to have a new stream of revenue, while the partner company attracts new customers, we believe that the program will be accepted by our client's partners. KWNR Wallet is a credit top-up program, where customers receive extra value when they top-up credit to their wallet, they will receive an extra amount of credit into their Wallet account. The wallet plans are exclusive to KWNR's customer with no expiration date and limited amount that can be bought. There are 2 options, Golden and Platinum, each of the tier will have different benefits as it leveled up according to their chosen options.

- KWNR Golden Wallet
 - Top-up \$200, get extra \$300 (\$500 total credit)
 - Use at movers and cleaning service partners
- KWNR Platinum Wallet
 - Top-up \$400, get extra \$600 (\$1000 total credit)
 - Use at movers, cleaning service partners and house repair/renovate service partners



Exhibit 13: KWNR Wallet (Golden)



Exhibit 12: KWNR Wallet (Platinum)


Price

For the price marketing mix, we believe that KWNR should establish how much commission should customers expect to be represented by KWNR's agents and the service fees that go to other incentives. In addition, agents will need to strive to be pricing and market experts to help customers in their home selling or buying process. The proper price will position the house correctly on the marketplace hence, we believe that the listing agent should conduct a Comparative Market Analysis. It is based on competing properties, sold properties, expired listings and the overall real estate market trends to achieve the maximum selling price for the customer while being able to sell their house within the specific timeline, which is the most in what sellers most want from real estate agents, ranked by 22% of all sellers (NAR, 2021).

Since the real estate industry is commission-based, it is difficult to adjust the pricing strategy on the agent's service. However, we recommend that Keller Williams use some value-added strategy such as the above KWNR Wallet, with pricing for each tier stated above, as well as packages for agents mentioned in previous sections. We believe that with such initiatives, combining with other marketing mix strategies, our client will have a larger opportunity to grow in numbers of customers and agents, as well as an option to expand their business.

Place


Keller Williams is currently offering their service in Toronto and the GTA, however, due to the fact that the competition in this area is extremely high, and they have made minimal marketing efforts, they are currently generating leads through traditional channels such as referrals and word-of-mouth (Information retrieved from interview with client representative). Our team has analyzed the methods that would get our client's message out to target groups, as well identify appropriate distribution channels to attract potential buyers. In addition, with the



ongoing COVID-19 situation, people are spending more than at home, online than going outside, we believe that KWNR need to expand their ways to market their service, using tools such as CRM and digital marketing (SEO, Google Ads, content marketing, social media ads, video ads, etc.).

To be able to provide evidence that can support our observation claims, we have done extensive research from accredited research organizations that specialized in the real estate industry and the home buyer and seller trends. Based on the National Association of Realtors research in 2021, 43% of all buyers looked online for properties for sale as their first step taken during the home buying process, followed by contacted a real estate agent and looked online for information about the home buying process, account for 18% and 9% of all buyers respectively (NAR, 2021). The research also provided insights on effective sources of buyers that helped us understand which medium or platform that should be utilized for our promotion strategies, we learned that the internet and real estate agents are the main information sources in people's home search process (NAR, 2021). The report showed that 97% of all buyers using online websites to find information used in home search, while 87% of all buyers used mobile or tablet or app, about 50% of them were directed to the property listings by search engines. Therefore, we believe that the main focus of our marketing effort placement should be on the digital web. The idea of these kinds of places is to convert potential customers into actual customers, even though the deal does not get closed on the internet, it is the initial place, the “touch point” for our agents to engage and interact with new leads.

Still, direct contact done by the real estate agent is crucial as they are well trained professionals that strive to provide customers with the best solution for their real estate buying/selling concerns. Additionally, traditional steps in the




customer's buying process such as open house, house tour and physical evidence such as placement of yard sign/open house sign, OOH ads, print media and television/broadcast ads should still need to be taken into consideration. However, our team proposed to focus on digital marketing efforts and allocate the budget accordingly.

Promotion

Under the circumstances that Keller Williams Neighbourhood Realty are going through an ownership transition, as well as rebranding, it is crucial for our client to increase their brand awareness by communicating their benefits and evangelists to the customers. Our goal is to promote Keller Williams Neighbourhood Realty as the chosen real estate brokerage service in Toronto and the GTA. As mentioned, there are two types of target customers, sellers and buyers. Within the buyers, there are two optimal profiles that we want to capture, each target will have a different type of approach applied in terms of communication means as well as the message's tone of voice that should be used in our integrated marketing communication strategies. Our team has looked into effective communication means in order to achieve our objectives and goals. The main idea is to promote our client's professionalism, agents' knowledge of the real estate market and trends, as well as the guidance and support they would get well doing business with Keller Williams Neighbourhood Realty.

As stated above, digital marketing and the agents themselves will be the main focus of our strategic marketing plan. We propose a **\$40,000** (before tax) marketing budget for the first year roll out, which includes: (1) building and expanding our client's online presence, (2) developing a customer relationship management strategy, (3) organizing and promoting investment and real estate career webinars and/or online meetings, (4) specific digital advertising and



marketing across channels, (5) generating new leads, attract potential local investors and international investors.

Given our limited marketing budget and lack of experience to work with the highly competitive sector, we will need to maximize all opportunities that would promote our client brand professionalism and brand awareness. The plan will integrate various marketing activities and actions, which are presented to all targets but with different types of messages, tone of voice and the lifestyle image we want to promote. Listed here are the actions and tools we are considered to use in our promotion strategy briefly described, the creative strategy and advertising/media plan, as well as executions will be further discussed in detail in the Integrated Marketing Communication Plan.

Digital Marketing

- Website (<https://kwnr.ca>)
 - Continue to develop and promote Keller Williams Neighbourhood Realty's website: updating listings' photos, creating content for blogs, add testimonial sections, etc.
 - Promote integrated features from the Keller Williams global websites such as MSL, Home Evaluation, Mortgage Calculator and Q&A
 - Develop the blog section to elevate the SEO, SEM, and content marketing efforts
 - Create Google Ads and SEO campaigns to increase traffic to their website
- Facebook
 - Continue to moderate and create content on Keller Williams Neighbourhood Realty's Facebook fan page
 - Create Facebook Ads campaigns to promote properties listed on our client's website
 - Promote blogs, events through daily updating posts
 - Interact and engage with "followers" to create a dynamic real estate forum and increase audience reach
- Instagram
 - Moderate and create content to post on Instagram feeds and stories
 - Create Instagram story ads for properties listed on Keller Williams Neighbourhood Realty websites and other events
- YouTube
 - Update Keller Williams Neighbourhood Realty YouTube content such as real estate educational webinars and online training meetings
 - Posting virtual tours and house tours to promote as pre-roll

- Mobile Marketing
 - Send SMS and MMS about new properties and events to potential leads as well as re-marketing
 - Utilize the Keller William mobile app and instruct interested customer to use it
- Email
 - Send promotional emails, newsletters, re-marketing to potential leads through CRM database
 - Featured ads and advertorials in Toronto's lifestyle website such as Toronto Life, Blog To, The Start, etc.

