National Association of REALTORS®

# 2017 Profile of Real Estate Firms





SSOCIATION of EALTORS\*

The Voice for Real Estate\*

#### 2017 Profile of Real Estate Firms

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## <u>Highlights</u>

#### **Characteristics of Real Estate Firms**

- Seventy-nine percent of real estate firms have a single office, typically with three full-time real estate licensees, consistent with 2016.
- Eighty-four percent of firms are independent non-franchised firms, and 13 percent are independent franchised firms.
- Eighty-one percent of firms specialize in residential brokerage, down from 85 in 2016.
- Thirty-six percent of firms are LLCs, 26 percent are sole proprietorship, 27 percent are S-Corps, and nine percent are C-Corps.
- The typical residential firm has been operating for 14 years, while the typical commercial firm has been operating for 18 years.
- Fifty-seven percent of firms have a market area of a metropolitan area or region and 30 percent have a market area of a rural area or small town.

#### **Business Activity of Firms**

 Firms with only one office had a median brokerage sales volume of \$4.3 million in 2016, while firms with four or more offices had a median brokerage sales volume of \$235.0 million in 2016.

- Firms with one office had a total of 20 real estate transaction sides in 2016, while firms with four or more offices typically had 550 transaction sides.
- Firms typically had 30 percent of their customer inquiries from past client referrals, 30 percent from repeat business from past clients, and 10 percent from their website, 10 percent through social media, and one percent through open houses.
- Firms typically had 35 percent of their sales volume from past client referrals, 30 percent from repeat business from past clients, and 10 percent from their website, five percent through social media, and one percent through open houses.
- Many firms have the capability to offer in-house ancillary services to real estate clients. The most common in-house service is business brokerage.
- Only nine percent of firms are aware of wire fraud happening at their firm at closing and 59 percent provide education to clients on wire fraud.

#### Benefits

 The most common benefit that firms offer to independent contractors, licensees, and agents is errors and omissions/liability insurance at 37 percent.



- While this is also the most common benefit for salaried licensees and agents, only 25 percent have this benefit.
- Among administrative staff, 31 percent receive vacation/sick days, 32 percent have errors and omissions/liability insurance, and nine percent have health insurance.
- Forty percent of senior management has errors and omissions/liability insurance, 20 percent have vacation/sick days, and 13 percent have health insurance.

#### **Future Outlook of Firms**

- Forty-three percent of firms reported they are actively recruiting sales agents in 2016, down from 47 percent in 2016.
- Sixty percent of firms expect profitability (net income) from all real estate activities to increase in the next year, down from 64 percent in 2016.
- Fifty percent of firms expect competition to increase in the next year from non-traditional market participants, up from 43 percent in 2016.
- Fifty percent of firms expect competition during the same time period to increase from virtual firms (up from 47 percent in 2016), while only 15 percent expect competition will increase from traditional brick and mortar firms.

- Keeping up with technology, maintaining sufficient inventory, and competition from nontraditional market participants are among the biggest challenges cited for firms in the next two years.
- Fifty-two percent of firms are concerned with Gen Y's ability to buy a home, 34 percent of firms are concerned with Gen Y's view of homeownership (sharing generation), and 32 percent of firms are concerned about the recruitment of Gen Y and Gen X real estate professionals.
- Thirty-eight percent of all firms said they have an exit plan for when they decide to retire or exit the real estate industry.
- Fifty-one percent of firms have no internal family relationships compared to six percent where everyone is related in a family-owned and operated firm.
- The most common relationships at firms are among spouses/partners followed by parent/child relationships.
- Eighty percent of firms encourage their agents to volunteer in the local community and 43 percent at their local association of REALTORS<sup>®</sup>.



### <u>Summary</u>

Seventy-nine percent of real estate firms have a single office, typically with three full-time real estate licensees and 81 percent specialize in residential brokerage, down from 85 percent in 2016. Thirty-six percent of firms are LLCs, 26 percent are sole proprietorship, 27 percent are S-Corps, and nine percent are C-Corps. Fifty-seven percent of firms cover a geographic market area of a metropolitan area or region, 30 percent cover a rural area or small town, seven percent cover a resort area or small town, and five percent cover a multi-state area. Only one percent are nationwide firms.

Eighty-four percent of firms are independent, non-franchised companies and 13 percent are independent franchised companies. The typical residential firm has been operating for 14 years, while the typical commercial firm has been operating for 18 years. This year, independent, non-franchised companies are more likely to be firms with four or more offices at 53 percent, up from 41 percent in 2016. Franchised firms are also more common among residential real estate firms as 17 percent of residential firms are franchised compared to only six percent of commercial real estate firms.

Eighty-eight percent of firms reported that the number of mergers and acquisitions for the firm has remained the same from 2005 to 2010 and 2011 to 2017. However, nine percent of firms indicated that mergers and acquisitions have increased in that time period. While the typical firm has three full-time real estate licensees, larger firms reported having a median of 81 full-time real estate licensees, three part-time licenses who work less than 30 hours a week, six non-licensee full-time staff, and one non-licensee part-time staff. The typical firm did not have a new licensee or a licensee who left the firm, but those who had four or more offices typically had 10 new licensees join their firm in 2017 and four licensees who left their firm in the same year. Firms with four or more offices also saw a gain in staff who are not licensees—typically one staff member.

A median of 99 percent of firms' revenue was derived from real estate business activity. Forty percent of other real estate business activity was derived from commercial brokerage. The typical residential real estate firm's brokerage sales volume was \$6.2 million in 2016 (down from \$6.3 in 2015), while the typical commercial real estate firm's brokerage sales volume was \$4.0 million in 2016 (down from \$4.5 in 2015). There was a wide range for the median brokerage sales volume by the number of offices at a firm. Those with only one office had a median brokerage sales volume of \$4.3 million in 2016, while those with four or more offices had a median brokerage sales volume of \$235.0 million in 2016. Similarly, those with one office had a total of 20 real estate transaction sides in 2016, while those with four or more offices typically had 550 real estate transaction sides in 2016.

Many firms have the capability to offer in-house ancillary services to real estate clients. The most



common in-house service is business brokerage, followed by relocation services, and home improvement. Among firms with four or more offices, 48 percent offer relocation services, 43 percent offer business brokerage, 22 percent offer title or escrow services in house, and 20 percent offer mortgage lending. The typical firm makes less than one percent of their net revenue from ancillary services. However, those with four or more offices typically make five percent of their net revenue from these services.

Firms typically had 30 percent of their customer inquiries from past client referrals, 30 percent from repeat business from past clients, and 10 percent from their website, 10 percent through social media, and one percent through open houses. Firms typically had 35 percent of their sales volume from past client referrals, 30 percent from repeat business from past clients, and 10 percent from their website, and five percent through social media. Firms report their current competition is most likely to come from traditional brick and mortar firms, followed by non-traditional market participants, and virtual firms.

The most common feature on firm's websites are property listings, agent/staff profiles, links to social media accounts, customer reviews/testimonials, mortgage/financial calculators, information about the home buying and selling process, and community information/demographics. Firms provide or encourage use of specific software. The most common software that is provided or encouraged to use by agents/brokers is multiple listing services, comparative market analysis, electronic contracts/forms, and e-signatures.

The most common benefit that firms offer to independent contractors, licensees, and agents is errors and omissions/liability insurance at 37 percent. However, many share the cost of the insurance with their employees. Only three percent of firms offer their independent contractors, licensees, and agents health insurance and in most cases the employee pays for the benefit. Among salaried licensees and agents, administrative staff, and senior management there are a larger share of firms who pay for errors and omissions/liability insurance, vacation/sick days, and health insurance.

Forty-three percent of firms reported they are actively recruiting sales agents in 2016, down from 47 percent in 2016. This is more common among residential firms (49 percent) than commercial firms (29 percent) and more common among firms with four offices or more (84 percent) than firms with one office (36 percent). Eighty-six percent of firms reported the reason for recruitment is growth in primary business followed by the desire for younger agents at 34 percent. This is consistent for residential and commercial firms. Commercial firms are slightly more likely to recruit to expand into new markets and into new lines of business or specialty areas. Larger firms are much more likely to recruit for the desire for younger agents and to replace agents who are leaving the firm.

Sixty percent of firms expect profitability (net income) from all real estate activities to



increase in the next year, down from 64 percent in 2016. Residential real estate firms are more optimistic as 62 percent expect profitability to improve, as well as large firms with three offices—78 percent expect profitability to improve.

Fifty percent of firms expect competition to increase in the next year (mid-2017 to mid-2018) from non-traditional market participants, up from 43 percent in 2016. Fifty percent of firms expect competition during the same time period to increase from virtual firms (up from 47 percent in 2016), while only 15 percent expect competition will increase from traditional brick and mortar firms.

