Why Choose RE/MAX?
Guide for Real Estate Agents
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Are You Ready to Take Off?

There's no better time to "Take A Step Above the Crowd!"

With the real estate market changing in South Africa, RE/MAX affiliation is more valuable than ever.

Under the RE/MAX Concept, when the market slows you can actually make fewer sales and still earn more money than you would at a conventional firm in the best of times. That's the RE/MAX way.

And now, with RE/MAX being one of the fastest growing real estate organisations in the world, your opportunities for personal success have never been greater.

Today's the day to consider changing your life forever. Today's the day to join the ranks of the Real Estate Superstars.

Our Guide for Potential Real Estate Agents explains all advantages that you will gain after joining RE/MAX. Read about the RE/MAX story and the foundations of this organisation. familiarise yourself with statistics, marketing tactics, services, values and differences between us and a conventional real estate firm. See why with RE/MAX you are in business for yourself.
To be profitable, a broker needs to attract the best people possible by offering them an environment in which they have virtually unlimited freedom to succeed. People who feel like winners, become winners, and attract other winners to the company.

That was the conviction Gail Liniger and I had when we started our own real estate operation back in 1973. Now, decades later - with RE/MAX a major organisation within an industry that is in the throes of tumultuous change - we can look back on what has happened to that associate-oriented concept of ours over the years and can look ahead to its place in the real estate of tomorrow.

The Reason for RE/MAX

In the early 1970's, the residential real estate business was definitely company-dominated. Most real estate offices were on the commission-split system. In exchange for an office environment and whatever services the company provided, sales agents gave up to half of their commissions to the broker. The broker determined and controlled the office advertising budget, thus limiting any individual
agent's advertising options. Also, the agent was obligated to charge the client the office's standard commission rate, preventing negotiation in individual cases.

The few high producers in any single office were penalised for their production because they were the ones who contributed the most to the office overhead, thus supporting the beginning, part-time and low-producing agents.

Top producers who got tired of handing over half of their commissions to subsidise the office eventually had to decide either to quit the business or to start their own company. If they went into business for themselves, though, they would face the same problems other brokers had already faced.

I experienced that frustration because I was one of those agents. The old-line brokerage I joined provided attractive offices, training programs, relocation and referral departments, home trade programs, and it enjoyed high name recognition. You paid for the services, though, through the commission split.

The harder you worked, the more commissions you had to give away. Also, you had no freedom to advertise or negotiate with sellers.

Another program at the time did offer an alternative to the commission-split system. It was the "100 percent" program, in its infancy then. Under that payment structure, the agent kept all of his or her commissions in exchange for paying a monthly fee, but there were no real support programs or services, no significant name recognition. You paid for your space and your phone, and the rest was up to you. The concept had first been tried up in Calgary, Alberta, in the mid-40's, as a co-op with six partners. Hundred-percent companies sprang up many places after that, but with minimal success.

I worked under both the conventional-split and 100 percent programs. I liked the professionalism and the services of the traditional company and the freedom and payment structure of the 100 percent operation. I liked real estate, but not the way much of it was done, so I decided to start my own business.

The RE/MAX Concept

As Gail and I saw it from the beginning, the sales associate was the major piece in the real estate puzzle. While the associate must provide quality service to the consumer, it is the associate - not the consumer - who is the most immediate customer and greatest asset of a real estate company. The major challenge, then,
for anyone starting a real estate company was to attract and retain top people, creating a highly professional environment. If you could do that, you could control your overhead and make a fair profit. You couldn't keep those top producers, though, by taking half of their commissions, and you couldn't cover your overhead without splitting the commissions.

The partnership structure of that early 100 percent office in Canada offered a solution to the profitability problem. Doctors, lawyers and other professionals reduced their expenses significantly by establishing partnerships with other professionals and sharing overhead costs. Real estate associates could do that, too. In exchange for sharing monthly office overhead and management fees, they could keep the highest possible percentage of commissions earned. That commission can be 100 percent in some areas, while in other areas business regulations set the highest possible commission at 95 percent. The second set of expenses would be personal expenses, which would include items such as personal advertising, business cards and yard signs.

Under such a program, the degree of success a sales associate can achieve is limited only by ability, determination, and hard work, not by the restrictions one finds in conventional real estate companies.

We knew, though, that top-producing agents want more that the highest possible commission split. They also want traditional benefits and services. So, by combining the best of the 100 percent and traditional systems, we thought we would be able to recruit and retain the best in the business. We targeted as our marketing niche the top 20 percent of full-time sales associates, who, we estimated, did roughly 80 percent of the transactions. Having professional, full-time associates would relieve brokers of providing basic training, and the brokers would have a predictable monthly income for overhead and profit. We called our concept "RE/MAX", an acronym for "real estate maximums".

**RE/MAX Expansion**

The distance between theory and practice was years of hard work, struggle, mistakes, and debts. Our company growth was so slow, but we were persistent. Top producers began to hear about us and to recognise that our program was designed just for them. By the end of the second year, we had 42 associates. In 1977, we sold our first regional master franchise, and the following year we reached the 1,000-agent milestone.
Also in 1978, the first RE/MAX Hot Air Balloon debuted at the Albuquerque International Hot Air Balloon Fiesta. The red, white and blue balloon flying high embodied the freedom, independence and professionalism we wished to foster with the maximum-commission concept, so we adopted the balloon image and the "Above the Crowd!®" slogan as our corporate logo. There are now 85 RE/MAX balloons across the global network, the largest such "fleet" in the world. Our balloon logo is one of the best-know logos in North America.

Throughout those years, we continued at International Headquarters to expand our referral, communications, advertising and advanced training programs to support the regional directors, broker/owners, and sales associates throughout the ever-growing system. Talented individuals who recognised the value of the program that we designed for high-quality professional salespeople joined as regional directors and broker/owners, and more and more experienced, full-time associates were attracted by the independence, maximum-commission program, and professionalism that RE/MAX offered.

At the end of our first 10 years, we had more than 3,000 agents in 400 offices across the United States and Canada. Over our second 10 years, the system grew tenfold, to more than 32,000 associates in nearly 2,000 offices. By the end of 1996, we had nearly 45,000 associates in nearly 3,000 offices. We are number one in nearly every major market in Canada and in dozens of major U.S. markets. We've been in the top five in nearly 75 percent of the major markets in North America.

With such market penetration, we have been number one in Canadian residential real estate since 1987 and are one of the leading real estate organisations in the United States. We now have regions in the Caribbean, Mexico, Southern Africa, Israel, Germany, Spain, Italy, Greece, Australia, Singapore, Turkey and the United Kingdom.
Quality Sales Associates

We are well aware that the major reason for exponential RE/MAX expansion was not the maximum commission program in itself but the quality of the sales associates that our concept and our other benefits attracted to the system.

The quality of RE/MAX Associates is clearly seen in numbers. Our most recent associate profile shows that the average RE/MAX Sales Associate has nearly 12 years of real estate experience, three years more than that of the average full-time agent industry-wide.

A 1995 compensation study published in the April 1996 issue of the National Association of Realtor's Today's Realtor reported that the median projected sales income - after set or sliding commission splits but before taxes and expenses - was US$33,600.00 for the total sales force. 1995 RE/MAX statistics showed that the average RE/MAX Affiliate network-wide earned US$79,852.00.

Almost 6,000 U.S. RE/MAX Associates have earned the Certified Residential Specialist (CRS) designation, and the majority of both Certified Relocation Professional (CRP) and Accredited Buyer Representative (ABR) designations are held by RE/MAX Associates. Also, RE/MAX Affiliates are highly visible in community service and participation on Realtor boards.

RE/MAX Associates are responsible for the success of the organisation's international referral network, through which referrals flow from one full-time professional to another. Also, associate quality was instrumental in our establishing corporate relocation and asset management companies, an affinity market division, and a commercial/investment group. Associate excellence in one area can transfer to consumer confidence in other areas.
The experience, education, and professionalism of RE/MAX Associates has prompted competitors to re-examine and adjust traditional commission-split-programs. The result has been an industry-wide increase in agent income over the last 10 years. Agents' names share yard signs with company names, one example of personal promotion that advances an individual's career. In an industry in which companies once were clearly dominant over their agents, agents have been gaining more and more control over their own careers, beginning to move away from being "salespeople" to being "business people".

In recent years, as the real estate industry has undergone more change in a shorter period than any time in my memory, RE/MAX has continued to create and develop innovative programs to assure success of quality sales associates. Besides affinity programs, Premier market Presence, and an array of other services, we have emphasised the value of advanced training and professional designations, encouraging affiliates to certify their skills in relocation and buyer brokerage to better serve the customer. And we have embraced the potential of real estate technology, creating the RE/MAX Satellite Network and developing a wide range of programs - from CD-Roster to Agent 2000 - to help affiliates stay "Out in Front" in the computer age.