Public Relation (Online Events)

- Organize webinars, online meetings on real estate knowledge and trends for agents' career developments
- Co-marketing with partners and guest speakers: real estate developers, investment specialists, mortgages specialists, renovators etc.

Other sales promotions

- Discount on commission fees or any other fees
- Housewarming gifts
- Lucky draws with guaranteed benefits such as coupons and vouchers to use for partners' service
- Credit wallet for next deals
- Loyalty program and referral rewards

Integrated Marketing Communication Plan

Communicating our message is going to be key to the success of our plan, we need to be able to reach prospective home buyers through a variety of channels. We plan to utilize several components of the IMC mix using digital marketing tools to create ads for both customers and recruitment. Keller Williams Neighbourhood Realty website requires improvement to increase search engine optimization. To achieve this, we suggest the implementation of a blog to create content as well as using social media will be key to connect with future stakeholders and current clients. In addition, we recommend a general refresh of digital components such as their mobile app and further utilizing technology to continue engaging clients and prospective agents through digital events.

Advertising and Media Plan

Digital Marketing

Google AdWords

Unlike on social media platforms, where our advertisement is based on demographic and interest's information, Google AdWords can target the audience based on intent (Quest, n.d.). As we learned that 97% of all buyers use online websites to find information used in home search (NAR, 2021), we believe that this should be one of the biggest focuses for our IMC plan, as well as our "go online" initiatives. By developing Google AdWords campaigns, it will also help KWNR to gain exposure to their agents, as well as the company.

From our consumer behaviour in home search and buying/selling process research analysis, we were able to determine the best keywords that would match our customers intention when they are on the first stage of their home buying process, so that we can understand how to properly and profitably target the potential lead right at this very step. When creating paid ads with Google AdWords, it will be placed at the top of their search engine results, when they search for "real estate agents" or "houses in Toronto".

To gain more reach and drive traffic to our client's website, we focus on setting up the ad keywords. Starting with 'Broad match' keywords and 'phrase match' or 'broad match modifier' for generating high converting leads. We can also go with 'exact keyword match type', but this may not be the best option because the search volume can be low. A few highly ranked keywords we would recommend are "house in Toronto", "Toronto best realtor", "detached house in GTA", "Toronto condo", "Keller Williams agents", "realtors in the GTA", "Multiple Listing Service", etc. The Google AdWords campaign will run throughout the year, with adjustment to each campaign's date and time according to the results of the previous campaigns.

Best Realtors in Toronto | Keller Williams Neighbourhood Realty

Ad kwnr.ca ▼

See The Best Realtor in Toronto. Get Property Savvy With Our Knowledgeable & Professional Real Estate Agents

Top Agents Only · Top Neighbourhood Experts · Featured West End Communities

[Home Listings](#)

[Home Evaluation](#)

[Mortgage Calculator](#)

[Contact](#)

Exhibit 14: Google AdWords Mock Up (Best Realtors in Toronto)

House in Toronto | Keller Williams Neighbourhood Realty

Ad kwnr.ca/home-listings ▼

Map Search Available. Photo and Virtual Tour Available. Search Properties, Find Your Dream Home in Toronto!

Exhibit 15: Google AdWords Mock Up (House in Toronto)

We will first run a few trial campaigns to see how many people have potentially seen those ads and the demographic information on those users, including their general location. It also helps us to determine which keywords and geographical targeting works best for our client. We will continue to monitor its results such as impressions, CPM, CTR, CPC and other conversion rates to see if the return on ad spend meets our expectations. Then, we will modify the following campaigns to maximize its full potential with Ad Extensions, AdWords “reach” metric. From there, we will continue to advise our client to invest in the Google AdWords ecosystem which the AdWords are synced with the Display Network and YouTube. We can record ads to appear on those sites within the network, and YouTube monitor their performance via your AdWords dashboard. This will also be beneficial for marketing efforts with their YouTube channel to promote webinars, workshops, as well as video showing and virtual tours. In addition, Google Analytics will be a great access to tracks and reports website traffic.

In addition, we will also roll out AdWords campaigns that aim to recruit agents in order to reach our client's human resources objectives.

Join us today! | Become a Keller Williams Agent | Top Realtors

Ad kwnr.ca/why-kw ▼

Become a real estate agent with the biggest name in real estate. Join a winning team with the best support and the industry's best agents.

Exhibit 16: Google AdWord Mock Up (Agent Recruitment)

Web Banner Advertisement (Display Ads)

Web Banner Advertisement is another cost-effective way to allow our clients to display our clients' services on the Internet. It allows us to increase the brand recognition and awareness, drive traffic to our client's website, as well as generate new leads. With this type of advertisement, it needs to have a strong call to action such as "Find your dream home", "View homes" in order to catch the audience's attention, using visually engaging images and bright colors to make the ad clickable. Once we are ready to roll out the banner ads, we would start with the Google Content Network so that it is incorporated with our AdWords campaigns, based on its optimal keywords and demographic. The display ads campaigns will be roll out in the fourth quarter of this year, where the most listings go active online (Toronto Regional Real Estate Board, 2021), until the end of the first quarter of the following year, which is when the greatest number of homes sold (Toronto Regional Real Estate Board, 2021).




Exhibit 17: Web Banner Advertisement Mockup

Content Marketing

As our client aim to establish differentiation in the market, content marketing is an important part to be incorporate into our IMC plan. Content marketing is the key to build relationships with customers, as well as to attract new clients and driving organic traffic to the website. Research shows that 52% of buyers said they were definitely more likely to buy from a vendor after reading its content (Marketing Charts, 2020). Currently, Keller Williams has a Blog section on their website but there is no content posted, which is a huge miss out on website and business outreach opportunities. We believe that creating and updating blogs for content marketing purpose will also increases Keller Williams' brand awareness, generate more qualified leads as well as give them something to cross-share on social media, as well as in updating emails/newsletters.