Keeping up with technology, maintaining sufficient inventory, and competition from nontraditional market participants are among the biggest challenges sited for firms in the next two years. Commercial firms are more likely than residential firms to cite local or regional economic conditions, while residential firms are more likely to site recruiting younger agents, competition from non-traditional market participants, and agent retention.

When firms are asked to predict the effect of generations on the industry for the next two years, the most common concern was Gen Y's ability to buy a home due to stagnant wage growth, a slow job market, and their debt to income ratios—52 percent of firms cited this as a concern, up from 48 percent in 2016. This was followed by the recruitment of Gen Y and Gen X into the real estate profession and Gen Y's view of homeownership, as "the sharing generation". Firms with four or more offices were most

concerned with the recruitment of Gen Y and Gen X into the industry at 58 percent and Baby Boomers retiring at 49 percent.

Thirty-eight percent of all firms said they have an exit plan for when they decide to retire or exit the real estate industry. Twenty-three percent said they do have an exit plan on retiring and 19 said they do not plan to leave the real estate business. Twenty-four percent of residential firms do not have an exit plan compared to only 25 percent of commercial firms. Larger firms are more likely to have an exit plan in place.

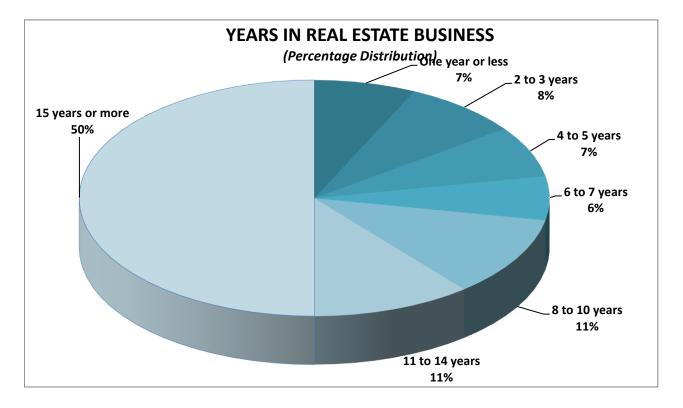
Fifty-one percent of firms have no internal family relationships compared to six percent where everyone is related in a family-owned and operated firm. Forty-two percent of firms have some family relationship. Residential firms are more likely to have some family relationships and commercial firms were slightly more likely to have no family relationships. Sixty-one percent of firms who have a family relationship at the firm cited a spouse or partner family relationships and 55 percent cited a parent-child relationship.

Eighty percent of firms encourage their agents to volunteer in the local community, 43 percent at the local association of REALTORS®, 25 percent of firms encourage agents to volunteer at their state association of REALTORS® and 18 percent encourage volunteering at the National Association of REALTORS®. Ninety-four percent of firms with four or more offices encourage their agents to volunteer in the local community and 77 percent encourage involvement at the local association of REALTORS®.



- Exhibit 1-1 YEARS IN REAL ESTATE BUSINESS
- Exhibit 1-2 YEARS IN REAL ESTATE BUSINESS
- Exhibit 1-3 NUMBER OF OFFICES
- Exhibit 1-4 NUMBER OF OFFICES
- Exhibit 1-5 OFFICE OPENINGS AND CLOSINGS
- Exhibit 1-6 CHANGE IN MERGERS/ACQUISITIONS FOR FIRM FROM 2006-2011 TO 2012-2017
- Exhibit 1-7 SHARE OF INDEPENDENT AND FRANCHISED FIRMS
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- Exhibit 1-10 LEGAL ORGANIZATION OF REAL ESTATE FIRMS
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- Exhibit 1-14 PERCENT OF FIRM'S REVENUE FROM PRIMARY REAL ESTATE BUSINESS ACTIVITY
- Exhibit 1-15 OTHER REAL ESTATE BUSINESS ACTIVITIES AMONG FIRM
- Exhibit 1-16 GEOGRAPHIC MARKET AREA OF FIRM

#### Exhibit 1-1 YEARS IN REAL ESTATE BUSINESS (Percentage Distribution)



#### Exhibit 1-2 YEARS IN REAL ESTATE BUSINESS (Percentage Distribution)

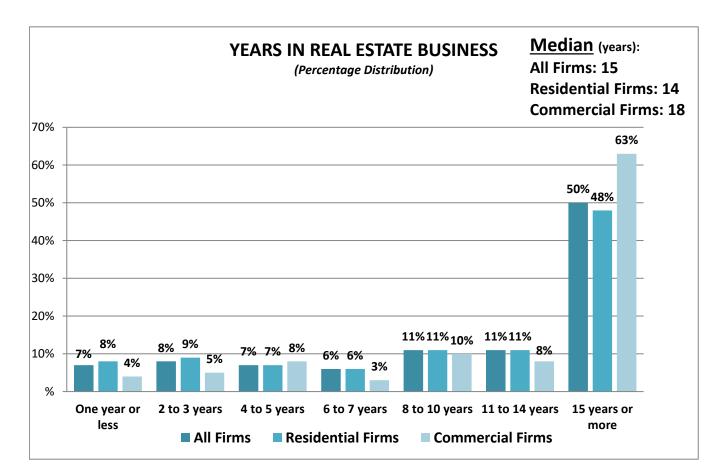


Exhibit 1-3 NUMBER OF OFFICES (Percentage Distribution)

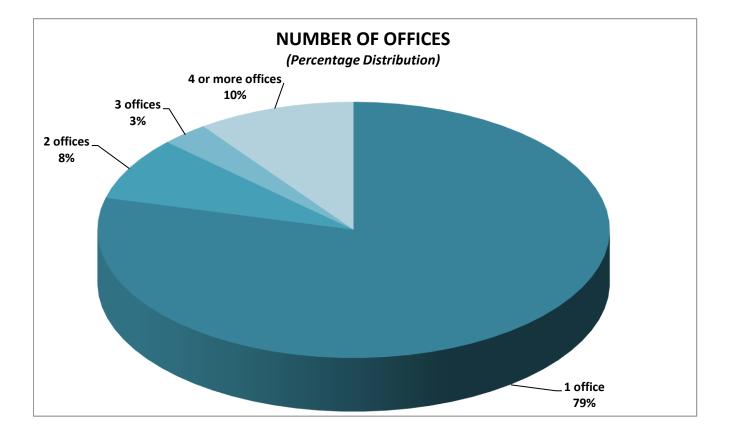


Exhibit 1-4 NUMBER OF OFFICES (Percentage Distribution)

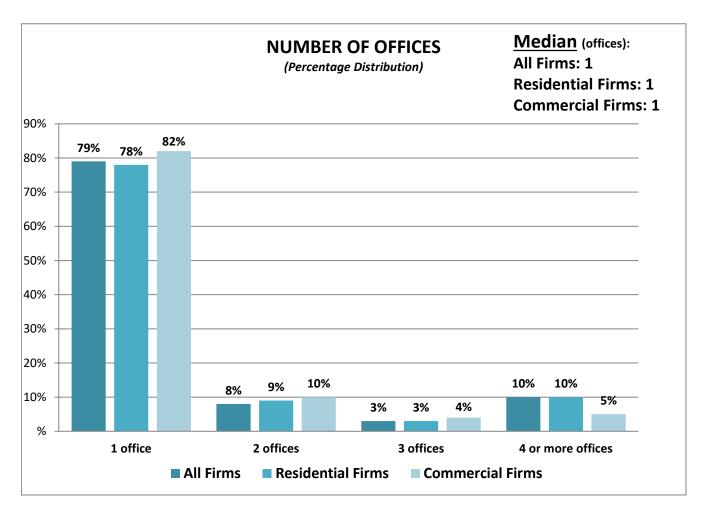


Exhibit 1-5 OFFICE OPENINGS AND CLOSINGS (Medians)

	All Firms	<b>Residential Firms</b>	<b>Commercial Firms</b>
Number of offices affiliated with your firm at year-			
end in 2016	1	1	1
Number of new offices opened in 2016	0	0	0
Number of offices acquired through purchase or			
merger with another firm in 2016	0	0	0
Number of offices acquired through purchase or			
merger with another firm from 2015-2010	0	0	0
Number of offices closed in 2016	0	0	0

Exhibit 1-6 CHANGE IN MERGERS/ACQUISITIONS FOR FIRM FROM 2006-2011 TO 2012-2017 (Percentage Distribution)