All other major real estate organisations have recently changed leadership or ownership. Since 1973, RE/MAX has attempted to provide the business environment and management techniques which would bring out the best in the best people one can acquire. That philosophy has always led to whatever success the network has achieved, and it will guide us as we continue to develop and expand into new markets.
This is a statistical overview of RE/MAX in 2002.

**Number of RE/MAX Sales Associates Worldwide**

The RE/MAX network passed the 80,000 Associate milestone early in 2003. The number of agents and offices has grown every month since the network's founding in January 1973.

*See Diagram on the next page*
Joining the best

69,825
real estate professionals
made the decision - and
are delighted they did

RE/MAX Guide

RE/MAX International Statistics
Average Commissions Earned in the Total RE/MAX Network

RE/MAX Associates on average earned a record-breaking US$114,161.00 in commissions in 2001. The number of Associates earning more than US$100,000.00 was 21,504, another record. Among those earning more than US$100,000.00, the average earnings were US$191,692.00. (The information is compiled from data submitted to RE/MAX International by RE/MAX regions.)

Number of RE/MAX Open Franchises Worldwide

A total of 4,159 RE/MAX franchises were open around the globe by the end of 2001. For the past four years, sales of franchises have been exceeding 500. Most purchases are still in the United States, but almost 50% of all new offices opens every year outside USA.

See Diagram on the next page
Joining the best

4,159
RE/MAX Franchises opened worldwide - and their number is still growing
Average Commissions Earned Worldwide - Top 100 Teams and Individuals

The Top 100 Affiliates in the RE/MAX network worldwide earned a record-breaking average of US$1,260,636.00 in commissions in 2001. With 1,172 Associates entering the RE/MAX Hall of Fame in 2001, total number of members grew to 6,674. Hall of Fame members have earned at least US$1 million in commissions during their RE/MAX career. (The information is compiled from data submitted to RE/MAX International by RE/MAX regions.)
Average Commissions Earned Worldwide - Top 100 Teams

The Top 100 RE/MAX Teams in the RE/MAX network worldwide also set a record, with average commission earnings of US$1,393,443.00. (The information is compiled from data submitted to RE/MAX International by RE/MAX regions.)
Platinum Club Growth Worldwide

A record-breaking 4,259 RE/MAX Associates in the RE/MAX network worldwide earned more than US$250,000.00 in commissions in 2001. (The information is compiled from data submitted to RE/MAX International by RE/MAX regions.)
Average Commissions Earned Worldwide - Platinum Club Members

The average annual commission earnings among those qualifying for the RE/MAX Platinum Club (annual commission in excess of US$250,000.00) was US$379,378.00 in 2001 in the RE/MAX network worldwide. (The information is compiled from data submitted to RE/MAX International by RE/MAX regions.)
100 Percent Club Growth Worldwide

The number of agents earning more than US$100,000.00 and less than US$250,000.00 in commissions (RE/MAX 100 Percent Club) hit an all-time high of 17,245 in 2001 in the RE/MAX network worldwide. (The information is compiled from data submitted to RE/MAX International by RE/MAX regions.)
Average Commissions Earned Worldwide - 100 Percent Club Club Members

Among RE/MAX Affiliates earning more than US$100,000.00 and less than US$250,000.00 in commissions (RE/MAX 100 Percent Club), the average earnings were US$145,339.00 in 2001 in the RE/MAX network worldwide. (The information is compiled from data submitted to RE/MAX International by RE/MAX regions.)
RE/MAX Programs and Services

RE/MAX provides its affiliates with a vast array of support services that contribute to professional success. Such support - in addition to the Maximum Commission Concept and the corporate goal of Premier market Presence - truly offers and serious real estate associate a place "Above the Crowd" in a highly competitive industry.

RE/MAX International Image

The most valuable benefit of RE/MAX affiliation may well be association with the RE/MAX name and logo. The organisation is a real estate leader across North America and beyond, and the red, white and blue RE/MAX Hot Air Balloon is one of the most recognisable logos in business advertising, let alone in the real estate industry.

Across North America and the expanding global system, the image of the RE/MAX Balloon soars in print advertising, television screens, billboards, "For Sale" signs, and on a vast range of promotional vehicles, from mail-outs to hang-gliders. The business cards and yard signs of a new RE/MAX Associate immediately join a network of respected advertising.

The real-life counterpart of the RE/MAX Balloon logo is a spectacular form of corporate advertising standing seven stories tall. With 85 independently owned and operated balloons throughout the system, RE/MAX has the largest "fleet" of corporate hot air balloons in the world. If the size and annual flight time were
combined, the resulting mega-balloon would be more than a mile tall and would be in flight nonstop for nine and a half months of the year.

The tricolour balloons emblazoned with the RE/MAX logotype participate in balloon meets, highlight charitable and business promotions, and drift above athletic events.

New Mexico Regional Directors presented the first RE/MAX Balloon to the public at the 1978 Albuquerque International Balloon Fiesta. The RE/MAX ground crew wore jackets with patches which read "Above the Crowd!" - a phrase designed by an associate. The marketing experiment attracted the attention of RE/MAX International executives. Shortly after, RE/MAX International adopted the balloon image and the slogan as its official logo.

The RE/MAX Balloon has become so well-known that the public, more and more, associates all hot air balloons with the "Above the Crowd!" RE/MAX organisation - a true marketing triumph.

**International Referral Network**

It takes years to build an effective referral network throughout an international system. RE/MAX has been developing such a network since the organisation was founded in 1973. Referrals are the major source of additional, substantial revenue for all RE/MAX Associates.

The rate of RE/MAX referrals resulting in completed transactions is estimated to be four times the industry average.

Unlike other referral programs, where leads are often mishandled by inexperienced or part-time agents, RE/MAX referrals flow from one full-time professional to another.
The most direct source of referral contact is the annual RE/MAX International Convention, which enables affiliates from throughout the international network to meet each other in person, exchange business cards, and distribute personal promotion materials.

Where personal contact leaves off, the RE/MAX Referral Roster begins. Annual U.S. and International editions of this network directory provide the sender with associate names, telephone numbers, business history, fields of real estate enterprise, professional designations, languages, service areas and maps. The information enables the Roster user to select the most appropriate receiving agent for the client. The Roster also contains information about RE/MAX International and Headquarter Companies, regions, Approved Suppliers and the RE/MAX Hot Air Balloon Fleet.

The RE/MAX Roster is available both in print and on compact disk. The CD-ROM Referral Roster does more than replicate information packed into the annual printed publication. Updated quarterly, the CR Roster includes the most up-to-date information possible. The developing program can create mailing labels and can contain an optional photograph and personal data along with an affiliate's name. Cross-referencing capabilities of the program will enable the user to locate the most appropriate associate at the relocation site. The more a relocation customer knows about the referral contact at the other end, the better he or she is likely to feel about the choice of referral associate. The CD Roster offers users the ultimate in referral information.

Referral questions not answered by the Roster can be directed toll-free to the RE/MAX International Referral Department, a free service to any member of the RE/MAX network.

Technological Support

RE/MAX is ushering in the era of the global office by offering RE/MAX Sales Associates and Broker/Owners the most advanced technological tools. These help RE/MAX Affiliates achieve higher levels of communication and productivity. Worldwide networking, referrals, listings, synergy - all are now possible through RE/MAX technology.
November 1, 1994, marked the debut of the *RE/MAX Satellite Network (RSN)*, the first and still the only private such service offered by any major real estate franchise company. The centrepiece of RE/MAX technology, RSN is revolutionising the RE/MAX organisation, disseminating training, professional education and the entire corporate culture across the international network.

RSN is the fulfillment of a RE/MAX dream of instantaneous communication. The satellite network now broadcasts educational programming six hours each business day directly to 1,000 RE/MAX subscriber offices representing more than 25,000 associates and 12,000 administrative staff members.

Less than a year after shaking the real estate industry with the introduction of the RE/MAX Satellite Network, RE/MAX became the first international real estate franchise organisation with a World Wide Web site. *RE/MAX on the Internet* is the latest of the series of technological tools developed to help associates achieve ever greater productivity and provide increasingly sophisticated service to their real estate customers.

RE/MAX on the Internet has the broadest possible reach of any RE/MAX technology. The home page has potential instant exposure to over 500 million Internet users around the globe, a number that increases daily. To gain access to that vast audience - which includes consumers, corporate decision makers or networking and referral contacts - RE/MAX Associates advertise themselves and their listings (like on our local website - [RemaxMidlands.co.za](http://RemaxMidlands.co.za)).
Global on-line conferences are already taking place on CompuServe’s RE/MAX Forum through a closed electronic bulletin board, and E-mail messages are being exchanged between overseas and North American affiliates.

The World Community Forum on CompuServe - a new software that instantly translates messages between English and Spanish, French or German - will help facilitate communication throughout the RE/MAX global system.

Agent 2000 software is a powerful business tool that enables associates and their staff to effectively manage listings and sales, create personal promotion brochures, track production goals and communicate with clients.