SEMrush's 2021 report on content marketing statistics claimed that companies using content marketing generated 97% more backlinks and landed 434% more search engine results pages (SERPs) than those that didn't, and it cost 62% less and resulted in 5 times as many sales leads (SEMrush, 2021). In the same report, SEMrush stated that the top 5 most efficient content marketing tactics are:

- Search Engine Optimization
- Updating and repurposing existing content
- Creating more video/visual content
- Publishing more "How to" guides/educational content
- Optimizing the customer journey
- Analyzing competitors' content



With those insights in mind, we will start by forming a team with freelance copywriters to produce content for our clients, producing content for blogs while improving our search engine rankings. We will look at competitors keywords ranking, as well as its traffic statistics to see which piece of content has the best result in order to create content that would rank higher than they do for those search terms. Next, the content team will create a content database that can be used for the repurpose strategy, which means that we will cycle the content through different channels such as social media updates like Facebook posts or reproduce the blogs into video to upload on YouTube and Facebook.

We can also write down meeting's speaking topics to turn it into blogs and vice versa. The repurposing content for blogs and social channels will also help us to maximize our client's efforts and save more cost in producing new content as most people will forget those content after a while or did not have the chance to see it yet. We would expect to see content posted on our client's blog section once or twice a month, and the content would be reproducing and repurposing after six to eight months.

The recommended topics are:

- KWNR's brand story
- Customer stories/experiences
- Location studies
- Industry news and market trends
- Tips for buyers and sellers
 - "How to prepare for your home buying journey"
 - "What makes your home more valuable and sell faster"
 - "10 things first-time home buyers need to know"

Home BUYER Topics

Home SELLER Topics



Exhibit 18: Mock Up of Blogs for Keller Williams Website

Promote KW Mobile App

The Keller Williams company has launched the KW app, which is a consumer-facing app that empowers agents and their clients (Keller Williams, n.d.). It can be paired with our client customer-create site, we believe that incorporating the App promotion on to our client's website will give their customer a better experience in their home searching process. It allows our client's website to provide best-in-class customer experience to their potential customer, of which can be customized to their own unique link to share with leads and contacts (Keller Williams, 2021). The customer can browse properties based on neighbourhood, zip code, landmark, while we can gather insights from their search activity and successfully close deals with them by delivering their dream home. In addition, KW App can also bring the virtual showing into their customer smartphone.

Social Media

Facebook

Facebook is a great place to engage with potential leads, as well as posting updating posts about the real estate market and the company. Which is why our goal here is to use its Facebook Ads as an effective tool to generate leads according to their interests and demographic. We will start with rolling out ads that specifically target our targeted market and ensure that we will reach the right audience. With Facebook Ads, we plan to roll out campaigns for listed properties in high season or when the amount of house listings is higher, as well as to promote our clients' webinars, which will be organized once or twice a month. Since the ads were targeted at a certain group, it would help our clients to connect with potential leads on a personal level, therefore, it will be better to put out eye catching ads with attention grabbing captions and photos. Other suggestions for the types of Facebook posts that we can use are testimonies of the customers, detailed virtual tour live streams/videos, creating events for webinars and direct link to the meetings.

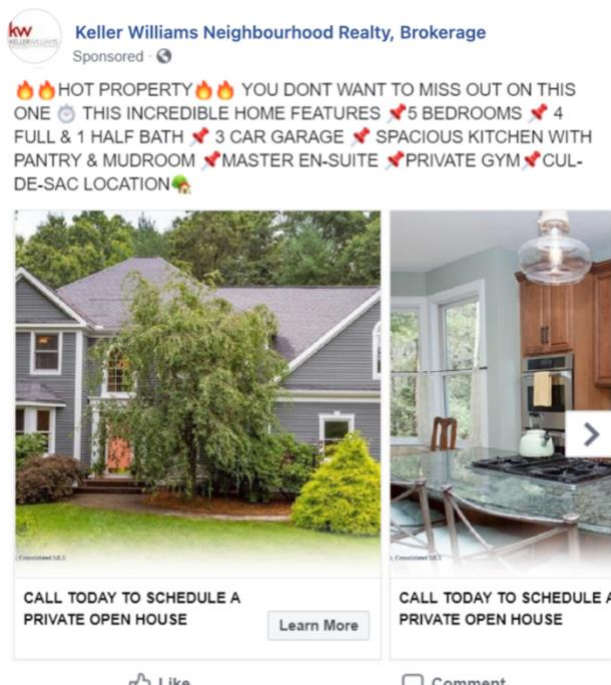


Exhibit 19: Facebook Advertisement Mock Up (1)

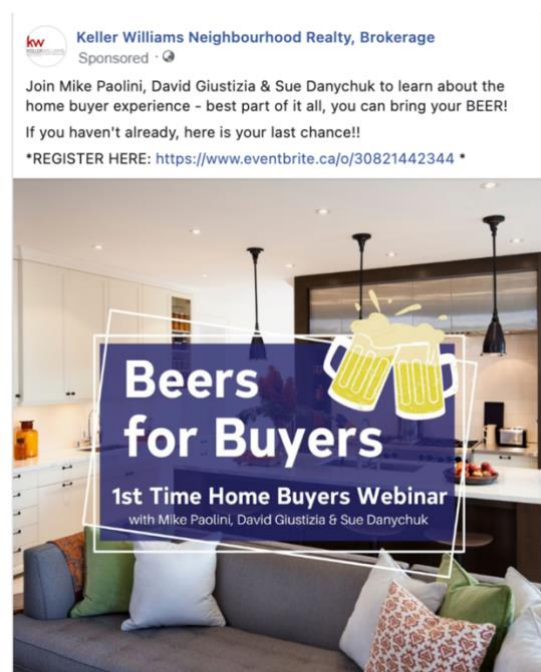


Exhibit 20: Facebook Advertisement Mock Up (2)

Instagram

Although Instagram is not our choice of communication channel, we will use its story ads to promote the events (workshops, webinars) to attract more attendants. The targeted audience and approaches are similar to the plan we have for Facebook Ads.