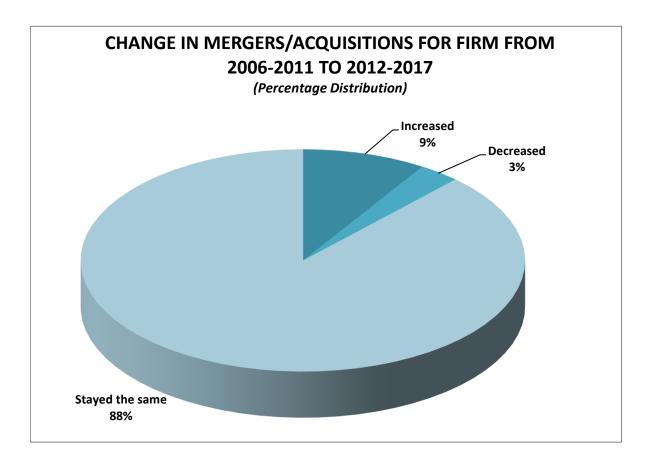
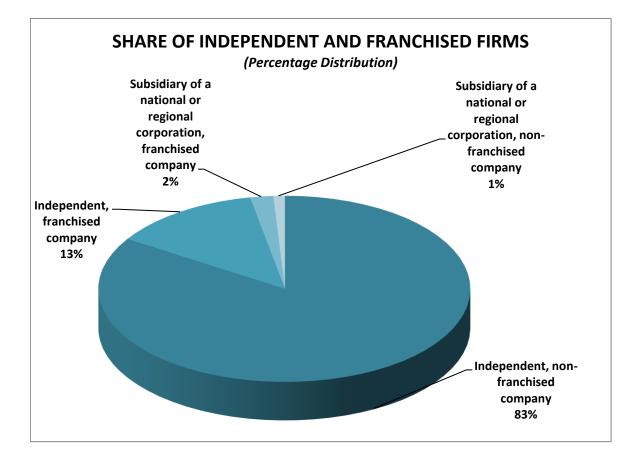
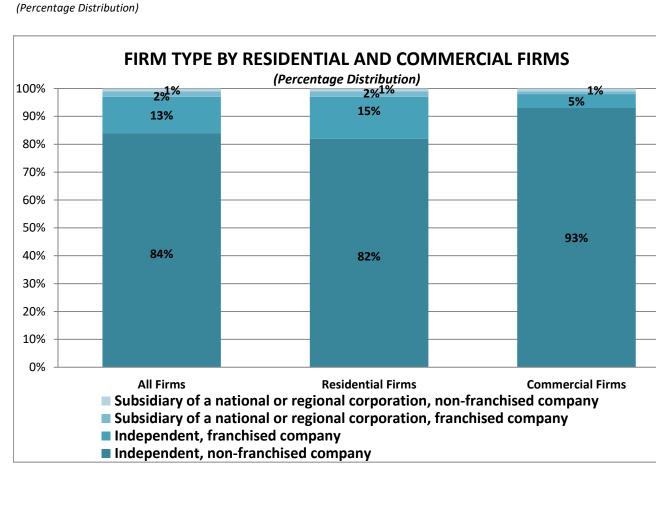


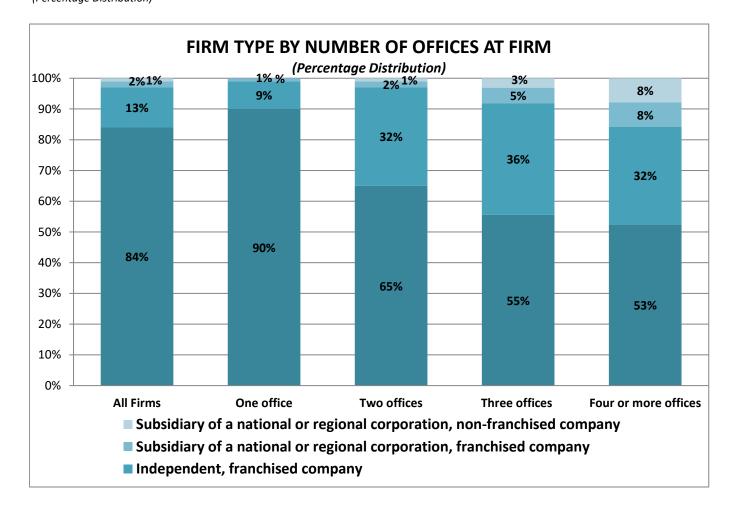
Exhibit 1-7 SHARE OF INDEPENDENT AND FRANCHISED FIRMS (Percentage Distribution)



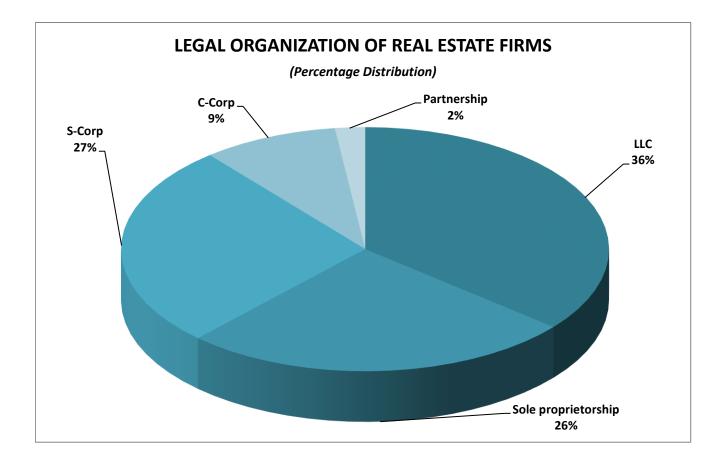
#### Exhibit 1-8 FIRM TYPE BY RESIDENTIAL AND COMMERCIAL FIRMS



#### Exhibit 1-9 FIRM TYPE BY NUMBER OF OFFICES AT FIRM (Percentage Distribution)



#### Exhibit 1-10 LEGAL ORGANIZATION OF REAL ESTATE FIRMS (Percentage Distribution)



#### Exhibit 1-11

STAFF AT FIRMS BY NUMBER OF OFFICES AT FIRM

(Medians)

		Number of Offices at Firm				
	All Firms	One office	Two offices	Three offices	Four or more offices	
	_	_				
Number of full-time real estate licensees	3	2	10	20	81	
Number of full-time licensees who are						
independent contractors	2	2	10	20	82	
Number of part-time real estate						
licensees (work fewer than 30 hours a						
week) who are salaried	0	0	0	0	0	
Number of part-time licensees (work						
fewer than 30 hours a week) who are						
independent contractors	0	0	1	1	3	
Number of full time staff (non-licensees)	0	0	4	2	c	
Number of full-time staff (non-licensees)	0	0	1	2	6	
Number of part-time staff (non-						
licensees)	0	0	0	1	1	
Number of part-time staff (non-						
licensees) who work fewer than 30						
hours a week	0	0	0	0	0	

#### Exhibit 1-12

CHANGE IN STAFF AT FIRMS BY NUMBER OF OFFICES AT FIRM (Medians)

		Number of Offices at Firm					
	All Firms	One office	Two offices	Three offices	Four or more offices		
Number of licensees who joined firm							
in 2016	0	0	2	4	10		
Number of licensees who left firm in							
2016	0	0	1	1	4		
Number of staff (non-licensees) who							
joined firm in 2016	0	0	0	0	1		
Number of staff (non-licensees) who							
left firm in 2016	0	0	0	0	0		

#### Exhibit 1-13 FIRM'S PRIMARY SPECIALTY AREA (Percentage Distribution)

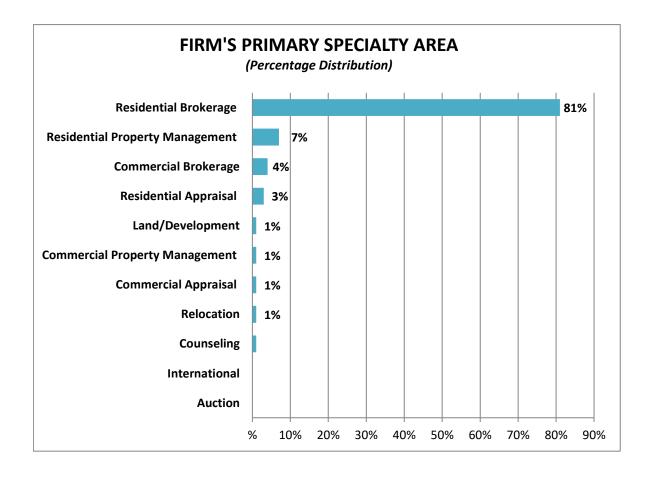


Exhibit 1-14 **PERCENT OF FIRM'S REVENUE FROM PRIMARY REAL ESTATE BUSINESS ACTIVITY** (Percentage Distribution)