**Continuing Education and Training**

Behind the business success of RE/MAX Top Producers is the RE/MAX organisation’s commitment to continuing professional education and training. A real estate leader in its devotion and education, RE/MAX has established coast-to-coast tours of seminars in its RE/MAX university of continuing education. The RE/MAX seminars on Technology, Premier Market Presence (PMP) and Buyer Agency are designed to keep RE/MAX Associates "Above the Crowd!"

Through the RE/MAX Satellite Network and conventions, RE/MAX sponsors a number of courses leading to professional designations, including the Certified Commercial Investment Member (CCIM), Certified Real Estate Brokerage Manager (CRM), Certified Residential Specialist (CRS) and the Registered Relocation Specialist (RRS). Acknowledging home buyer demand for representation, RE/MAX teamed up with the Real Estate Buyer’s Agent Council (REBAC) in presenting courses leading to the Accredited Buyer Representative (ABR) designation. RE/MAX education programs have gone far to help RE/MAX Affiliates lead the industry in education.
Advanced real estate education can result not only in greater professionalism but also in higher commission income. RE/MAX Associates as a group are already the highest-producing agents in the real estate industry, and those Associates who hold professional designations average even higher incomes.

Associates holding the Graduate of Realtor Institute (GRI) designation or a broker's license have earned about 10 percent more than the average RE/MAX Associate. Commissions of Associates possessing the CRS designation have exceeded the average earnings by a third, and CRP designees have earned 40 percent more than the U.S. network average.

**Advertising and Promotion**

Because RE/MAX Associates are financially responsible for their own personal promotion items - brochures, door hangers, fliers - as well as the marketing of their own listings, they are free to advertise as much or as little as they choose. RE/MAX Associates annually average US$5,500.00 each in total advertising expenditures

Included in each associate's total advertising budget are group advertising fees. While other major real estate organisations typically claim from agents a percentage of earned commissions to build their group ad fund. RE/MAX group advertising funds are collected through equitable set fees. At conventional real estate firms, top producers tend to be penalised for their success because they end up contributing more to the group advertising fund than their less productive associates.

At RE/MAX, the highest producer in an office pays the same flat fee as the newest member of the team. At RE/MAX, group advertising is designed to promote the quality of RE/MAX Sales Associates to the public.
In addition to newspaper and other advertising placed by individual RE/MAX Sales Associates, large-scale advertising is produced by RE/MAX regions and by RE/MAX International. National advertising campaigns are financed through sales associates' contributions to the RE/MAX International Creative and Promotion Fund. The goal of the campaigns is to provide RE/MAX Affiliates with a common advertising theme that can be used anywhere in the system.

Recent "Out in Front" television commercials, featuring the RE/MAX Balloon in exotic and historical settings around the world, have received several international awards, including the prestigious Mobius honour.

Promotional packages in the multimedia campaigns include television and radio commercials, ad slicks, farming brochures, and other tools to aid affiliates in their marketing and recruiting efforts. The RE/MAX International Creative and Promotion Fund advertises its materials in a catalogue of Ad Fund items.

**RE/MAX Public Relations**

RE/MAX public relations takes many forms, from print and electronic features to sports marketing and charity sponsorship.

The organisation has received continent-wide publicity through articles in major publications from *Entrepreneur* and *Success* magazines to *The Financial Times* and *The Wall Street Journal*. Also, RE/MAX has several times been recognised as being the number one real estate franchise organisation in the U.S. and one of the most successful in all of franchising.

In 1996, *Income Opportunities* magazine honoured RE/MAX with its prestigious Franchise Relations Award, based on independent survey of franchisees of more than 100 networks across the country.
One of the many benefits of the RE/MAX Satellite Network is the ease with which video news releases can be quickly created and disseminated to television outlets throughout the world. These high-quality "sound bites", increasingly being used by stations, effectively position RE/MAX Affiliates as industry experts on latest real estate trends and challenges.

Marketing research consistently shows that sports fans are among the most loyal consumers in supporting companies that sponsor their favourite teams and sports. That is why RE/MAX logo is so widespread in stadiums, arenas, race tracks and other sporting facilities throughout North America.

RE/MAX is the title sponsor of the RE/MAX North American Long Drive Championship, the biggest grass-roots long-drive competition in the world. The annual event is televised on ESPN to a cumulative audience of more than 3.5 million. Similarly, RE/MAX of Southern Africa sponsors local Long Drive Championship in South Africa, which attracts a large numbers of the country's longest hitters, annually.

RE/MAX Motorsports, personally sponsored by RE/MAX Co-Founders Dave and Gail Liniger, prominently displays the RE/MAX logo on Late Model Stock Car and Craftsman Truck Series vehicles in the popular sport of NASCAR racing. The sponsorship includes ownership of a top NASCAR track, Lanier National Speedway in Gainesville, which frequently holds RE/MAX events.
Communications

From the RE/MAX Times to special projects like Dave Liniger's audio-tape-and-book set, *Maximums; Sales Secrets of the Superstars*, RE/MAX International provides associates with support materials to contribute to RE/MAX synergy and to lead to professional success.

In serving membership needs, the RE/MAX International Communications division has developed over the years into an in-house publishing company, advertising agency, public relations firm, graphics design business, and distribution centre all in one.

The division's flagship publication is the *RE/MAX Times*, "the Sunday newspaper of the RE/MAX family", a leader in real estate publications. A hefty, four-colour broadsheet published quarterly, the *Times* contains the latest in RE/MAX news at the Associate, office, regional and international levels. "News", "Winners", "Image" and "Synergy" sections cover the full range of RE/MAX news and industry developments. The acclaimed periodical is also an effective advertising medium for both RE/MAX Approved Suppliers and RE/MAX Associates.

Publishing alternately with the *Times*, the *RSN Program Guide* contains listings and descriptions of RE/MAX Satellite Network offerings, along with background on the participants.

Sales Associates looking for personal promotion items to help them enhance their image in the market-place will find them in the RE/MAX Showcase, the annual Approved Supplier Catalogue. The catalogue also itemises RE/MAX listing, training, promotional and informational tools.

The RE/MAX Roster, RE/MAX Approved Supplier Catalogue, RE/MAX Corporate Report, RE/MAX Associate Profile and a variety of newsletters also number among the division's periodical publications.
Special publications - *RE/MAX Trademark* and *Graphic Standards, The Great Balloon Festival* book, the RE/MAX Listing Presentation Kit, training manuals, and a host of other projects - are all designed to help RE/MAX Affiliates become the best professionals in the real estate industry. Also, RE/MAX Regions across the United States, Canada and worldwide produce their own newsletters to keep their associates informed of area RE/MAX achievements and real estate developments.

**Corporate Relocation and Asset Management**

RE/MAX International Relocation Services provides an additional source of referrals to RE/MAX Sales Associates. The rapidly-growing organisation handles every phase of the relocation process, from transferring a single employee to moving an entire corporate division.

RE/MAX Relocation provides something other third-company has: the real estate expertise of top-producing RE/MAX Sales Associates to help corporate employees and executives when they are transferred. Through the Corporate Connection program, associates can increase their own incomes by providing referrals to RE/MAX Relocation. Associates benefit from the program by acquiring listings of relocation transferees in their areas, as well as referrals to outside locations.

RE/MAX astounded the relocation industry in 1991, when more than 1,000 RE/MAX Associates earned the real estate edition of the prestigious Certified Relocation Professional (CRP) designation. That year, the second year the CRP was offered by the Employee Relocation Council (E-R-C), RE/MAX Associates accounted for 70 percent of all real estate people who held the designation.
With no comparable professional education being offered to Canadian associates, RE/MAX created the Registered Relocation Specialist (RRS) designation. New associates interested in expanding their expertise as well as increasing their income should consider enrolling in the CRP and RRS courses offered at RE/MAX International Conventions and other times throughout the year.

RE/MAX Asset Management Services provides savings and loan institutions and other mortgage lenders with asset management expertise, from appraisal and market analysis to disposition and closing of real-estate-owned (REO) properties. It, too, offers RE/MAX Associates opportunities for additional listings and income.

Affinity Marketing

A new division of RE/MAX Headquarter Companies is RE/MAX International Affinity Marketing. In its infancy, the division is already forming strategic affinity partnerships with several business giants, including mortgage banks, airlines and retail services. These relationships provide additional referral sources for RE/MAX Associates.

Commercial/Investment

RE/MAX Commercials linked to a network of tens of thousands of residential real estate professionals in thousands of RE/MAX offices worldwide.

With a strong presence in Canada and Mexico - and ongoing expansion into Africa, Europe, Central America and Australia - the RE/MAX International network spans the globe.

A growing number of RE/MAX offices in strategic markets throughout the network are exclusively commercial or have commercial divisions. This is the core of the RE/MAX Commercial team.

Many RE/MAX offices that are predominantly residential also have commercial specialists who have aligned with the office to take advantage of the synergies offered by being part of such a vast professional network.
RE/MAX Asset Management Services provides savings and loan institutions and other mortgage lenders with asset management expertise, from appraisal and market analysis to disposition and closing of real-estate-owned (REO) properties. It, too, offers RE/MAX Associates opportunities for additional listings and income.