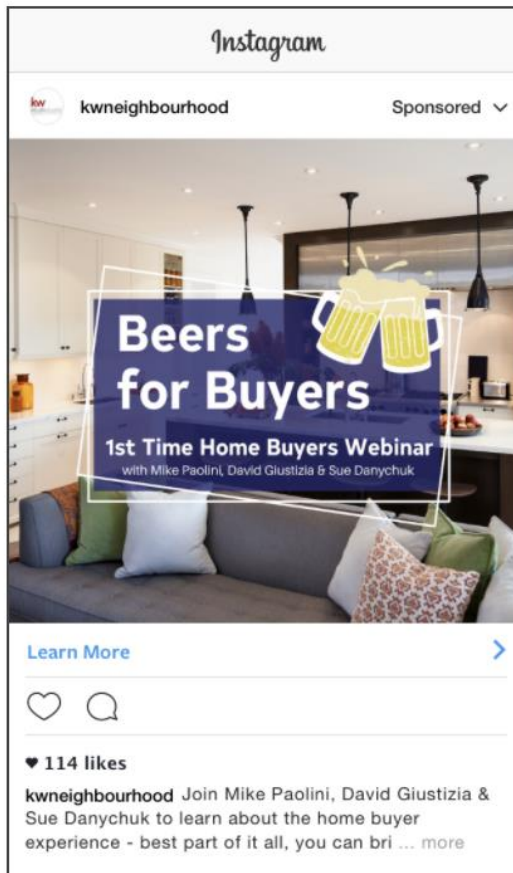


Exhibit 22: Instagram Advertisement Mock Up (1)

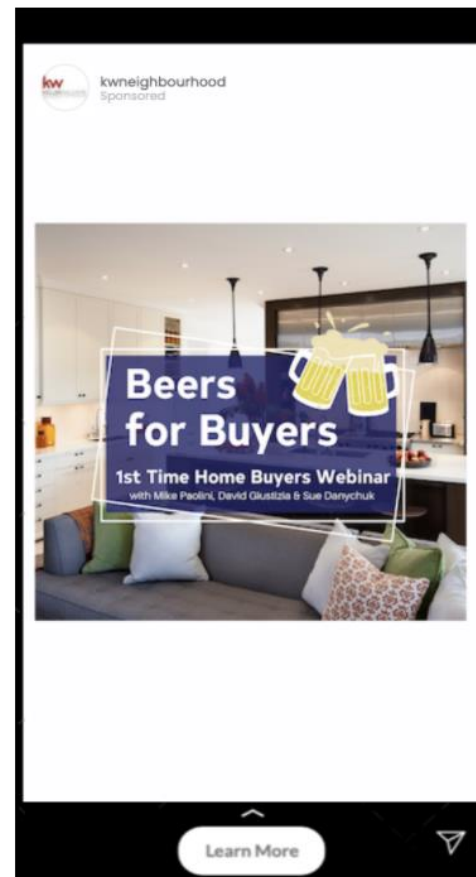



Exhibit 21: Instagram Advertisement Mock Up (2)

Public Relation

Events

Since “How to “and knowledge sharing type of content is one of the most efficient way to attracting interested leads (SEMrush, 2021), repurposing them into online workshops and webinars can help our client’s agents acquire new customers by demonstrating their local market knowledge and real estate expertise to a live audience. Because of the COVID-19 pandemic, people are now having more time to consume content from their smartphones, tablets and laptops right at home, online workshops and webinars are great initiatives to establish an element of trust and reliability to the potential customers, since selling and buying houses are complicated decision-making process because of its high values. People that want to buy or sell their home want to be sure that their agents are well educated in the regulations, buying/selling process, market trends, and have a wide network of partners in mortgages, lawyers, developers, etc. These partners, especially mortgage specialists, are great guest speakers to have at an online workshop, because people who are going to finance their home, want to make sure the lender is reliable and trustworthy. This is very important to people who are first-time buyers, since the process can be very complicated and stressing to most of them. At these events, the partners will also have a chance to market themselves and approach potential customers.



In addition, workshops and webinars can also be used for agents training and career development. Success stories from other agents would empower new agents, as well as creating a welcoming environment for the newbies, especially when most of the interaction is done remotely. Some recommend topics for customers, partners and agents are:

- First-time home buyer/seller seminar
- Local real estate information seminar
- Steps in Home buying/selling process
- Preparing for Your First Open House
- Buying Investment Property for The First Time
- Property and other related taxes
- Financial Planning for Buying Your First Home
- Banks Versus Private Lenders for Home Mortgages

Marketing Budget and Sales Forecast

Within the next portion of this report, our team presents an in-depth look into the planning and budgeting of our marketing campaign in order for our digital marketing campaigns to start successfully. The following charts below, give the reader a clear visualization based on how Seventh Wonders Consulting Agency will be accomplishing our targeted objectives.

Beginning with the Execution Blocking Chart, it is broken down into four distinct quarters within the 12 months campaign from May 2011 to May 2012. It gives an in-depth understanding of the multiple actions needed to be completed throughout the analysis of the four P's and IMC plans, and who is in charge of completing them. This chart also shows a timeframe and the amount of money provided for the specific action.

The second chart is the allocated budget that is set for the multiple marketing opportunities our team will be implementing in order to further the brand positioning of Keller Williams. Within this chart the information is divided into separate titles that establish how long the campaign will run for, the cost it takes to run for, and lastly a percentage of how much monetary value the campaign is taking from the budget. With the total \$40k marketing budget, our team has divided the expenses into digital marketing, content marketing, social media marketing, and public relation.

Execution Blocking Chart

Keller Williams Marketing Campaign Calendar										2021												2022			
May 1st 2021 - April 30th 2022										Q1			Q2			Q3			Q4						
Activity	Responsible	Allocated Budget	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr											
Agents obtain info about the properties	Agents																								
Conduct comparative market analysis	Agents																								
KWNR website optimization	Website Manager	CA\$ 2,000.00																							
Create Google AdWords campaigns	VP Marketing	CA\$ 21,000.00																							
Update KWNR YouTube	VP Marketing																								
Recruit new agents	HR																								
Create content on KWNR Facebook page	VP Marketing																								
Launch KWNR Wallet	Sales Team																								
Create Facebook Ads campaigns	VP Marketing	CA\$ 1,780.00																							
Create Instagram story ads	VP Marketing	CA\$ 730.00																							
Online Events	VP Marketing	CA\$ 2,200.00																							
Web Banner Advertisement	VP Marketing	CA\$ 4,320.00																							
Content Marketing	VP Marketing	CA\$ 7,970.00																							
KPI and campaign performance review	VP Marketing																								
Campaign performance review and strategy redesign	VP Marketing																								

Budget Allocation Chart

Medium	Run Time	Duration of Campaign	Total Cost	Percentage of Budget
Digital Marketing				
Google AdWords	CPC	12 Months	CA\$21,000.00	52.50%
Web Banner Advertisement	CPC	6 Months	CA\$ 4,320.00	10.80%
Website Optimization	Monthly	12 Months	CA\$ 2,000.00	5.00%
Content Marketing				
Update and repurposing existing content	Weekly	12 Months	CA\$ 2,070.00	5.20%
Create video/visual content	Weekly	12 Months	CA\$ 5,900.00	14.80%
Social Media Marketing				
Facebook	Bimonthly / CPC	12 Months	CA\$ 1,780.00	4.40%
Instagram	Bimonthly / CPC	12 Months	CA\$ 730.00	1.80%
Public Relation				
Events	Bimonthly / CPC	9 Months	CA\$ 2,200.00	5.50%
Total			CA\$ 40,000.00	100.00%

Customer Relationship Management

To cut down on expenses that teams can reinvest to build their businesses and deliver exceptional customer experience, KW created its own end-to-end operational system, Command, which is a single system that supports and helps teams from lead generation to database management, and to cultivate a lifetime relationship with clients (KW Technology, 2021). Command makes it simple to make informed decisions about the teams' lead routing plan. During the lead generation, leads are automatically handed out to members through lead routing. Agents claim leads, while unclaimed leads will be passed on to the next agent in the route (Blumberg, 2020). With the automating workflow, SmartPlans, teams are able to have more time building databases and connecting with clients, as they can easily group and organize contacts, automate follow-up, and design automatic communicating plans for each contact (Blumberg, 2020).