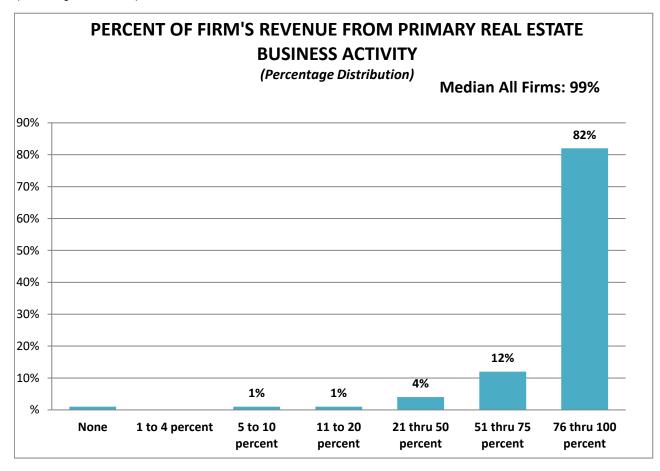
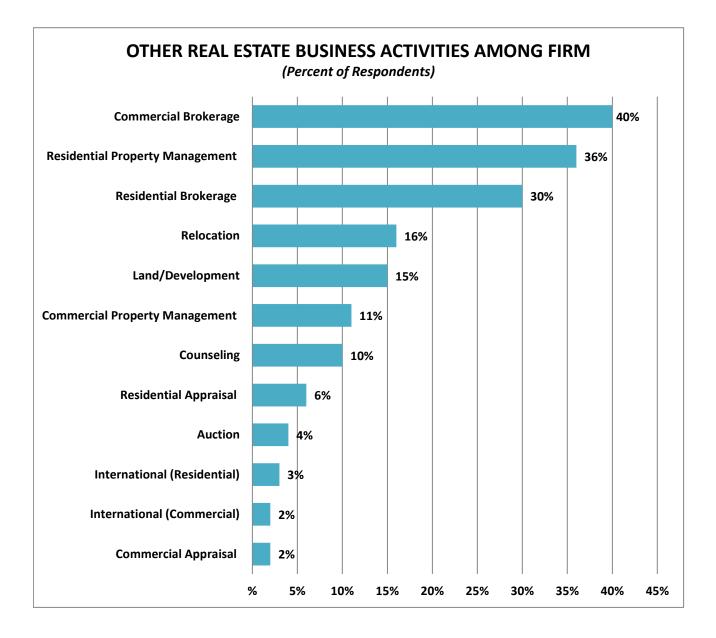
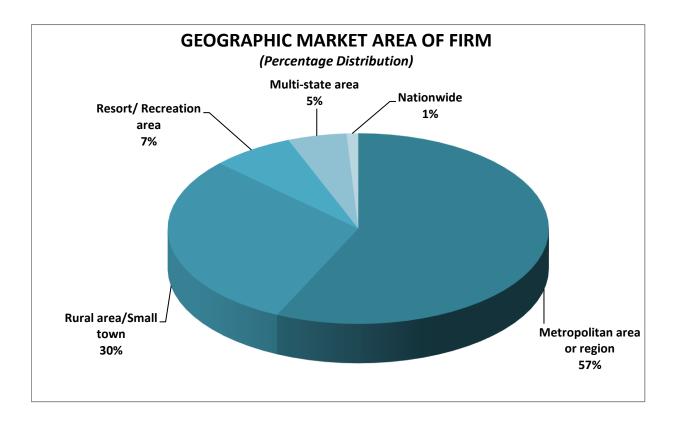


Exhibit 1-15 OTHER REAL ESTATE BUSINESS ACTIVITIES AMONG FIRM (Percent of Respondents)



#### Exhibit 1-16 GEOGRAPHIC MARKET AREA OF FIRM (Percentage Distribution)



- Exhibit 2-1 FIRM'S REAL ESTATE BROKERAGE SALES VOLUME BY RESIDENTIAL AND COMMERCIAL FIRMS, 2016
- Exhibit 2-2 FIRM'S REAL ESTATE BROKERAGE SALES VOLUME BY NUMBER OF OFFICES AT FIRM, 2016
- Exhibit 2-3 FIRM'S TOTAL REAL ESTATE TRANSACTION SIDES BY RESIDENTIAL AND COMMERCIAL FIRMS, 2016
- Exhibit 2-4 FIRM'S TOTAL REAL ESTATE TRANSACTION SIDES BY NUMBER OF OFFICES AT FIRM, 2016
- Exhibit 2-5 ANCILLARY SERVICES OFFERED AT FIRMS BY NUMBER OF OFFICES AT FIRM
- Exhibit 2-6 ANCILLARY SERVICES OFFERED AT FIRMS TO TYPES OF CLIENTS
- Exhibit 2-7 PERCENT OF NET REVENUE OF FIRM MADE ON ANCILLARY SERVICES BY NUMBER OF OFFICES AT FIRM
- Exhibit 2-8 PERCENT OF CUSTOMER INQUIRIES GENERATED FROM SOURCES
- Exhibit 2-9 PERCENT OF FIRM'S SALES VOLUME WAS GENERATED BY SOURCE
- Exhibit 2-10 WHERE DOES CURRENT COMPETITION COME FROM
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- Exhibit 2-12 FIRM PROVIDES OR ENCOURAGES AGENT/BROKER USE OF SPECIFIC SOFTWARE, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 2-13 FIRM PROVIDES OR ENCOURAGES AGENT/BROKER USE OF SPECIFIC SOFTWARE, BY NUMBER OF OFFICES AT FIRM
- Exhibit 2-14 EXPERIENCE WITH WIRE FRAUD AT CLOSING, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 2-15 EXPERIENCE WITH WIRE FRAUD, BY NUMBER OF OFFICES AT FIRM
- Exhibit 2-16 WIRE FRAUD EDUCATION TO CLIENTS, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 2-17 WIRE FRAUD EDUCATION TO CLIENTS, BY NUMBER OF OFFICES AT FIRM
- Exhibit 2-18 FIRM HAS SOCIAL MEDIA GUIDELINES FOR AGENTS AND EMPLOYEES, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 2-19 FIRM HAS SOCIAL MEDIA GUIDELINES FOR AGENTS AND EMPLOYEES, BY NUMBER OF OFFICES AT FIRM
- Exhibit 2-20 FIRM USE OF CLOSED COMMUNICATION GROUP, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 2-21 FIRM USE OF CLOSED COMMUNICATION GROUP, BY NUMBER OF OFFICES AT FIRM
- Exhibit 2-22 FIRM VIRTUAL OFFICE, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 2-23 FIRM VIRTUAL OFFICE, BY NUMBER OF OFFICES AT FIRM

Exhibit 2-1 FIRM'S REAL ESTATE BROKERAGE SALES VOLUME BY RESIDENTIAL AND COMMERCIAL FIRMS, 2016 (Percentage Distribution)

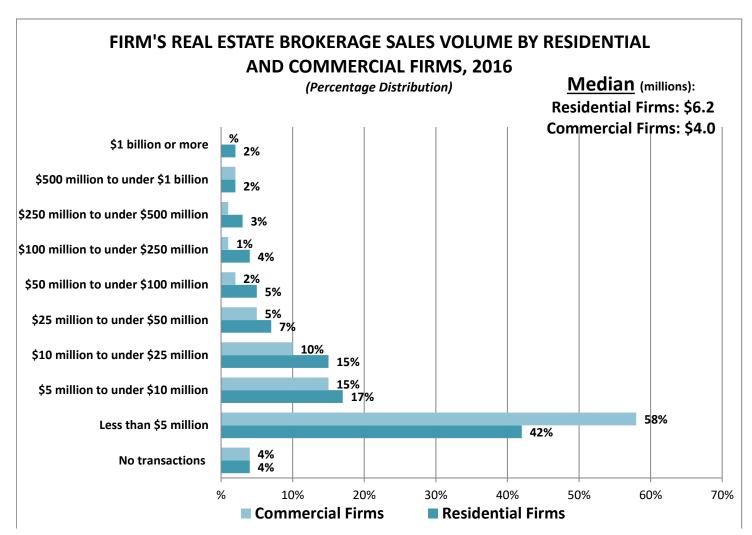
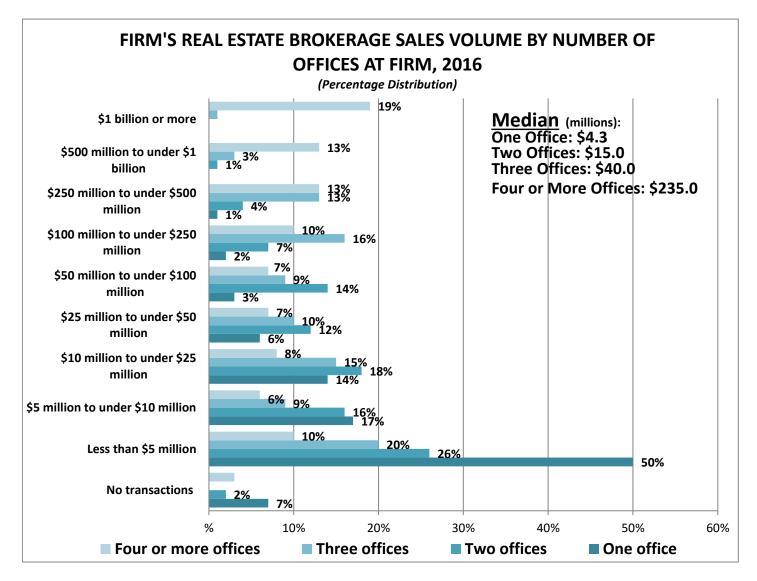
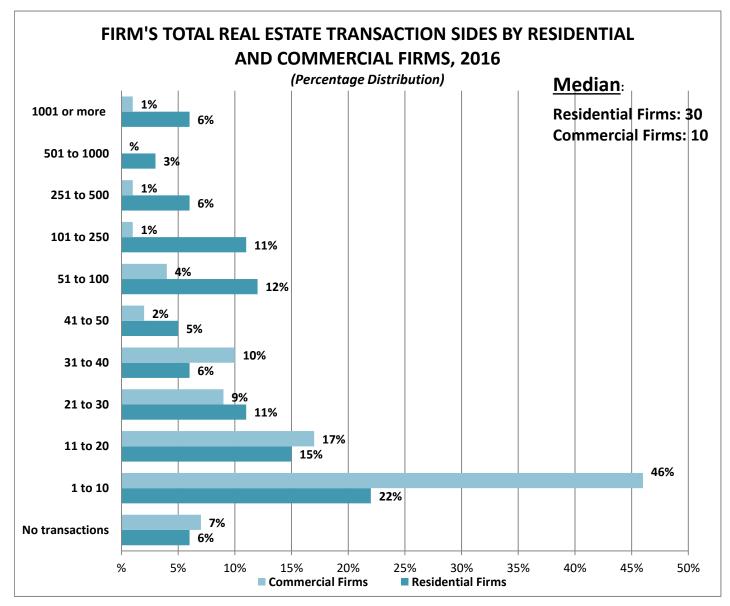