Conventions and Awards

Annual RE/MAX International Conventions draw thousands of international affiliates from throughout the global system, who gather to learn, make referral contacts, and recharge through meeting old friends and making new ones.

The conventions are opportunities for affiliates to discover dynamic new business techniques, to learn about the latest trends in residential and commercial real estate and relocation.

World-class speakers have shared their insights and enthusiasm with convention attendees, and panels of experts and round-table discussions help affiliates better understand their complex industry. Approved Supplier exhibits display the latest in creative promotional and office support materials.

A highlight of every International RE/MAX Convention is the recognition of RE/MAX Affiliates.

Special honours include Regional Director and Broker/Owner of the Year as well as Top Producer awards.
Thousands of associates earn membership in the RE/MAX 100 Percent Club (agents earning more than US$100,000.00 and less than US$250,000.00 in commissions).

The even more prestigious Platinum Club (annual commission in excess of US$250,000.00), Hall of Fame (agents who have earned at least US$1 million in commissions during their RE/MAX career) and Lifetime Achievement awards recognise outstanding cumulative production during a RE/MAX career.

Regional awards dinner honour associates in categories established by each RE/MAX region.

In South Africa, annual awards are presented at the Annual Convention. The award structure is as follows:

- Executive Club: R100 000 and more
- 100 Percent Club: R250 000 and more
- Gold Club: R350 000 and more
- Platinum Club: R500 000 and more
- Chairmans Club: R1 Million and more

Special awards are presented to Broker Owners in certain categories and to Top Producers.
Whenever a top producer joins RE/MAX there is a resulting increase in market share, community good will and brand-name awareness that triggers an earnings increase for both the new associate and existing RE/MAX Associates. That is the core of RE/MAX Premier Market Presence (PMP), a common goal of all RE/MAX offices.

The concept has been proven in markets across North America and is starting to come to fruition across the globe. It has happened in Denver, Chicago, Toronto and hundreds of other markets, South Africa included.

- RE/MAX market share often exceeds the market share of the next tier of competitors combined.
- RE/MAX Affiliates far outnumber the competition in number of professional designations held.
- The RE/MAX name is considered synonymous with professionalism and good citizenship.
- And finally, average annual commissions earned by RE/MAX Associates in PMP localities climb well above industry averages.

PMP consists of five different but strongly independent areas:

1. Premier Quality Professionals
2. Premier Brand Name Awareness
3. Premier Customer Satisfaction
4. Premier Community Citizenship
5. Premier Market Share
Premier Quality Professionals

Premier Market Presence begins and ends with Premier Quality Professionals - the 20 percent of agents who are responsible for 80 percent of the business.

- These are the associates who lead the industry in production, advanced education and professional designations.
- They are current with the latest trends and technological advancements.
- They are always on top of the local market.
- They maintain full control of their business and continually invest a percentage of profits into personal promotion.

When enough Premier Quality Professionals get together under the RE/MAX name in any given market - contributing to common advertising, keeping personal promotion consistent with network standards, helping the community and offering top quality real estate services - an amazing thing happens. Image, awareness, business opportunities and earnings increase for each RE/MAX professional in that market.
Dave Liniger, a Co-Founder of RE/MAX International, said: "I think we have proven our original thesis: if you build a program centered around top-notch professionals, success is virtually assured." The RE/MAX network was created by top producers for top producers, and it is, ultimately, quality RE/MAX Sales Associates who have made it a giant of the real estate industry. RE/MAX Associates resoundingly demonstrated their excellence in 1997 by being involved in more than 1 million transaction sides, the most transaction sides in a single year ever recorded by any real estate network.

Premier Brand Name Awareness

With limited centralised, international advertising expenditures, the RE/MAX name has become one of the best-known in the industry. The success of this unconventional, yet powerful marketing strategy rests firmly on the quality and quantity of advertising placed by individual RE/MAX Associates.

In 1992 *Success* magazine ranked RE/MAX among the 30 best-known franchises in the United States, alongside such giants as McDonald's, Holiday Inn, Pizza Hut and Hertz. And the RE/MAX Balloon has become one of the most widely recognised corporate trademarks in North America. To achieve this kind of name recognition, RE/MAX Associates have been spending an average of US$5,000 each on personal and group advertising every year. That added up to US$1 billion during the organisation's first 20 years.

Every time another Premier Quality Professional joins the RE/MAX network there is a resulting increase in yard signs, billboards, newspaper ads, bus benches, and other personal promotion efforts. The result is a highly targeted mass-marketing strategy that impacts the market where it counts the most: in the local areas where RE/MAX Associates are conducting business.
Premier Customer Satisfaction

RE/MAX Associates on average derive about 70 percent of their business from repeat and referral customers - far exceeding the industry norm. This is why RE/MAX, often with less than half the number of agents as the biggest operations within a given market, will still be responsible for twice the market share - or even more.

It's a phenomenon that is powerfully illustrated in the big-broker reports published by some of the trade magazines each year. When the results are tabulated as transactions per agent, RE/MAX offices in the survey always rank the highest.

In the 1996 *Power Broker Report* published by the National Relocation and Real Estate, for example, RE/MAX Associates covered in the survey showed average annual transactions of 21.36. With RE/MAX production removed from the survey totals, the average annual production of the remaining agents comes in at 10.65 transactions.

This level of productivity and the high repeat/referral rate has just one explanation: Premier Customer Satisfaction. Advertising funds, brand name awareness, advanced education and experience all go to waste if the customer does not perceive the services received to be of the highest quality.

In the end, success of the RE/MAX system depends entirely upon RE/MAX Affiliates providing unparalleled satisfaction to their customers and clients.

Premier Community Citizenship

RE/MAX Associates have always been among the leaders in their communities, devoting time and money to countless charities and local causes. The organisation encourages and supports these efforts, knowing this aspect of RE/MAX presence will continue to grow in markets throughout the network.
RE/MAX sponsorship of the Children's Miracle Network (CMN) is a primary example of RE/MAX community citizenship. RE/MAX supports CMN not only because of the charity's solid reputation, but because, in essence, it is a local charity with a national presence. At the same time, all the local efforts combine to build an international image of good citizenship.

In the first four years of being the exclusive real estate sponsor of CMN, RE/MAX Affiliates contributed US$11 million to local children's hospitals. When support of CMN becomes synonymous with RE/MAX itself - as is the case in communities throughout British Columbia, Alberta, Quebec, Michigan and elsewhere - RE/MAX Affiliates in those communities will reap tremendous benefits from the well-deserved image. The benefits multiply as other RE/MAX markets link with the cause, defining RE/MAX Affiliates everywhere as Premier Community Citizens.

**Premier Market Share**

Premier Market Share is the basic, bottom-line measurement in determining if Premier Market Presence has been obtained. When a market's RE/MAX offices are doing more business than the next two or three of four competitors combined, chances are good the RE/MAX Associates are Premier Quality Professionals demonstrating Premier Community Citizenship, creating Premier Brand Name Awareness and providing Premier Customer Satisfaction. Premier market Presence has been obtained in markets across Canada, where RE/MAX has been No. 1 nationwide since 1987. In the United States, RE/MAX PMP exists in cities such as Chicago, Atlanta, Dallas, Kansas City and other major and secondary markets.

Because 70 percent of the typical RE/MAX Associate's business is repeat and referral, direct competition between RE/MAX Associates is almost nonexistent. Every time an associate of RE/MAX caliber is recruited, that associate brings in his or her own 70-percent repeat-and-referral business. This kind of business is virtually safe from the sales efforts of competitors.
Other agents, on average, earn about 30 percent of their sales through repeat-and-referral business. When the RE/MAX 70 percent is subtracted from its 40-plus percent market share - and the average agents' 30-percent repeat-and-referral rate is subtracted from the remaining almost-60-percent market share - what remains wide open to competition is about half the market.

RE/MAX Premier Market Presence provides Associates a powerful competitive edge in this fight for new business.

RE/MAX success in North America is being duplicated around the world, with younger markets moving toward RE/MAX PMP at an even faster pace - supported by more than 20 years of brand-name development, referral services, promotional support and other benefits that today are an integral part of the RE/MAX network of over 70,000 associates.

Achieving PMP makes it easier for broker/owners to attract and retain agents. It makes it easier for associates to keep past customers and find new ones in the "open market". That keeps transaction counts and earnings on a steady climb upward.

And in the end, the improved business seen by each individual RE/MAX Affiliate is the final measurement of what Premier market Presence is all about.

What PMP means to you:

• More qualified buyers and sellers
• Enhanced public image
• Competitive edge
• Greater ease in acquiring listings
• Higher level of walk-in or call-in business
• Less time on the market for listings
• More properties sold in the market place at a better price
• More commission income
RE/MAX Midlands is a proud member of the biggest and the most progressive real estate family. We are the model real estate firm in the area of Pietermaritzburg in South Africa, employing the best and serving many happy customers.