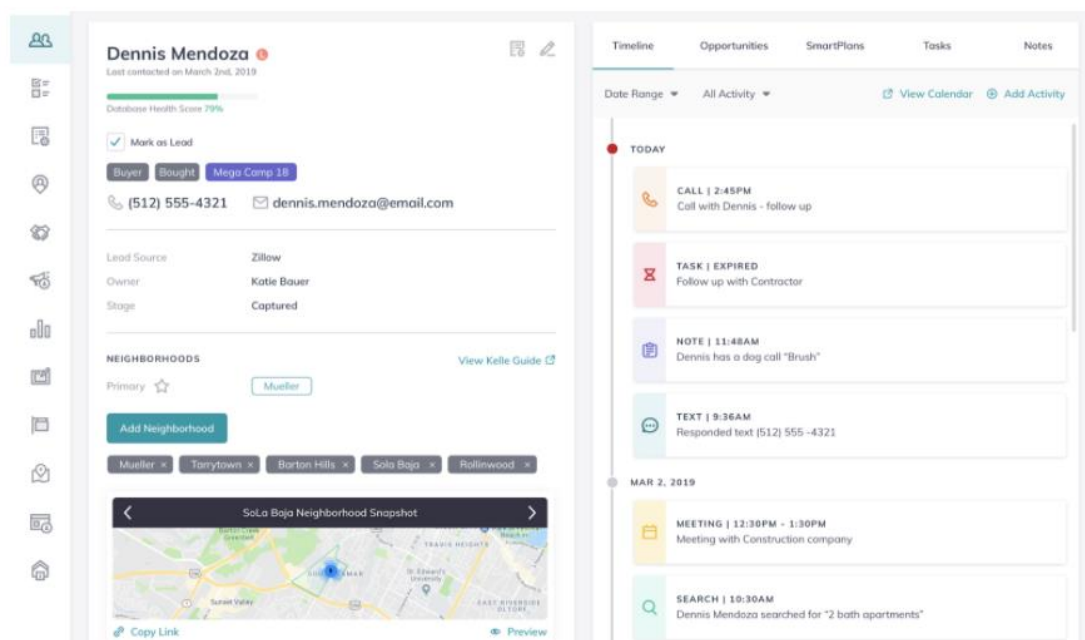


Exhibit 23: Keller Williams End-to-End Operation System (1)

Besides, the Opportunities application within Command makes collaboration and managing transactions easier as it tailors tracking to the real estate transaction process (Keller Williams Outfront, 2019). Teams can not only manage offers, documents and communication in one spot, but also streamline real-time listings, appointments, contracts, deals and forecasted GCI from one convenient location (Blumberg, 2020). Different from traditional CRMs, Opportunities divides transactions into five phases, including Cultivate, Appointment, Active, Under Contract, and Closed. Teams can enhance customer service by customizing their own transaction process to build deeper relationships with leads and contacts (Baldwin, 2019).

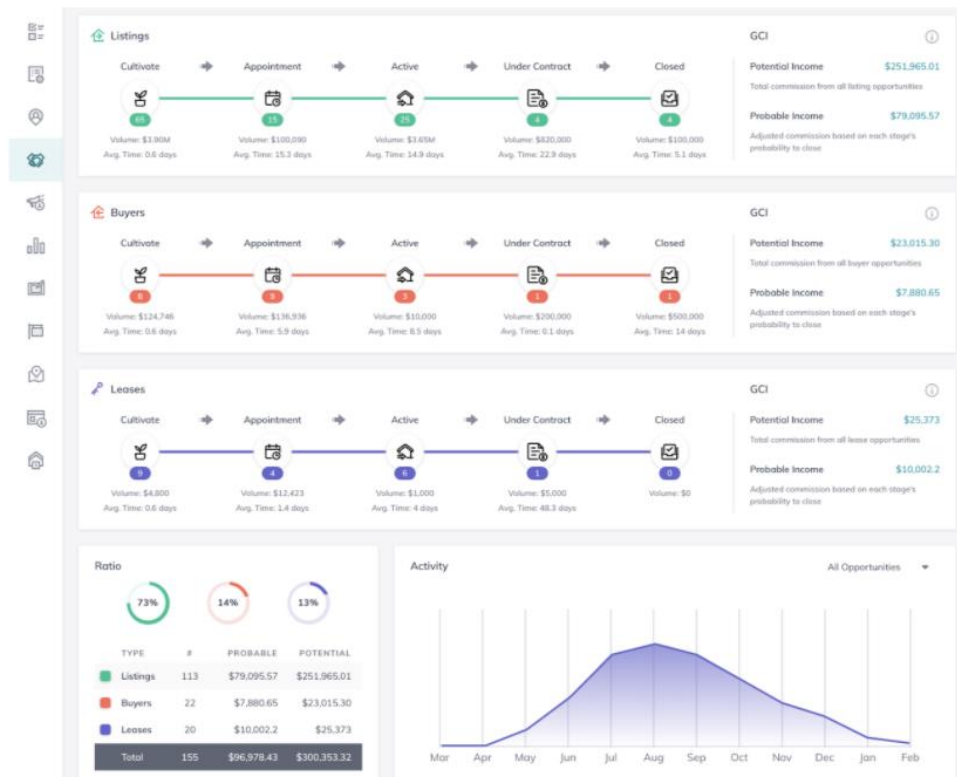


Exhibit 24: Keller Williams End-to-End Operation System (2)

Financial Plan

Projected Income and Expenses

Based on Keller Williams's 2020 income statement and balance sheet, our team will create the forecasts for the next two years. To allow our client better understand our projected financial statements, Seventh Wonder Consulting Agency will provide a deeper calculation of the information that makes up these statements.