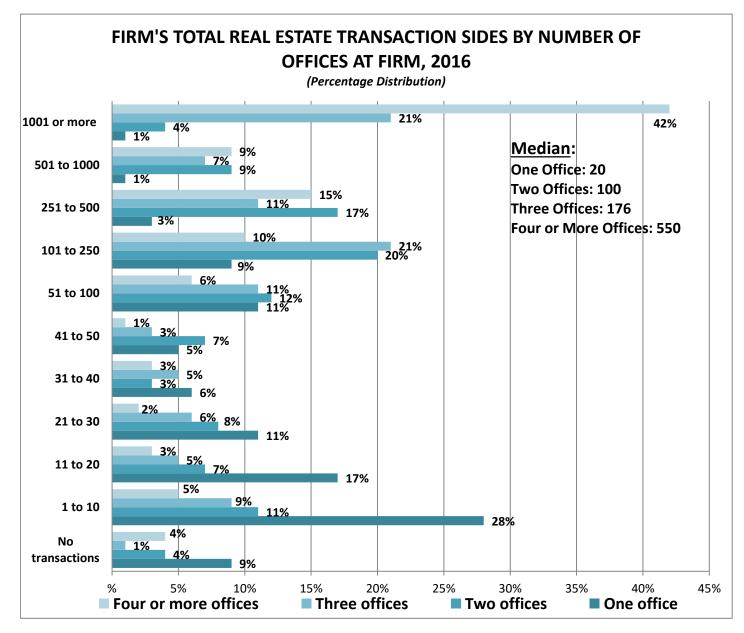
Exhibit 2-2 FIRM'S REAL ESTATE BROKERAGE SALES VOLUME BY NUMBER OF OFFICES AT FIRM, 2016 (Percentage Distribution)











#### Exhibit 2-5

ANCILLARY SERVICES OFFERED AT FIRMS BY NUMBER OF OFFICES AT FIRM (Percentage Distribution)

		Offer this service		Do not currently
	Offer this service	outsourced or with a		offer this service, but
Business brokerage	in-house 30%	business relationship 8%	offer this service 56%	plan to in the future 7%
Relocation services	15	16	61	9
Home improvement	7	25	61	8
Mortgage lending Home warranty	4	37	52 48	6
Title or escrow services	4	35	55	6
Homeowners insurance	3	29	62	6
Settlement services Other insurance	3	26 20	64 71	7
Home inspection	3	36	56	6
Moving services	1	21	70	8
Securities services	*	8	84	8
One office	200/	00/	500/	<u> </u>
Business brokerage Relocation services	28% 10	8%	<u>58%</u> 67	<u> </u>
Home improvement	6	24	62	7
Mortgage lending	3	36	56	6
Home warranty	4	40	51	5
Title or escrow services	2	34	59	6
Homeowners insurance	2	28	65	6
Settlement services	2	25	68	6
Other insurance Home inspection	2	19	74 58	<u> </u>
Moving services	1		73	7
Securities services	*	7	86	7
Two offices				
Business brokerage	38%	8%	50%	4%
Relocation services	22	17	54	8
Home improvement	6	22	67	6
Mortgage lending	3	40	50	7
Home warranty Title or escrow services	7	<u>49</u> 36	40 53	4
Homeowners insurance	2	28	65	6
Settlement services	5	29	61	6
Other insurance	2	21	70	8
Home inspection	3	36	57	5
Moving services	1	24	68	8
Securities services	*	6	86	8
Three offices				
Business brokerage Relocation services	<u>38%</u> 24	<u> </u>	45% 48	<u> </u>
Home improvement	24	24	60	<u>9</u>
Mortgage lending	2	52	38	7
Home warranty	4	54	37	5
Title or escrow services	3	42	48	7
Homeowners insurance	3	32	57	9
Settlement services	3	35	55	8
Other insurance Home inspection	1	23	66 52	10 10
Moving services	1	33	58	9
Securities services	9	*	80	11
Four or more offices				
Business brokerage	43%	8%	44%	6%
Relocation services	48	18	26	8
Home improvement	8	30	55	7
Mortgage lending	20	49	25 28	5
Home warranty Title or escrow services	<u> </u>	54 38	33	6
Homeowners insurance	11	38	45	8
Settlement services	15	29	48	8
Other insurance	8	27	57	7
Home inspection	3	38	53	6
Moving services	3	29	59	9
Securities services	8	9	80	11

\* Less than 1 percent

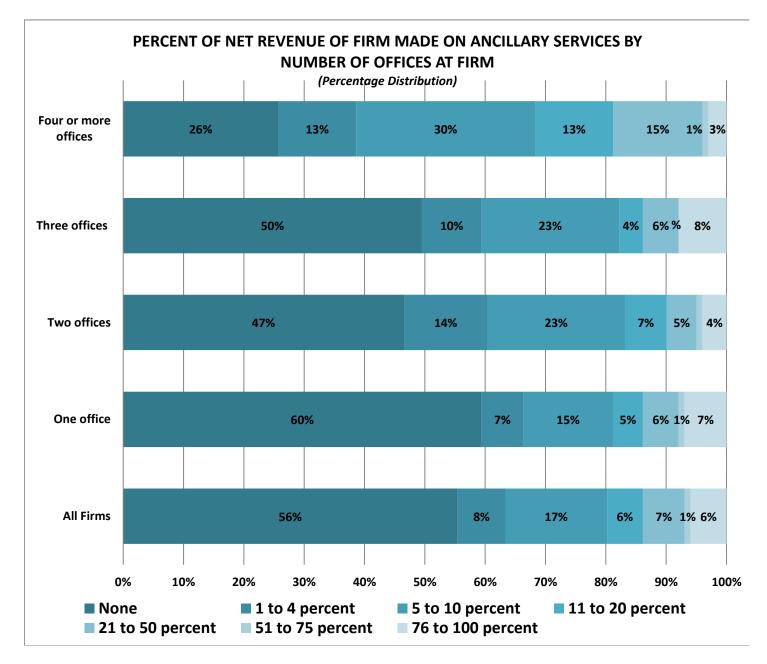
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#### Exhibit 2-6 ANCILLARY SERVICES OFFERED AT FIRMS TO TYPES OF CLIENTS (Percent of Respondents)