Established in July 1997 by two top property professionals - Pelham Henwood and Gerald Katz - RE/MAX Midlands is a perfect place to pursue your real estate career with the best in the business.

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**RE/MAX Midlands Guarantee of Service**

**Broker Support.** If after 90 days with RE/MAX Midlands you are not convinced that you are receiving the best broker support of your career, you will be given a R500.00 credit on your office bill. Let us know how we can improve our support!

**Services.** If after 90 days with RE/MAX Midlands you are not convinced that you are receiving the best services of your career, you will be given a R500.00 credit on your office bill. Voice your dissatisfaction - we want to know!

Signed: *Pelham Henwood and Gerald Katz*
RE/MAX Midlands Mission, Vision and Values

**RE/MAX Midlands Mission Statement**

To establish and maintain an organisation whose office environment is positive, professional, cheerful and energetic and where creativity, growth and productive change are encouraged in order that associates and administrative staff are able to maximise their potential for the benefit of our clients and for their personal fulfillment.

**RE/MAX Midlands Vision and Values**

RE/MAX Midlands is designed and managed to maximise the earnings and real estate potential of a select group of full time professionals.

The establishment of a quality, affordable office environment equipped with state-of-the-art technology and staffed by skilled, competent and service-oriented support staff is central to the success of the organisation.

The attainment of the state of interdependence between individuals, teams, branches and management will foster the ideal of teamwork in action and ensure maximum productivity, success and financial prosperity for every member of RE/MAX Midlands.

Integrity, respect and moral support for each other will contribute to a happy environment where individuals are encouraged by their peers to attain new levels of achievement and personal growth. These qualities, fostered amongst ourselves, will be contagious and the positive, friendly and professional atmosphere will delight all our clients and customers and endear them to us indefinitely.

Ultimately, our consistent achievements and results will entrench our position as the undisputed market leaders in the region.
RE/MAX Midlands Mission, Vision and Values

RE/MAX Midlands Shared Values Are:

- A belief of being the best
- Excellence in action
- A teamwork approach
- Superior quality and service
- Corporate and individual growth
- Think ‘win-win’

If you believe in turning these purposeful words into professional reality, don’t let what you can’t do at your current real estate office interfere with what you can do at RE/MAX Midlands. Join us now!
Working with RE/MAX Midlands means working with a team of top achievers in the real estate industry.

We have associates with outstanding achievements who are members of RE/MAX 100 Percent Club (annual earnings of more than R250,000.00 in commissions), RE/MAX Platinum Club (annual commission in excess of R500,000.00) and Hall of Fame (agents who have earned at least R1 million in commissions during their RE/MAX career).

Talented and committed newcomers adjust to the RE/MAX Midlands system with flair and enthusiasm. You can, too, work in this team of top achievers by joining us.

To read everything about each Sale Associate in the RE/MAX Midlands team please visit our website - click here.
1. Offices

With two offices, one in central Pietermaritzburg and the other in Hilton, RE/MAX Midlands is conveniently located to all parts of greater Pietermaritzburg.

With our city office and its ample parking both outside and beneath the building, there is easy access to and from the northern, southern and western suburbs.

Situated on busy Chapel Street, No. 196, we enjoy a high visibility location that is convenient for buyers, sellers and other realtors. The office has been refurbished to meet the needs of our growth in training, technology and personnel.

We have private, semi-private and shared office environs, three conference rooms, a well-equipped training room, resource areas, kitchen and many support staff work areas.

Our Hilton office is prominently situated in the prestigious Quarry Shopping Centre next door to the Standard Bank.

The fittings are chic and upmarket with impeccably designed offices for our associates. Free parking is plentiful.

Depending on your individual office requirements, the choice is yours. Regardless of which location suites your needs, you will always have access to either office and your staff support.
2. Facilities

Our goal at RE/MAX Midlands is to provide Associates with the latest and most effective tools and support services possible along with the most ethical and equitable management practices at the lowest possible cost.

RE/MAX Midlands (City Branch) is a medium size, full service, air conditioned office totalling 470 square metres and includes a full rental department and property administration division.

Office accommodation ranges from shared office facilities to private offices in addition to which there are three board/conference rooms, a training room with television and video unit, laptop and projector, support staff offices equipped for graphics, conveyancing, network listings, bookkeeping and reception.

A. Equipment and Technology

- 28mm wide angle camera
- Apple Quicktake digital camera with direct image transfer to the PC
- High-tech computer display and print-out phone display (10 digital and analogue lines)
- Individual extensions with digital locking to each workstation
- Individual E-mail - software and POP address
- Our own, up-to-date website (the most comprehensive RE/MAX website in Southern Africa)
- Beltel
- 1 workstation with Planet software and printer - 24 hour new listing system for Associates
- 2 fax machine
- 1 photocopier with enlarging and reducing facilities
- Risograph machine for fast and low cost bulk fliers
- HP colour scanner
- Computerised marketing presentations for sellers
- CorelDraw 7 software for desktop publishing for fliers and brochures
- 2 colour DeskJet printers
- 3 black laser printers
• Cross-reference directories for easy canvassing
• Municipal valuation rolls on CD
• Binding machine
• Computer network system with file server and 9 PC stations, all Pentiums IV and Windows'98
• 1 stand-alone PC
• Software: MSWord, MSExcel, WordPerfect 8, QuattroPro, Pastel, MSAccess and other
• Videotape library for training
• Television and build-in dual system video
• Overhead digital projector and screen

B. Support Staff (Sales)

• 2 full-time Broker/Owners
• Part-time Chartered Accountant
• Full-time Office and Marketing Manageress
• Full-time Assistant Bookkeeper
• 2 Full-time Listing Secretaries including CMA's
• Full-time Rental Department Staff

C. Education and Training (RE/MAX of Southern Africa and International)

• Support and service in every aspect
• National Recognition for Top Achievers and Annual Awards Banquet
• Annual RE/MAX Conventions: National and International
• Regular Regional and National Training
• Seminars
• International Trainers
• Corporate Marketing Programs (National and International)
• RE/MAX Satellite Network (RSN) - training programs and videos on our office television
• Mainstreet - RE/MAX extranet site for international communication and training
• In house training by Broker Owners.
D. Relocation

- RE/MAX International client and agent referrals
- RE/MAX National Network

E. General Staff Services

- Managing and directing incoming buyer and seller calls
- Processing new listings and creating computerised listing sheets with scanned photo
- Supplying CMA's, stock reports, expired and sold inventories
- Screening all incoming calls and taking messages
- Screening general incoming E-mails and re-directing messages to appropriate addresses
- Preparing detailed computer-generated CMA's and Seller's Guides
- Producing show-day fliers and brochures, highlight sheets and newsletters
- Coordinating office display boards with property advertisements
- Tea/coffee (for staff and clients) and cleaning service
- Messenger delivery service
- Filing supply requests daily and maintaining updated inventory
- Scheduling duty roster
- Typing all correspondence for Associates
- Monitoring progress of all transfers
- Keeping equipment supplied with paper, ribbons, toners etc.
- Maintaining a filing system for photographs
- Handling complaints and concerns from your clients and customers and other estate agents
- Ensuring the highest degree of customer care at all times in at least 3 languages
- Full involvement with litigation, arbitration, ethical and real estate commission complaints
The RE/MAX name is an acronym for "real estate maximums". The hot air balloon depicted in the organisation's logo flies free "Above the Crowd!" built by top producers for top producers, RE/MAX is the place quality real estate associates can make the transition from salesperson to business person and fulfill their business potential.

At RE/MAX, "You are in business for yourself, but not by yourself" - see below why...

Profile of A RE/MAX Candidate

Most future RE/MAX Associates begin their real estate careers like everybody else - without customers. Armed with a real estate license and limited sales knowledge, they solicit friends and relatives, take floor calls and walk-ins, farm neighbourhoods. Eventually, their meager listings are advertised in newspaper classifieds and in home magazines.

As colleagues plod on or drop out of the business entirely, future RE/MAX Associates drive themselves to succeed. They seek out additional education through tapes and seminars and perhaps begin working toward a professional designation. They devote long hours to acquiring customers and servicing their slowly growing clientele.
Desire to succeed, hard work and professional growth lead to more and more sales success, repeat customers, referrals. These associates are gradually allowed to keep more of their own hard-earned commissions and hand less over to their broker/owners. But as they survey their office environments and note all the beginning, part-time and low-producing agents around them, they realize they are helping to subsidise those less productive agents through their own professional success.

Future RE/MAX Associates start looking for alternatives - they begin to feel constrains of conventional offices. They feel restricted by their broker/owners' advertising policies. Their names are subordinate to the company name and they want the freedom to choose their own amount and forms of advertising. They also feel constricted by the commission rates established by their respective companies, rates that prevent them from freely negotiating their own transactions with their customers.

Overall, they feel progressively more frustrated over working in less than professional environments, with less than professional fellow sales agents, and under restrictive office policies.