Sales

With our new packages for the clients (home buyers) and the expected growth of agents and clients, our team will provide estimations of the net sales for 2021 and 2022. The packages contain KWNR Golden Wallet and KWNR Platinum Wallet, which is \$200 and \$400 respectively. As mentioned in the previous section, we expect Keller Williams to increase 60 agents in the first year, and currently have 80 agents. Each new agent is expected to have 3 clients in a year, and experienced agents are expected to have 12 clients a year. The total client's new agents can reach is 180 in the first year and 960 clients for experienced agents, so adding up is 1,140 clients in total. Within 1,140 clients, the objective is 50% of them will be paying clients, which is 570. Within 570 clients, the goal is 60% of the clients will opt for KWNR Golden Wallet, and 40% of the clients will pay for KWNR Platinum Wallet. Therefore, 342 clients will be KWNR Golden Wallet clients, spending \$200 per time. 228 clients will become KWNR Platinum Wallet clients, paying for \$400 per time.

The following calculations are the forecast of 2021 revenues for packages sales:

Package Sales for 2021

- 342 clients paying for KWNR Golden Wallet x \$200 (KWNR Golden Wallet's Price) = \$68,400
- 228 clients paying for KWNR Platinum Wallet x \$400 (KWNR Platinum Wallet's Price) = \$91,200
- **Total Sales of Package for 2021= \$159,600**

Within 5% commissions, 2.5% goes to the buying agents, and 2.5% goes to the selling agents. Therefore, with the average \$656,000 housing price, each commission will be \$16,625.

- \$656,000 (average housing price) x 2.5% (commission) = \$16,625

As discussed previously, Keller Williams' commission structure shows 30% of commission goes to the market center, which means each franchise.

Below is the calculation to forecast 2021 revenues for commission:

Commission Revenue for 2021

- **\$16,625 (each commission) x 30% (market center rate) x 1,140 (total housing sold) = \$5,685,750**

Since the housing prices increase by 16.5% in 2021, we expect listing sold, leasing, and referrals will also increase with the same percentage. We adopt the price from Keller Williams' 2020 income statement to calculate.

The following calculations are the forecast of 2021 revenues for listing sold, leasing, and referrals:

Listing Sold for 2021

- **\$771,1240.88 (2020 Listing Sold Price) x 1.165 (Increase Rate) = \$8,983,595.63**

Leasing for 2021

- **\$333,337.49 (2020 Leasing Price) x 1.165 (Increase Rate) = \$38,838.18**

Referrals for 2021

- **\$100,667.32 (2020 Referrals Price) x 1.165 (Increase Rate) = \$117,277.43**

For the following year, 2022, we expect Keller Williams to increase 60 agents.

With 80 experienced agents and 60 one-year-experience agents, the total agents can reach 200. The total new agents are 120 and 80 for experienced agents. In terms of the clients, new agents can get 360, and experienced agents can achieve 960 clients in 2022, so the total clients are 1,320 in 2022.

The objective is 50% of 1,320 clients will be paying clients, which is 660. Within 660 clients, 60% of the clients are expected to opt for KWNR Golden Wallet, and 40% of the clients are expected to pay for KWNR Platinum Wallet. Therefore, 396 clients will purchase KWNR Golden Wallet, spending \$200 per time. 264 clients will pay \$400 for KWNR Platinum Wallet.

The following calculations are the forecast of 2022 revenues for packages sales:

Package Sales for 2022

- 396 clients paying for KWNR Golden Wallet x \$200 (KWNR Golden Wallet's Price) = \$79,200
- 264 clients paying for KWNR Platinum Wallet x \$400 (KWNR Platinum Wallet's Price) = \$105,600
- **Total Sales of Package for 2022= \$184,800**

As mentioned in profit objectives, the housing prices are expected to grow by 2.1%, reaching \$679,000 in 2022. Therefore, each commission is \$16975.

- \$679,000 (average housing price) x 2.5% (commission) = \$16975

Below is the calculation to forecast 2022 revenues for commission:

Commission Revenue for 2022

- **\$16975 (each commission) x 30% (market center rate) x 1,320 (total housing sold) = \$6,722,100**

The housing prices are expected to rise by 2.1% in 2022. For listing sold, leasing, and referrals, we adopt the price from our forecast of 2021 to calculate.

The following calculations are the forecast of 2021 revenues for listing sold, leasing, and referrals:

Listing Sold for 2022

- $\$8,983,595.63 \text{ (2021 Listing Sold Price)} \times 1.021 \text{ (Increase Rate)} =$
 $\$9,172,251.13$

Leasing for 2022

- $\$38,838.18 \text{ (2021 Leasing Price)} \times 1.021 \text{ (Increase Rate)} = \$46,993.98$

Referrals for 2022

- $\$117,277.43 \text{ (2021 Referrals Price)} \times 1.021 \text{ (Increase Rate)} = \$119,740.26$

Cost of Goods Sold

For the packages plan, Keller Williams will have to partner with movers and cleaning companies, allowing clients to use their services. Therefore, the revenue of each plan sold will be split with 70/30. 70% of the revenue goes to the company, and the remaining 30% belongs to Keller Williams. Since it is the new plan, starting in 2021, and Keller Williams does not have to purchase the plan from movers and cleaning companies in advance, there is no beginning inventory in both 2021 and 2022.

Package Sales for 2021

- 342 clients paying for plan A x \$200 (Price of plan A) x 70% = \$47,880
- 228 clients paying for plan B x \$400 (Price of plan A) x 70% = \$63,840

Total Sales of Package for 2021= \$111,640

Package Sales for 2022

- 396 clients paying for plan A x \$200 (Price of plan A) x 70% = \$55,440
- 264 clients paying for plan B x \$400 (Price of plan A) x 70% = \$73,920
- **Total Sales of Package for 2022= \$129,360**

For listing sold, leasing, and referrals, Keller Williams has to pay for the commission. The cost of them will be calculated based on Keller Williams' 2020 income statement with a 16.5% increase in 2021 and a 2.1% increase in 2022.

Below is the calculation to forecast 2021 commissions:

Listing Commission for 2021

- **\$3,344,704.37 (2020 Listing Commission Price) x 1.165 (Increase Rate) =
\$3,896,580.59**

Leasing Commission for 2021

- **\$241,002.65 (2020 Leasing Commission Price) x 1.165 (Increase Rate) =
\$280,768.09**

Referrals Commission for 2021

- **\$82,062.78 (2020 Referrals Commission Price) x 1.165 (Increase Rate) =
\$95,603.14**

Clearing Commission for 2021

- **\$250.01 (2020 Clearing Commission Price) x 1.165 (Increase Rate) =
\$291.37**

Below is the calculation to forecast 2022 commissions:

Listing Commission for 2022

- **\$3,896,580.59 (2021 Listing Commission Price) x 1.021 (Increase Rate) = \$818,281.92**

Leasing Commission for 2022

- **\$280,768.09 (2021 Leasing Commission Price) x 1.021 (Increase Rate) = \$339,729.39**

Referrals Commission for 2022

- **\$95,603.14(2021 Referrals Commission Price) x 1.021 (Increase Rate) = \$97,610.80**

Clearing Commission for 2022

- **\$291.37 (2021 Clearing Commission Price) x 1.165 (Increase Rate) = \$297.49**

Operating Expenses

Salary: During the uncertain situation, COVID19, the salaries of all Keller Williams' employees in 2021 will remain the same as in 2020. For the following year, 2022, a standard 2.7% increase will be applied to the staff's salaries.