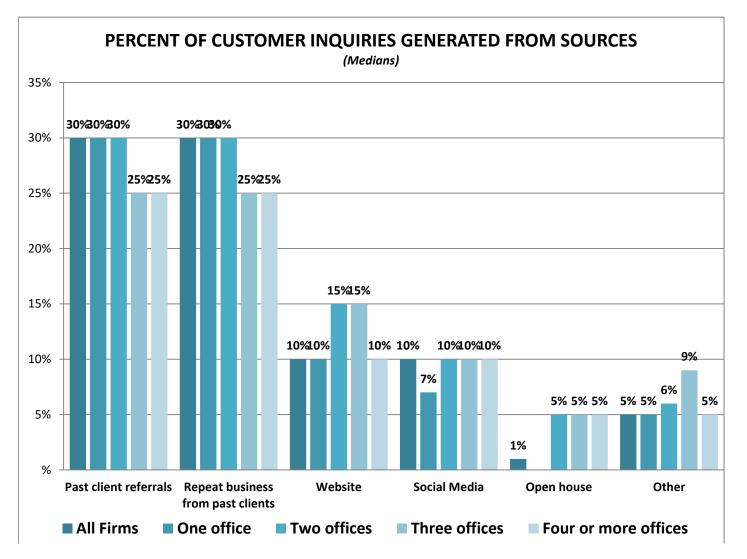
ANCILLARY SERVICES OFFERED AT FIRMS TO TYPES OF CLIENTS (Percent of Respondents)								
Business brokerage	2	2%	13%		73%			
Relocation services	13%	10%			80	0%		
Home warranty	12%	9%			80	%		
Mortgage lending	11%	9%			829	%		
Title or escrow services	10%	8%			83%	5		
Home improvement	11%	10%			829	%		
Home inspection	9%	8%			84%			
Settlement services	7% 6	%			86%			
Homeowners insurance	7% 7	%			86%			
Moving services	5% 5%				88%			
Other insurance	5% 5%				88%			
Securities services	1 <mark>%</mark> 2%				92%			
C	1%	209	%	40%	6 <b>0</b> 9	% 80	)%	100%
<ul> <li>Offer this servic</li> <li>Do not current</li> </ul>				■ Of	fer this se	rvice in-house	to past clients	S

#### Exhibit 2-7

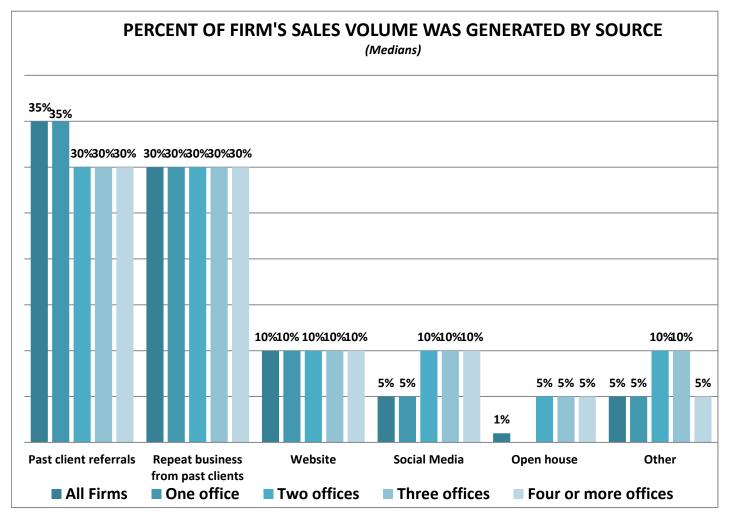
**PERCENT OF NET REVENUE OF FIRM MADE ON ANCILLARY SERVICES BY NUMBER OF OFFICES AT FIRM** (*Percentage Distribution*)



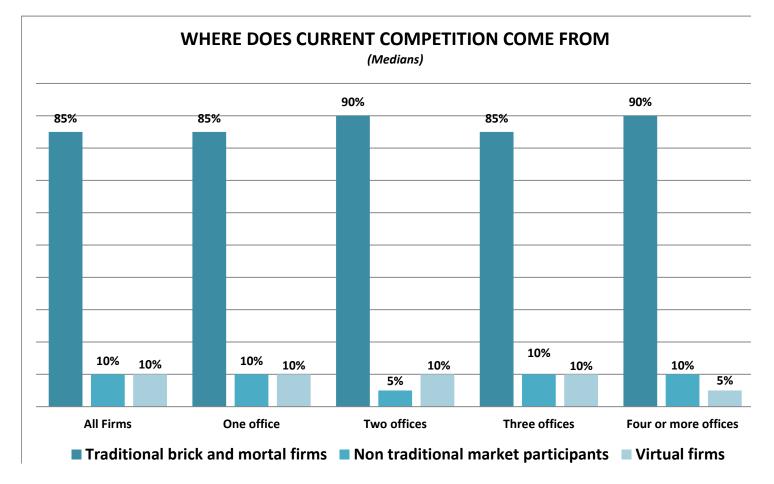
# Exhibit 2-8 PERCENT OF CUSTOMER INQUIRIES GENERATED FROM SOURCES (Medians)



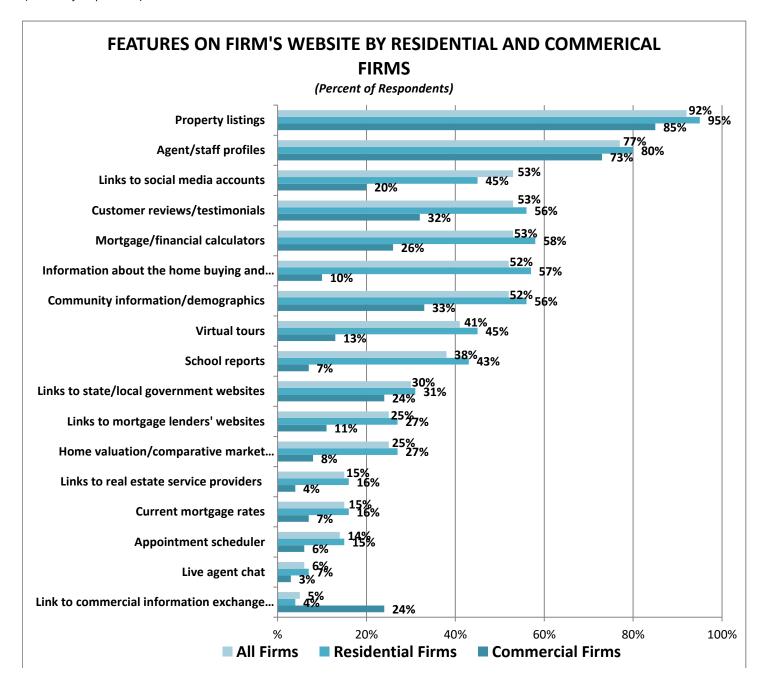
#### Exhibit 2-9 PERCENT OF FIRM'S SALES VOLUME WAS GENERATED BY SOURCE (Medians)



#### Exhibit 2-10 WHERE DOES CURRENT COMPETITION COME FROM (Medians)



#### Exhibit 2-11 FEATURES ON FIRM'S WEBSITE BY RESIDENTIAL AND COMMERICAL FIRMS (Percent of Respondents)



#### Exhibit 2-12

FIRM PROVIDES OR ENCOURAGES AGENT/BROKER USE OF SPECIFIC SOFTWARE, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percent of Respondents)

	All Firms	<b>Residential Firms</b>	<b>Commercial Firms</b>
Multiple listing	82%	85%	63%
Comparative market analysis	81	84	73
Electronic contracts/form	81	85	70
E-signature	79	82	54
Document preparation/Management	55	58	39
Contact management	54	58	38
Market statistics	44	46	38
Transaction management	40	43	21
Social media management tools	38	41	17
Graphics/Presentation	34	35	31
Customer relationship management	34	37	22
Home visualization (e.g. virtual tours or virtual staging)	30	33	10
Video	30	33	10
Property management	25	21	26
Marketing automation	16	18	6
QR Code	15	17	9
Loan analysis	15	15	9
Agent rating	12	14	4

#### Exhibit 2-13

FIRM PROVIDES OR ENCOURAGES AGENT/BROKER USE OF SPECIFIC SOFTWARE, BY NUMBER OF OFFICES AT FIRM (Percent of Respondents)

(Percent oj Kesponaents)

	Number of Offices at Firm				
	All Firms	One office	Two offices	Three offices	Four or more offices
Multiple listing	82%	81%	88%	84%	89%
Comparative market analysis	81	80	88	81	87
Electronic contracts/form	81	80	83	90	91
E-signature	79	77	85	87	93
Document preparation/Management	55	53	61	64	78
Contact management	54	51	69	69	80
Market statistics	44	41	57	55	73
Transaction management	40	36	53	51	70
Social media management tools	38	34	50	52	67
Graphics/Presentation	34	31	41	35	63
Customer relationship management	34	30	46	51	66
Home visualization (e.g. virtual tours or virtual staging)	30	26	36	51	55
Video	30	25	44	43	67
Property management	25	24	28	25	28
QR Code	16	13	26	18	31
Marketing automation	15	13	24	26	42
Loan analysis	15	14	16	9	27
Agent rating	12	10	15	18	32

#### Exhibit 2-14 EXPERIENCE WITH WIRE FRAUD AT CLOSING, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)

	_		
	All Firms	Residential Firms	Commercial Firms
Yes	9%	10%	2%
No, not aware of this happening at firm	90	89	97
Don't Know	2	2	1