At this point in their careers, future RE/MAX Associates tend to be successful top producers who have, over a period of years, devoted a great amount of time and effort to developing professional skills. They enjoy helping customers achieve their housing dreams and they gain satisfaction from the extended service they are able to offer repeat customers. They begin to consider alternatives to remaining at their conventional companies.

One obvious choice for them is to go into business for themselves, start their own companies.

As attractive as private ownership is, though, it quickly becomes a real struggle for survival. Without an established company name, without a track record, a new independent broker/owner is confronted with all the disadvantages of owning a business and none of the advantages.
A new broker owner must attend to a variety of office matters, including office space, equipment, furnishings, and support staff.

Add to these major areas the most difficult task of all, financing the business through the recruiting and retaining of sales agents. Experienced agents won't leave established companies for a new, untested one, and beginning agents need to be trained. After initial success, those agents trained in-house will begin looking for larger firms that offer more benefits of affiliation, such as a large company image known by the public and a national referral network.

Top producers who start their own company are likely to find that they again are surrounded by beginning, part-time and low-producing agents - only this time it is worse, because the final responsibility for maintaining the office is theirs alone.

**The RE/MAX Solution**

The RE/MAX Concept provides the logical solution for top producers looking beyond their conventional companies for continued professional development. With the features of the RE/MAX Maximum Commission Concept and the multitude of RE/MAX programs and services, entrepreneurial agents can simultaneously enjoy business independence and the support of a large, international real estate network.

First, the RE/MAX Sales Associate is not responsible for all the business tasks of an independent broker/owner. In terms of daily operation, the RE/MAX system offers associates office space, equipment, supplies, and administrative staff.

Instead of opening separate offices, individuals share common services that increase their freedom to sell, decrease their overhead expenses and administrative efforts, and allow them to determine their own goals and work schedules. Like many doctors, lawyers and other professionals, RE/MAX Associates share office expenses in a partnership situation that benefits everybody.
In exchange for paying management fees and shared office expenses, RE/MAX Sales Associates can retain the maximum amount of earned commissions allowed by state or provincial regulations. This Maximum Commission Program was the original keystone of the RE/MAX Concept. Over the years, it was so successful in attracting top-producing associates to the RE/MAX network that traditional companies began adjusting their commission structures in order to retain their best people.

Along with special programs and services, the Maximum Commission Program is still an integral part of the RE/MAX system. And it still provides the RE/MAX Associate with the independence and freedom to develop his or her own business.

**Professional Environment**

A top producer joining the RE/MAX network does not have to create his or her own professional synergistic environment. It is already there, developed since the early 1970's, from each individual office out to a global network.

Selected from the top 20 percent of sales agents throughout the residential real estate industry, the average RE/MAX Associate has nearly 12 years of full-time real estate experience that has led to a high individual production that makes RE/MAX the premier real estate organisation of quality professional people. There is no need at RE/MAX to provide training programs for beginning, part-time, or low-producing sales agents.
RE/MAX Associates benefit from the cumulative knowledge and expertise of their fellow Associates and from the variety of educational opportunities. Programs leading to professional designations are available on the RE/MAX Satellite Network (RSN) and at RE/MAX Conventions, and RSN training includes programs designed for administrative staffs and assistants as well as broker/owners. RE/MAX leads the industry in its commitment to higher education.

**Freedom in Advertising**

While all RE/MAX Associates contribute to group advertising funds, associates themselves determine how they want to invest in their own individual advertising and personal promotion.

The RE/MAX Concept enables associates - not office policy - to decide how much to spend and which media to use in order to best serve their customers or to produce their own promotional material.

That freedom can lead to listings they might otherwise lose to competitors.

If a seller asks about the amount of advertising an agent could provide, the agent in an conventional firm might be forced to explain that company policy allows only one advertisement per listing - every three weeks. A RE/MAX Associate, though, can say to that customer: "Suppose I advertise your property four or five times a week. Would you list with me today?" It's obvious that the agent with the greater advertising flexibility would get the listing.

Not only do RE/MAX Associates control their individual advertising, but they can emphasize their own names in their marketing.

RE/MAX actively encourages its associates to promote themselves as well as the company.
That practice runs counter to the policies of almost all other real estate organisations and is one of the reasons top producers are attracted to RE/MAX.

At RE/MAX, sales associates directly receive the leads they generate. The associate who pays for an advertisement or places a "For Sale" sign in a yard should be the one receiving calls for those efforts.

The one investing his or her own money should be the one who reaps the rewards.

**Negotiating Commissions**

While sales agents with conventional companies work within a rate established by the particular firm, RE/MAX Associates have the flexibility to negotiate commission rates with customers. Such freedom benefits the customer as well as the associate, particularly in the cases of specialised properties requiring innovative marketing or multiple transactions involving the same customer.

Within the RE/MAX Concept, Associates can be as creative as they choose in dealing with the customer, including the taking back of a second mortgage on a seller's new home. Through creative financing and commission negotiation, a RE/MAX Associate can work out financial problems which might be a stumbling block to a person on a conventional split.

**Sources of Business**

The less experienced or successful a real estate agent is, the more he or she depends on the less predictable sources of listings and sales: walk-ins and call-ins, classified and display advertising, and sign calls. It is estimated that these make up about 70 percent of the business of beginning, part-time and low-producing agents of conventional companies. The other 30 percent of their business comes from repeats and referrals.
RE/MAX Associates, on the other hand, tend to have already worked through that stage of their career. Averaging nearly 12 years in the real estate business, RE/MAX Associates have built up reserves of satisfied customers. About 70 percent of RE/MAX transactions result from repeats and referrals, quality prospects who require far less qualifying than new customers. The less predictable sources of business make up about 30 percent of the transactions of RE/MAX Associates.
Control of Work Schedules

Another area of flexibility for RE/MAX Associates is the work schedule.

Having the freedom of being in business for themselves, RE/MAX Associates can set their own income goals and plan the use of their time accordingly.

Those agents formerly on compassion splits at conventional companies can earn the same as they did before in fewer hours, or can earn more in the same amount of time.

Given all the advantages of RE/MAX affiliation, Associates working longer and harder can earn substantially more than they did previously.

RE/MAX encourages Associates to reward themselves for their work efforts with leisure time. Associates sell best when they are enthusiastic.

To remain vital and dynamic, they must reserve a balanced portion of time for family, friends, and recreation. A recharge makes sales easier, which in turn, generates more money.

Leisure time can be crucial for professional success.

Down Markets

Critics of RE/MAX have always said that while the RE/MAX Concept may work well in good markets, it cannot survive recessionary times. The experience and professionalism of RE/MAX Associates have proven them wrong in one recession after another, throughout the history of the organisation. Only motivated, persistent, quality people succeed over a long period of time. RE/MAX Associates are those people.
Associate control of individual advertising greatly benefits the associate in recessionary times. With unlimited advertising, a RE/MAX Associate can weather a bad market by increasing the amount of advertising, while an agent on a conventional split is forced to cut back on advertising because the beginners he or she is working with cannot make sales and are being carried by the top producers who can make those sales. As a down market tightens, a RE/MAX Associate typically spends more on ads than ever, thus increasing exposure and client calls.

Repeat and referral customers provide RE/MAX Associates with a solid business base, protecting them from dramatic fluctuations in the real estate market. The average agent has not been in the business long enough to build up a backlog of customers. When a recession hits, it is the agent with the contacts, the referrals, who is going to survive. Meanwhile, the less reliable sources of agent business begin to dry up, forcing less experienced agents out of the industry.

At the same time, RE/MAX Associates benefit from working with other top producing professionals. They benefit from the synergy resulting from the large-company image and the high reputation of the RE/MAX organisation among buyers and sellers.

The RE/MAX Maximum Commission structure, along with the system's many support programs and services, enable associates to succeed regardless of the market.

**From Salesperson to Business Person**

Sales agents who are serious about excelling in a real estate career owe it to themselves to consider the organisation created for quality, full-time, top-producing associates. In a professional environment, surrounded by winners and and supported by an abundance of services, RE/MAX Associates are free to achieve their full business potential.
Take Control - Make You #1

At RE/MAX Midlands, you have the advantages of being in business for yourself:

- Have the pride and control of operating your own business. You are the business unit, not the company.
- Achieve synergy with other success-orientated people.
- Retain the biggest possible portion of what you earn.
- Individually negotiate your commission rates.
- Build your investment portfolio without paying your broker a commission.
- Do unlimited advertising where you decide.
- Set and reach your own goals while sharing in a cooperative community of career associates.
- Build a property management operation if you desire.
- Build a team if you desire. Plug your assistants into our technology.

At RE/MAX Midlands, referrals go to the agents who deserve them, not agents who need them
Take Control - Make You #1

At RE/MAX Midlands, you don't have the disadvantages of being in business by yourself. You don't:

- Sign office furniture and equipment leases.
- Negotiate advertising rates and volume discounts.
- Hire, train and supervise your accounting, clerical and administrative staff.
- Subject yourself to unnecessary exposure and liability.
- Maintain trust and commission accounts.
- Fill out and file government reports.
- Handle the day-to-day management details connected with owning a business.
- Limit yourself to the equipment, services, and marketing opportunities that your personal income allows.