Below is a 2.7% increase in salary calculated for 2022:

Admin/Bonus

- **\$2500 (2021 Salary) x 1.027 (Increase Rate) = \$2567.50**

Call Coordinator

- **\$134,106.92 (2021 Salary) x 1.027 (Increase Rate) = \$147,727.81**

Team Leader

- **\$28,725.23 (2021 Salary) x 1.027 (Increase Rate) = \$29500.81**

Team Leader Bonus

- **\$12,250 (2021 Salary) x 1.027 (Increase Rate) = \$12,580.75**

OP

- **\$24,000 (2021 Salary) x 1.027 (Increase Rate) = \$30,480**

Training: Keller Williams is expected to hire 60 new agents in 2021 that the company currently has 80 agents, so the increase rate is approximately 43%. The goal is to reach 200 agents in total, which means Keller Williams should recruit 60 new agents in 2022 as well. Therefore, the increase rate will be 30% in 2022. We will provide the calculations based on the training expenses in 2020.

Below is a 43% increase in training expenses for 2021:

Regional Training

- **\$5,662.63 (2020 Regional Training Expenses) x 1.43 (Agents Increase Rate) = 8097.56**

MC Leadership

- **\$12,589.99 (2020 MC Leadership Expenses) x 1.43 (Agents Increase Rate) = \$18016.56**

Below is a 43% increase in training expenses for 2021: Regional Training

- **\$8097.56 (2021 Regional Training Expenses) x 1.3 (Agents Increase Rate) = \$10526.83**

MC Leadership

- **\$18016.56 (2021 MC Leadership Expenses) x 1.3 (Agents Increase Rate) = \$23421.52**

Advertising and Marketing Expenses: Since Keller Williams has to focus on brand awareness during the transition in 2021, the budget for marketing expenses is \$40 thousand. In 2022, everything is settled, and we expect our plan will perform well, the expense will decrease.

Insurance: Since Keller Williams is not expected to recruit new staff in the next two years, the insurance will remain the same as in 2020.

Office Expenses: For "maintenance and repairs - computers," "office supplies," "telephone - answering service", we expect the expenses in these categories will increase, since agents and staff may have to go back to the office. According to Paige, there is only one person who stays in the office during the pandemic (Paige. (Feb 18, 2021). Basic information interview. [personal interview]).

Other Expenses

Legal: According to Hurley (2015), a business spends on average 0.38% of its annual total revenue on legal expenses. Therefore, we calculated Keller Williams's legal expenses of 2021 and 2022 by multiplying its total revenue by 0.38%.

Accounting and Tax preparation: the accounting and tax preparation will grow with the agent growth. Therefore, we estimated 43% growth in accounting and tax preparation in 2021 and 30% in 2022.

Below, we present Keller Williams's forecasted income statement and balance sheet for both 2021 and 2022 based on the calculation discussed above.

Income Statement

Keller Williams			
Income Statement			
For the Years Ending [Jan 1, 2021 and Jan 1, 2022]			
Revenue		2021	2022
Sales			
Package Plan	\$	159,600.00	\$ 162,951.00
Commission	\$	5,685,750.00	\$ 6,722,100.00
Listing Sold	\$	8,983,595.63	\$ 9,172,251.13
Leasing	\$	38,838.18	\$ 39,653.78
Referrals	\$	117,277.43	\$ 119,740.26
Net Sales	\$	14,985,061.23	\$ 16,216,696.17
Cost of Goods Sold			
Beginning Inventory		-	-
Package Plan	\$	111,640.00	\$ 129,360.00
Listing Commission	\$	3,896,580.59	\$ 3,978,408.78
Sales Commission	\$	4,445,248.41	\$ 4,711,963.32
Leasing Commission	\$	280,768.09	\$ 339,729.39
Referral Commission	\$	95,603.14	\$ 97,610.80
Commission - Other Brokers	\$	4,838,452.94	\$ 4,940,060.45
Clearing Commission	\$	291.37	\$ 297.49
Total Cost of Goods Sold	\$	13,668,584.54	\$ 14,197,430.23
Gross Profit	\$	1,316,476.69	\$ 2,019,265.94
Operating Expenses			
Advertising & Marketing Expenses	\$	40,000.00	\$ 25,000.00
Bank Charges	\$	10,359.14	\$ 10,359.14
Computer Software - Office	\$	41,466.10	\$ 41,466.10
Contract Labour and Consulting	\$	21,263.00	\$ 21,263.00
Dues - RECO	\$	3,578.51	\$ 3,578.91
Dues - TREB	\$	2,014.08	\$ 2,014.08
Depreciation and Amortization	\$	20,237.57	\$ 20,237.57
Insurance - Health	\$	8,071.20	\$ 8,071.20
Insurance - Office	\$	1,872.16	\$ 1,872.16
Online Services - Internet	\$	948.00	\$ 1,500.00
Maintenance and Repairs - Computers	\$	5,170.00	\$ 10,000.00
Postage, Freight and Delivery	\$	1,092.58	\$ 2,000.00
Recruiting Incentive	\$	1,296.97	\$ 5,000.00
Rent - Office and Occupancy	\$	85,567.12	\$ 85,567.12
Salaries - Admin/Bonus	\$	2,500.00	\$ 2,567.50
Salaries - Call coordinator	\$	134,106.92	\$ 137,727.81
Salaries - Team Leader	\$	28,725.23	\$ 29,500.81
Salaries - Team Leader Bonus	\$	12,250.00	\$ 12,580.75
Salaries - OP	\$	24,000.00	\$ 30,480.00
Office Supplies	\$	20,971.57	\$ 30,000.00
Telephone Service	\$	18,376.73	\$ 15,000.00
Training - Regional Training	\$	8,097.56	\$ 10,526.83
Training - MC Leadership	\$	18,016.56	\$ 23,421.52
Keller Personality Assessment (KPA)	\$	6,872.60	\$ 8,934.38
Telephone - Answering Service	\$	10,497.16	\$ 15,000.00
Travel and Lodging	\$	-	\$ 6,500.00
KW Convention	\$	-	\$ 18,000.00
Total Operating Expenses	\$	527,350.76	\$ 578,168.88
Total Other Expense			
Legal	\$	56,943.23	\$ 61,734.36
Accounting and Tax Preparation	\$	13,304.00	\$ 20,000.00
Misc Owner Costs	\$	31,811.55	\$ 32,000.00
Total Other Expenses	\$	102,058.78	\$ 113,734.36
EBIT	\$	687,067.15	\$ 1,327,362.70
Tax Expense (@15%)	\$	103,060.07	\$ 199,104.40
Net Income	\$	584,007.08	\$ 1,128,258.29