Exhibit 2-15 EXPERIENCE WITH WIRE FRAUD, BY NUMBER OF OFFICES AT FIRM (Percentage Distribution)

		Number of Offices at Firm			
	All Firms	One office	Two offices	Three offices	Four or more offices
Yes	9%	5%	13%	27%	34%
No, not aware of this of this happening at firm	90	93	86	69	62
Don't Know	2	1	1	4	5

#### Exhibit 2-16 WIRE FRAUD EDUCATION TO CLIENTS, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)

	All Firms	Residential Firms	Commercial Firms
Yes, provide education	59%	64%	44%
No education provided	38	33	55
Don't Know	3	3	1

#### Exhibit 2-17 WIRE FRAUD EDUCATION TO CLIENTS, BY NUMBER OF OFFICES AT FIRM (Percentage Distribution)

		Number of Offices at Firm					
	All Firms	One office	Two offices	Three offices	Four or more offices		
Yes, provide education	59%	57%	63%	73%	75%		
No education provided	38	41	34	23	19		
Don't Know	3	2	3	4	6		

#### Exhibit 2-18

FIRM HAS SOCIAL MEDIA GUIDELINES FOR AGENTS AND EMPLOYEES, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)

	All Firms	<b>Residential Firms</b>	Commercial Firms
Yes, for personal social media accounts only	4%	4%	7%
Yes, for professional social medsia accounts only	21	22	12
Yes, for both personal and professional social media			
account	29	32	14
No, firm does not have guidelines	44	40	64
Don't Know	3	3	3

#### Exhibit 2-19 FIRM HAS SOCIAL MEDIA GUIDELINES FOR AGENTS AND EMPLOYEES, BY NUMBER OF OFFICES AT FIRM (Percentage Distribution)

		Number of Offices at Firm			
	All Firms	One office	Two offices	Three offices	Four or more offices
Yes, for personal social media accounts only	4%	4%	3%	3%	4%
Yes, for professional social medsia accounts only	21	19	28	30	29
Yes, for both personal and professional social media					
account	29	27	36	36	48
No, firm does not have guidelines	44	48	29	27	18
Don't Know	3	3	5	4	2

#### Exhibit 2-20 FIRM USE OF CLOSED COMMUNICATION GROUP, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)

**All Firms Residential Firms Commercial Firms** Yes, uses group\* 22% 24% 72 No 75 Don't Know 4 4

10%

87

3

\* Such as: Closed Facebook group, Basecamp, Google Group

# Exhibit 2-21 FIRM USE OF CLOSED COMMUNICATION GROUP, BY NUMBER OF OFFICES AT FIRM

(Percentage Distribution)

	_	Number of Offices at Firm				
	All Firms	One office	Two offices	Three offices	Four or more offices	
Yes, uses group*	22%	17%	36%	42%	60%	
No	75	80	61	54	37	
Don't Know	4	4	3	4	4	

\* Such as: Closed Facebook group,

Basecamp, Google Group

Exhibit 2-22 FIRM VIRTUAL OFFICE, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)

	All Firms	Residential Firms	Commercial Firms
Yes*	23%	24%	22%
No	76	75	76
Don't Know	1	1	2

\*A firm that does not have a fixed location, and employees may work from home or in different cities and countries.

#### Exhibit 2-23 FIRM VIRTUAL OFFICE, BY NUMBER OF OFFICES AT FIRM

(Percentage Distribution)

		Number of Offices at Firm					
	All Firms	One office Two offices Three offices Four or more					
Yes*	23%	23%	22%	18%	23%		
No	76	76	77	80	76		
Don't Know	1	1	1	1	2		

\*A firm that does not have a fixed location, and employees may work from home or in different cities and countries.

- Exhibit 3-1 BENEFITS RECEIVED BY INDEPENDENT CONTRACTORS/LICENSEES/AGENTS
- Exhibit 3-2 BENEFITS RECEIVED BY SALARIED LICENSEES/AGENTS
- Exhibit 3-3 BENEFITS RECEIVED BY ADMINISTRATIVE STAFF
- Exhibit 3-4 BENEFITS RECEIVED BY SENIOR MANAGEMENT

# Exhibit 3-1 BENEFITS RECEIVED BY INDEPENDENT CONTRACTORS/LICENSEES/AGENTS

(Percentage Distribution)

	Employee Pays	Firms Pays	Both Pay	Not Offered
Errors and Omissions (E&O)				
Insurance/Liability Insurance	24%	37%	18%	21%
Health insurance	16	3	2	80
Dental care	9	1	1	89
Vision care	9	1	1	90
Life insurance	8	1	1	91
Long-term care insurance	8	1	1	91
Vacation/sick days	8	3	*	89
Disability insurance	7	2	1	90
Pension plan/401(k)/SEP	7	1	1	91

\*Less than 1 percent

## Exhibit 3-2 BENEFITS RECEIVED BY SALARIED LICENSEES/AGENTS

	Employee Pays	Firms Pays	Both Pay	Not Offered	
Errors and Omissions (E&O)					
Insurance/Liability Insurance	9%	25%	6%	60%	
Health insurance	6	4	5	86	
Dental care	5	2	2	91	
Vision care	5	2	2	92	
Disability insurance	4	3	1	91	
Long-term care insurance	4	1	1	93	
Life insurance	4	2	1	93	
Pension plan/401(k)/SEP	4	2	4	91	
Vacation/sick days	3	12	1	84	

# Exhibit 3-3 BENEFITS RECEIVED BY ADMINISTRATIVE STAFF

	Employee Pays	Firms Pays	Both Pay	Not Offered
Dental care	6%	3%	5%	87%
Health insurance	6	9	9	76
Vision care	6	3	4	88
Disability insurance	5	6	2	87
Long-term care insurance	5	2	2	91
Life insurance	5	3	2	90
Errors and Omissions (E&O)				
Insurance/Liability Insurance	4	32	3	61
Pension plan/401(k)/SEP	4	3	7	86
Vacation/sick days	3	31	1	64

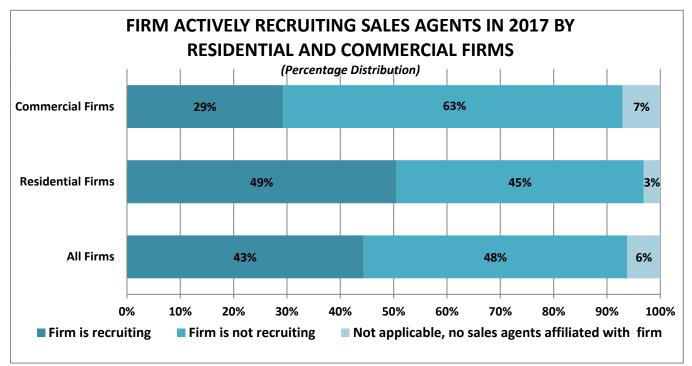
# Exhibit 3-4 BENEFITS RECEIVED BY SENIOR MANAGEMENT

	Employee Pays	Firms Pays	Both Pay	Not Offered
Errors and Omissions (E&O)				
Insurance/Liability Insurance	8%	40%	5%	47%
Health insurance	8	13	7	73
Long-term care insurance	6	4	2	88
Vision care	6	5	3	86
Disability insurance	6	7	2	86
Dental care	6	5	4	85
Life insurance	5	7	2	86
Pension plan/401(k)/SEP	5	4	7	84
Vacation/sick days	4	20	1	75

- Exhibit 4-1 FIRM ACTIVELY RECRUITING SALES AGENTS IN 2017, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 4-2 FIRM ACTIVELY RECRUITING SALES AGENTS IN 2017, BY NUMBER OF OFFICES AT FIRM
- Exhibit 4-3 REASON FOR FIRM TO ACTIVELY RECRUIT SALES AGENTS, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 4-4 REASON FOR FIRM TO ACTIVELY RECRUIT SALES AGENTS, BY NUMBER OF OFFICES AT FIRM
- EXPECTATION ON PROFITABILITY (NET INCOME) FROM ALL REAL ESTATE ACTIVITIES FROM MID-2017 TO MID-Exhibit 4-5 2018, BY RESIDENTIAL AND COMMERCIAL FIRMS
- EXPECTATION ON PROFITABILITY (NET INCOME) FROM ALL REAL ESTATE ACTIVITIES FROM MID-2017 TO MID-
- Exhibit 4-6 2018, BY NUMBER OF OFFICES AT FIRM
- Exhibit 4-7 EXPECTATION OF LEVEL OF COMPETITION IN THE NEXT YEAR (MID-2017 TO MID-2018)
- Exhibit 4-8 BIGGEST CHALLENGES FACING FIRM IN NEXT TWO YEARS, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 4-9 BIGGEST CHALLENGES FACING FIRM IN NEXT TWO YEARS, BY NUMBER OF OFFICES AT FIRM
- Exhibit 4-10 PREDICTION OF GENERATIONS EFFECT ON THE INDUSTRY IN THE NEXT 2 YEARS, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 4-11 PREDICTION OF GENERATIONS EFFECT ON THE INDUSTRY IN THE NEXT 2 YEARS, BY NUMBER OF OFFICES AT FIRM
- Exhibit 4-12 FIRM EXIT PLAN, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 4-13 FIRM EXIT PLAN, BY NUMBER OF OFFICES AT FIRM
- Exhibit 4-14 FAMILY RELATIONSHIPS IN FIRM, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 4-15 FAMILY RELATIONSHIPS IN FIRM, BY NUMBER OF OFFICES AT FIRM
- Exhibit 4-16 TYPE OF FAMILY RELATIONSHIPS IN FIRM, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 4-17 TYPE OF FAMILY RELATIONSHIPS IN FIRM, BY NUMBER OF OFFICES AT FIRM
- Exhibit 4-18 FIRM ENCOURAGEMENT TO VOLUNTEER, BY RESIDENTIAL AND COMMERCIAL FIRMS
- Exhibit 4-19 FIRM ENCOURAGEMENT TO VOLUNTEER, BY NUMBER OF OFFICES AT FIRM