Note: By pooling your resources in a cooperative effort with other professionals at RE/MAX Midlands, you greatly leverage your opportunities. The synergy is unsurpassed.

"You play better golf when you play with better golfers."
Are you supporting many of the non-performers in your present company? How many leads/sales are you missing by not getting 100% of your calls from signs, ads etc.?

Join RE/MAX Midlands Now! Click here.
Differences Between Brokers and Agents

What will your present Broker tell you?

What do you expect them to say? They certainly won't say that RE/MAX Midlands is better and you should go there. After all, you are their cash flow. They will probably say:

"They are sharks over there at RE/MAX Midlands!"

That just is not true!

- Talk with our members
- Come to one of our business meetings or parties

"You won't make more money!"

Don't buy into it... Even if that were true on the same production in both companies, you will do more production at RE/MAX Midlands because you will enjoy:

- 100% of your calls and referrals
- Control over your advertising
- Best services in the business
- Best name in the business
- Control over your time schedules
- Respect and self-esteem

"How can you do this to me!?!"

The question above has only one aim - to make you feel guilty:

- If they were going to sell their business, would they consult you?
- It's simple, you have decided to start your own business with RE/MAX Midlands. Shouldn't they be happy for you?
"You aren't good enough!"

The statement above has only one aim - to decrease your self-esteem:

- Don't they believe in you?
- Who pays your bills?

"I will offer you more!"

What does that change?

- Isn't it insulting?
- If you are worth a better deal today, does that mean they were overcharging you yesterday? They are just giving you back your own money anyway.

We believe in you!

*You* are responsible for your success.

*You* are a business owner and should be treated as such.

Be even more successful with our advantages!

Join RE/MAX Midlands! Click here.
# Broker vs. Agent Dominated Companies

There are two types of companies: Broker Dominated and Agent Dominated.

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Broker Dominated Company</th>
<th>Agent Dominated RE/MAX</th>
</tr>
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<tbody>
<tr>
<td>Business</td>
<td>Broker is in the real estate business.</td>
<td>Broker is in the real estate agent service business.</td>
</tr>
<tr>
<td>Commissions</td>
<td>Splits pay to build the broker's business, open new offices, publicise the broker's name and business, pay for staff that benefits the broker and not necessarily the associates, pay to train and support new or non-performing agents.</td>
<td>Agents keep their commissions and pay pro rata fees for services, much like other professions have done for centuries.</td>
</tr>
<tr>
<td>Control</td>
<td>Broker controls and agents are parts in the broker's machinery, performing under the broker's hefty policy manual.</td>
<td>Agents are in control. The broker functions more like a hospital administrator, supporting the doctors (agents) and nurses (assistants).</td>
</tr>
<tr>
<td>Relationship</td>
<td>Broker/Agent relationship is Parent/Child. The broker often is a &quot;kind&quot; parent, but holds to him or herself the right to make the rules and set or change splits. Often agents are in conflict with one another jockeying for &quot;freebies&quot;.</td>
<td>Broker/Agent relationship is a partnership. The agents form a community of professionals sharing and cooperating for mutual advantage.</td>
</tr>
<tr>
<td>Goals</td>
<td>The company is designed for agents who are easy to manage. The company often has to &quot;adapt&quot; to producing independent-minded agents. The focus is on the growth of the company.</td>
<td>The community of independent-minded, performing agents creates more synergy and cooperation than the agents ever could individually. But the focus remains on each agent controlling their own career and achieving their personal goals and dreams.</td>
</tr>
<tr>
<td>Aspect</td>
<td>Broker Dominated Company</td>
<td>Agent Dominated RE/MAX</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Income</td>
<td>The average agent is doing 8 transactions per year. There is a high turnover and lots of moving from company to company. Agents often are distracted by office &quot;politics&quot;.</td>
<td>The average agent is doing 24 transactions per year. Agents are optimising their time and money. Since they are in control of their careers and have the best available services, there is no need to move around. They concentrate on their careers and incomes.</td>
</tr>
<tr>
<td>Negotiations</td>
<td>Agents re-negotiate for some percentage of their own income each year. The broker decides what services will be provided for the money he or she extracts from the agent. As splits go up, the services come down.</td>
<td>Agents keep their income and decide how best to spend their money to benefit their career. The agents decide about the services they want the broker to provide.</td>
</tr>
</tbody>
</table>

Who is best qualified to make your career decisions, you or your broker?

Join RE/MAX Midlands to be in control of your real estate career - click [here](#).
RE/MAX Midlands & RE/MAX of Southern Africa Statistics

This is a statistical overview of RE/MAX Midlands and RE/MAX Southern Africa in 2002.

**RE/MAX Midlands - Number of Transaction Sides**

RE/MAX Midlands is one of the most dynamic real estate firms in the Natal Midlands. Over 5 years, we have almost tripled the number of transaction sides!
RE/MAX Midlands - Turnover Figures

Our success is also reflected by the total value of sales figures. Over 5 years, RE/MAX Midlands has almost tripled the total value of sales.
RE/MAX of Southern Africa - Sales Volumes

RE/MAX of Southern Africa reaches R5.5 billion in sales in 2002. Over the years, the organisation has been steadily increasing its sales volume. In 2001 and 2002 the increase was approximately R1.5 billion annually!
Property Network

RE/MAX Midlands (formerly Pelham Properties) is a founder member of Property Network.

A select group comprised of Pietermaritzburg's leading estate agent firms formed a new listing service in 1995.

Its core values include teamwork, service, professionalism and integrity. Today, Property Network members account for arguably 80 percent of all residential sales in Pietermaritzburg. So successful has Property Network become, that new membership registration fees amount to a sizable "once-off" R40,000.00 (excluding monthly subscriptions). All RE/MAX Associates have free entry into Property Network through RE/MAX Midlands - only the modest monthly subscriptions form part of the shared office expenses.

Property Network benefits to RE/MAX Associates:

- Access to a wide range of quality stock at minimal personal cost per month.
- A strong marketing tool to acquire quality sole mandates.
- A second string to your marketing bow when sellers require broader agent representation. (No need to lose the listing.)
- Market valuations by experienced, well informed co-members helps achieve accurate list price and faster sales.
- Constant supply of sellers by recycling expired mandates.
- RE/MAX Midlands offers its associates more attractive commission splits than any other member firm.
- High credibility in the local market place.
- Immediate download via Planet software of new stock and change to listings - 24 hrs per day.
- Printed reports taken daily for associates' benefit.
Why Should You Choose RE/MAX Midlands?

The answer to the question above can be found elsewhere in this guide (click on a topic of interest to you to read more):

- Highest possible compensation
- Premier Market Presence
- Extensive program and services
- Control over your business
- Working with top producers
- Independence from Brokers
- Top results of the organisation
- Support in every aspect
- Integrity and professionalism

When you are in business for yourself nobody can hold you down

Imagine having the freedom and independence to succeed on your own terms. Imagine being backed up by services and programs dedicated to your individual success on an international scale. now, you are beginning to imagine what it's like to work with RE/MAX.
Keep Your Own Earnings

You make the calls, fill out the forms and show the properties. You cool down sellers when they get hot and warm the buyers' feet when they get cold. You get the contracts signed.

RE/MAX agents are just like you. They don't mind hard work - or the rewards it brings. The only difference is that RE/MAX agents refuse to pay someone else for the privilege. They keep far more of what they earn - and rightly so.

Our agents work for the toughest, most demanding and success-oriented bosses in the business. Themselves. They're not corporate soldiers, but captains of their own fate who don't accept a 9 to 5 attitude from anyone.

Negotiate Your Own Business

As a RE/MAX agent, you enjoy the freedom to negotiate your own commissions and advertising program. There are no conventional corporate restrictions, so you can structure your transactions to guarantee their success. Your time is your own, managed by the person who knows you best. You.

Capitalise on Your Own Referrals

Of course, one of the major benefits of associating with RE/MAX is that other success-oriented agents make a point of associating with you. The RE/MAX Referral System is the most successful and effective in the real estate industry today.

Work with Successful, Energetic Professionals

While other companies waste time worrying about the future, RE/MAX stays busy planning it. While the industry shrinks to a few major players, RE/MAX continue to grow, with people who enjoy the rewards of the Maximum Commission Concept, better quality referrals, dedicated teamwork and the sheer love of success.

You Take Care of Business - We Take Care of the Office

RE/MAX could never have become the successful international organisation it is today if all it could offer top producers was greater profits. Which is why every RE/MAX agent enjoys the support of our professional real estate services which
include state-of-the-art computerised communications, promotional programs, the Satellite Training Network (RE/MAX Satellite Network - RSN), seminars and conventions. Each service is designed to inform, motivate, aid and reward the outstanding achievements by individuals throughout the organisation.

The RE/MAX Concept was designed by professionals for professionals. Highly motivated, success-oriented individuals aren't afraid to take life into their own hands and work wonders with it. Read more here.