Balance Sheet

Keller Williams Balance Sheet

For the Years Ending [Jan 1, 2021 and Jan 1, 2022]

Assets	2021	2022
Current Assets		
Cash	\$ 2,512,472.11	\$ 376,870.17
Accounts receivable	\$ 2038.39	\$ 2649.91
Total current assets	\$ 251,451.50	\$ 377,135.07
Fixed (Long-Term) Assets		
Furniture and Equipment	\$ 72,466.79	\$ 75,000.00
Signage	\$ 6,275.78	\$ 6,275.78
Office Equipment	\$ -16,887.89	\$ 16,887.89
Computers	\$ 33,840.72	\$ 94,000.00
Leasehold Improvement	\$ 59,713.92	\$ 35,000.00
Total fixed assets	\$ 155,409.32	\$ 227,163.67
Other Assets		
Goodwill	\$ 50,000.00	\$ 50,000.00
Prepaid Expenses	\$ 14,424.53	\$ 14,424.53
Total Other Assets	\$ 64,424.53	\$ 64,424.53
Total Assets	\$ 2,734,344.35	\$ 4,062,946.27

Liabilities and Shareholder's Equity

Retained Earnings - Opening Balance		
Accounts payable	\$ 39,102.90	\$ 40,000.00
Payroll - Tax Payable	\$ 8,500.31	\$ 8,500.31
Cop Contribution	\$ 5,740.12	\$ 5,740.12
El payable	\$ 2,317.70	\$ 2,317.70
Escrow/Trust Payable	\$ 1,577,245.00	\$ 2,244,288.14
Income Tax Payable - Federal	\$ 6,347.63	\$ 7,000.00
GST/HST Taxes Payable	\$ 540,224.85	\$ 550,000.00
GST/HST Tax Input Tax Credit	\$ -337,200.61	\$ -300,000.00
KWNR Local Charity	\$ 1,365.17	\$ 5,000.00
Total current liabilities	\$ 1,843,643.07	\$ 2,562,846.27
Long-Term Liabilities		
Total long-term liabilities	\$ 0.00	\$ 0.00
Shareholder's Equity		
Stockholder Equity		
Common Stock	\$ 100.00	\$ 100.00
Owner Dividends/Distributions	\$ -500,000.00	\$ -200,000.00
Paid in Capital	\$ 134,900.00	\$ 150,000.00
Retained Earnings - Opening Balance	\$ 1,126,558.56	\$ 1,400,000.00
Current Period Profit (Loss)	\$ 129,142.72	\$ 150,000.00
Total equity	\$ 890,701.28	\$ 1,500,100.00
Total Liabilities and Owner's Equity	\$ 2,734,344.35	\$ 4,062,946.27

Performance Measurement & KPI's

The next focus for Keller Williams is to ensure that the progress of our team's marketing plan is able to successfully follow through. To do so, our team has developed performance measurements through the use of KPIs (Key Performance Indicators) in order to ensure that after the plan has been put in place it continues to remain effective.

The development for the performance standard will be measured through the use of SMART acronym (Specific, Measurable, Attainable, Realistic, and Timely). Along with the use of SMART, our team will also be using KPIs to help determine the overall success of the plan as well as if changes or slight adjustments need to be made. Below are our teams KPIs that will help measure the performance of our marketing plan.


Client Growth: We will base success on whether our agents have had a growth in personal clients. Each agent should have an average of 3 clients per month, totaling an average of 36 clients per year. If Keller Williams does not reach 36 clients for 1 agent per year, we will have to re-evaluate what the current issues are and determine how to overcome them.

Staff Growth: In order to reach the minimum number of clients required, Keller Williams does have to increase the number of experienced agents they have. This can be achieved through a long-term goal where Keller Williams will have a total of 150 agents that are highly qualified and who will bring excellent service to their clients. Should Keller Williams not reach 150 agents within 1 to 2 years, we will have to re-evaluate and create a new plan.

Social Media Interaction: Keller Williams must create a social media buzz through Instagram, Facebook, Twitter, and TikTok. We will determine if clients and potential clients are interacting with Keller William through liking, commenting, and sharing. This will ultimately determine the amount of influence Keller Williams has.

Social Media Followers: The number of social media followers, on all relevant platforms will determine how much reach and influence Keller Williams has created within a one-year time frame. We want to create brand awareness and brand recognition that will ultimately lead to brand loyalty.

Website Traffic: The number of users who visit Keller Williams website will help visitors turn into leads. When the data is collected based on the number of leads generated divided by the number of website visitors, Keller Williams will be able to receive their conversion rate. Our team's goal is to have a conversion rate of at least 30%.



Keyword Performance: This will help measure Keller Williams search traffic based on their website. If the traffic is high this will mean that Keller Williams keywords are strong, though, if traffic is low, we will have to reconsider and re-evaluate.

Through the use of KPIs, Keller Williams success can be measured within a one-year timeframe while our team's marketing plan is put in place. From this point, we will be able to analyze the effectiveness and success of our plan as well as be able to determine any minor or major changes that may need to be made.

Conclusion

To summarize, Keller Williams is a real estate brokerage well situated to grow their business. Seven Wonder Consulting agency has created a strategic marketing plan to help Keller Williams expand their operation and stay competitive. By growing their agent roster from 80 to 200, Keller Williams will increase profit to ensure their future success. Future success will also be determined by how well these agents' talents are leveraged, this can be achieved by the incorporation of the KW Wallet program. The goal will also be supported by an IMC that focuses on recruitment and building the Keller Williams brand. Major activities that need to be completed are a google ads campaign, updated web content to increase SEO, and new banner ads to target homebuyers and new agents.

The Canadian housing market is an incredibly dynamic environment and long-term success is never guaranteed. By successfully incorporating a strengthened digital IMC into Keller Williams marketing efforts Seventh Wonder projects that in two years Keller Williams will meet its profit objectives of earning \$5000 per home sold and total profit growth of \$11.5 million.

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