Are You Ready to Take Off?

There is no better time to take a step "Above the Crowd!"

With the real estate market changing in South Africa, RE/MAX affiliation is more valuable than ever. Under the RE/MAX Concept, when the market slows you can actually make fewer sales and still earn more money than you would at a conventional firm in the best of times.

That's the RE/MAX way.

And now, with RE/MAX being one of the fastest growing real estate organisations in the world, your opportunities for personal success have never been greater.

Today's the day to consider changing your life forever. Today's the day to join the ranks of the Real Estate Superstars - click here.
20 Advantages to the Sales Associate

1. Highest Allowable Compensation

The RE/MAX Maximum Compensation Concept provides numerous benefits to the Sales Associate. He or she retain the maximum amount of compensation (less expenses) without having to attain a specific high volume. The commission split is based on the volume of real estate sold.

In addition to the monetary compensation, the Sales Associate can enjoy the opportunity of working with other full-time, successful professionals, without subsidising the beginner and part-time agents. Since the RE/MAX compensation program attracts top producers, the Sales Associates constantly benefit from an environment of ideas, enthusiasm, success and synergy.

2. Work Fewer Hours, Yet Increase Earnings

Since RE/MAX Sales Associates keep a higher percentage of the commission, they can reduce their time commitment without sacrificing their standard of living. RE/MAX Sales Associates can actually earn almost twice as much commission on each sale - they can make fewer sales, yet increase their income. Since the RE/MAX Sales Associates can earn more income per sale than they can with any other concept, they can work Saturdays, Sundays and evenings less frequently.
Additional time can be devoted to personal or professional goals. Many Sales Associates have found that by devoting more time to referrals or past customers, they have entirely eliminated most prospecting activities and yet increased their earnings. Therefore, the maximum commission concept has allowed Sales Associates to work smarter, not harder.

3. Professionalism and Experience of Fellow Sales Associates

Top producers like to associate with other top producers. One of the benefits of affiliation with RE/MAX office is that good producers tend to become much more productive when they work with and emulate the best Sales Associates in the industry.

The RE/MAX Concept discourages the unprofessional and part-time sales associate. Sales people who wish to work only part-time are not prepared to invest upfront their fair share of the office expenses. The result? You work around only full-time, experienced professionals.

4. Independence and Opportunity to Be in Business for Yourself

Top Sales Associates want the freedom to do what they do best - list and sell real estate. They do not need to be shown how to do their job, nor do they want to ask permission for everything they do - they are independent by nature.

With few limitations, RE/MAX sales Associates have the opportunity to be very independent. RE/MAX merely sets guidelines and ethics that a Sale Associate must adhere to.

5. You Set and Attain Your Own Goals

RE/MAX does not require production quotas. As long as Sales Associates meet monthly expenses, they have the freedom to set goals, take vacations and work under their own pressure, not someone else's.
6. Large Company Image from Signs

Most sellers equate high volume sign exposure and sales production with success. Because the RE/MAX Concept attracts only the professional top producers, the number of "For Sale" signs and real estate transactions conducted in the neighbourhood are valuable to the image of the company and generate a considerable amount of additional leads.

7. Attractive Professional Offices

A professional office atmosphere will contribute to your enthusiasm, as it presents the kind of image clients trust.

8. International and National Referral Programs

Referral contact is encouraged bringing extra income to the Sales Associates. It has been estimated that approximately 20 percent of the properties sold result in someone moving across the country. RE/MAX has over 1000 Sales Associates in South Africa, all interested in earning extra income from referral business.

9. Established Training Programs

Both local and international training will be available to Associates as will the outstanding RE/MAX Satellite Network (RSN) training material.

10. Top Sales Associates Do Not Support Bottom Sales Associates

In a conventional company, profit generated by the top producers all too often goes for advertising, training and management time for low producers. Because each RE/MAX Sales Associate shares equally in expenses for the operation of the office, the top Sales Associates do not support the bottom Sales Associates. This eliminates resentment towards management and the lower producers.

11. Voice in the Operation of the Company

One of the best advantages of the RE/MAX Program is that you have an opportunity to express your views on how the company should be operated. The Sales Associates vote to institute changes to the daily operation of the company.
12. Opportunity to Advance and Grow within An International Organisation

Most Sales Associates look forward to the day when they can retire from selling, and eventually own their own company or move into a management position. The RE/MAX Maximum Concept provides the opportunity for both.

13. Be Part of An Enthusiastic Winning Team

RE/MAX Sales Associates are happier with their higher earnings, their unlimited budgets, and the opportunity to share in a group synergy with other highly motivated, skilled, professional Sales Associates.

14. Fringe Benefits of Affiliation with A Large Real Estate Organisation

The benefits of an accepted professional image within the community generates a considerable amount of leads.

15. Reputation of Being Associated with A Progressive, Fast-moving Real Estate Team

It is important for you to know others in the industry respect you for your association with a professional team.

16. Opportunity to Experiment and Be Creative

The RE/MAX Maximum Concept allows you greater flexibility without stringent budgeting and controls. You have the freedom to experiment with advertising, mail-shots, sales techniques etc. that personally produce effective results.

17. Professional Sales Staff to Properly Service Listings and Other Service to Sellers

Each RE/MAX office employs professional sales support staff which takes care to properly service listings. This is extremely important to the seller who believes his property is being professionally serviced. Thus, sellers will have tendency to list and re-list, if necessary, with you.
18. All the Advantages of Owning Your Own Company without the Disadvantages

At RE/MAX Midlands, you have the advantages of being in business for yourself (control, synergy with other associates, high commissions, individual negotiations of commissions, building your investment portfolio, unlimited advertising, setting your goals etc.) without the disadvantages of being in business for yourself (i.e. disadvantages that are office-related, like hiring equipment, maintaining trust accounts, hiring clerical and administrative staff etc.). Read more here.

19. Personal Pride of being in Business for Yourself, but not by Yourself

Have the pride and control of operating your own business. You are the business unit, not the company.

20. Success Breads Success

It is an interesting law of the Universe that like attracts like; that is, "successful people attract other successful people". The RE/MAX concept puts you in the unique position of associating with successful Sales Associates exclusively. There are no "part-timers" to hinder enthusiasm and sales production. The group synergy of a successful winning team cannot be measured. Very few companies have the opportunity to attract so many successful people, as the RE/MAX Concept does.

Join RE/MAX Midlands Now! Click here.
5 Concepts Unique to RE/MAX

1. The Real Estate Agent is the Customer

We understand that agents sell real estate, not the office, region or international headquarters. Our sole purpose is to provide top-producing real estate agents the environment and support needed to reach whatever level of success they desire.

2. Main Street not Wall Street

RE/MAX has been Realtor owned from 1973, during which time it has grown every year. RE/MAX was created to help agents earn more income - not to earn more income off of agents.

3. Premier Market Presence

When you make a company filled with Premier Quality Professionals practicing Premier Community Citizenship and providing Premier Customer Satisfaction you create Premier Brand Name Awareness and ultimately claim Premier Market Share. It's happening in market after market across the globe. And every individual agent in the system directly benefits as a result.

4. Income Increases when the Agent's Commission Increases

In other companies, the agent's split is never quite what the agent thinks it is. At RE/MAX, agents know exactly what their business expenses are and exactly where that money is going.

5. Income Increases when More Business Is Generated

With RE/MAX, agent's income doesn't just increase with the maximum commission, it increases because the agent generates more business. RE/MAX isn't just a Maximum Commission Concept. An increase in income or personal time is achieved through the increase in productivity agents gain upon joining a system designed exclusively to serve top-producing Sales Associates.

This is the most powerful RE/MAX Concept. There are five core causes behind an agent's productivity increase when joining RE/MAX. The move to RE/MAX brings an increase in business because:
A. All features and benefits of RE/MAX affiliation exist to increase agent productivity. At entry level - regional, national and in the office - RE/MAX features and benefits are designed to support agent productivity.

B. Sales Associates are in business for themselves not by themselves. RE/MAX Associates have maximum control over their business, without the daily nuts-and-bolts management headaches.

C. RE/MAX Associates get all their own sign calls. When a customer makes a call from a sign, an ad or other marketing piece, the RE/MAX system connects the call directly to the agent responsible for the advertising or promotion that generates the call.

D. You play better golf when you play with better golfers. RE/MAX affiliation is limited to top professionals who are serious about their careers. When you're surrounded by the best, there's a natural tendency for your performance to match or exceed that of the best. This concept is the driving force behind RE/MAX Premier Market Presence.

E. The move to RE/MAX increases agent's confidence and self-esteem. Everybody knows you have to produce to be with RE/MAX. There's no second guessing: you have what it takes or you don't. There's no room for posing by inexperienced, part-time or marginal producers. Being with RE/MAX means being with the best.

Join RE/MAX Midlands Now! Click here.
Join RE/MAX Midlands

If you are interested in the real estate career opportunity with RE/MAX Midlands, please contact us:

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