#### Exhibit 4-1

FIRM ACTIVELY RECRUITING SALES AGENTS IN 2017, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)







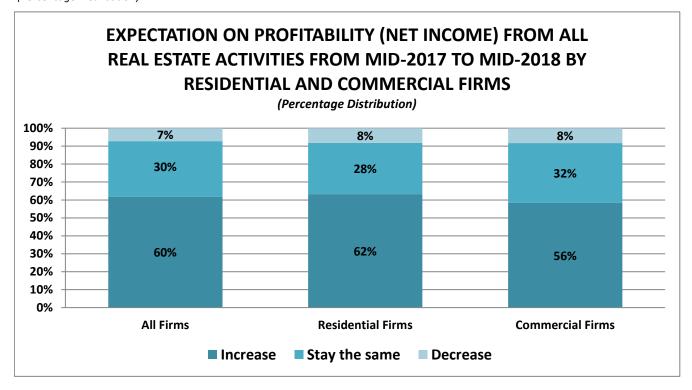
#### Exhibit 4-3 REASON FOR FIRM TO ACTIVELY RECRUIT SALES AGENTS, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)



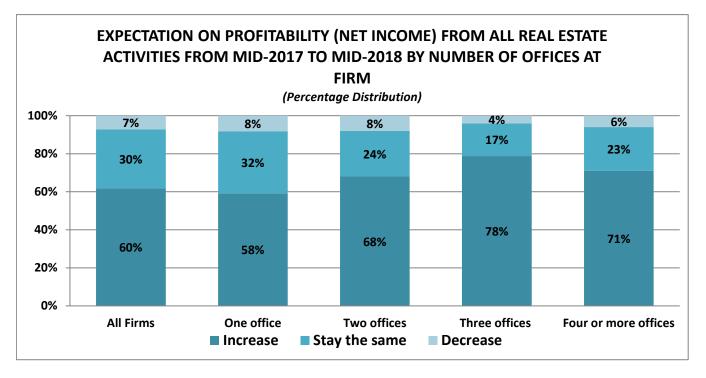




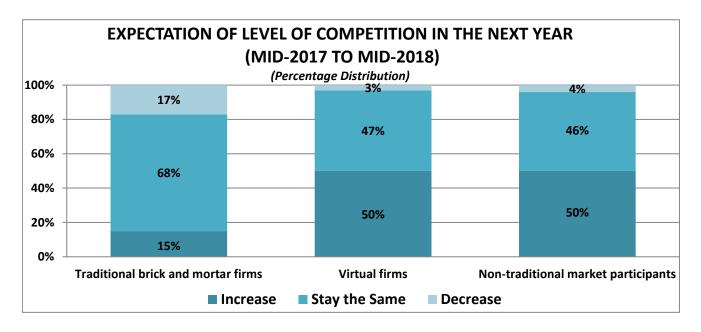
Exhibit 4-5 EXPECTATION ON PROFITABILITY (NET INCOME) FROM ALL REAL ESTATE ACTIVITIES FROM MID-2017 TO MID-2018, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)



#### Exhibit 4-6 EXPECTATION ON PROFITABILITY (NET INCOME) FROM ALL REAL ESTATE ACTIVITIES FROM MID-2017 TO MID-2018, BY NUMBER OF OFFICES AT FIRM







#### Exhibit 4-8

# BIGGEST CHALLENGES FACING FIRM IN NEXT TWO YEARS, BY RESIDENTIAL AND COMMERCIAL FIRMS

(Percent of Respondents)

		Desidential Firms	
	All Firms	Residential Firms	Commercial Firms
Keeping up with technology	48%	48%	46%
Maintaining sufficient inventory	48	52	32
Competition from nontraditional market participants	44	47	24
Profitability	34	35	32
Competition from traditional brick and mortar firms	33	34	32
Local or regional economic conditions	32	31	48
Recruiting younger agents	27	30	12
Competition from new virtual firms	26	28	15
State and local legislation and regulation	25	23	36
Agent retention	21	24	11
Liability in a digital world (contracts, signatures, etc.)	20	21	16
Off market listings (pocket listings)	19	20	16
Protecting client data	15	15	14
Wire Fraud	14	16	12
Listing data security	12	13	4
TRID (TILA-RESPA Integrated Disclosure)	9	9	2
Piracy/scraping	8	9	7
Industry consolidation	8	7	19
Drones and regulation of drones	6	6	3
State and local laws involving legal marijuana	5	4	6

#### Exhibit 4-9

# BIGGEST CHALLENGES FACING FIRM IN NEXT TWO YEARS, BY NUMBER OF OFFICES AT FIRM

(Percent of Respondents)

	_	Number of Offices at Firm			
	All Firms	One office	Two offices T	hree offices	Four or more offices
Keeping up with technology	48%	48%	41%	51%	51%
Maintaining sufficient inventory	48	46	58	59	54
Competition from nontraditional market participants	44	42	46	48	58
Profitability	34	32	38	29	49
Competition from traditional brick and mortar firms	33	33	34	29	37
Local or regional economic conditions	32	33	27	21	33
Recruiting younger agents	27	23	42	45	49
Competition from new virtual firms	26	26	24	25	32
State and local legislation and regulation	25	24	24	26	33
Agent retention	21	18	33	37	51
Liability in a digital world (contracts, signatures, etc.)	20	20	21	21	26
Off market listings (pocket listings)	19	18	18	26	23
Protecting client data	15	13	14	21	22
Wire Fraud	14	12	15	26	26
Listing data security	12	11	11	15	17
TRID (TILA-RESPA Integrated Disclosure)	9	8	11	12	13
Piracy/scraping	8	8	5	11	11
Industry consolidation	8	7	7	7	12
Drones and regulation of drones	6	5	6	4	6
State and local laws involving legal marijuana	5	5	2	3	5

#### Exhibit 4-10

PREDICTION OF GENERATIONS EFFECT ON THE INDUSTRY IN THE NEXT 2 YEARS, BY RESIDENTIAL AND COMMERCIAL FIRMS

(Percent of Respondents)

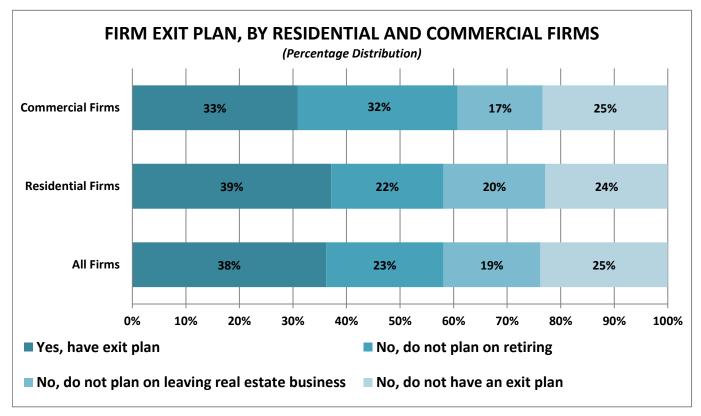
	All Firms	<b>Residential Firms</b>	<b>Commercial Firms</b>
Gen Y ability to buy a home (stagnant wages, slow job			
market, debt load, etc.)	52%	53%	38%
Gen Y view of homeownership (sharing generation)	34	34	22
Recruitment of Gen Y and Gen X real estate professionals	32	33	28
Baby Boomers retiring from real estate as a profession	29	29	28
Baby Boomers relocating to other states in retirement	24	23	24
Retention of Gen Y and Gen X real estate professionals	23	24	24
Too many older real estate professionals staying in the			
profession	22	23	20
Too many younger real estate professionals joining	17	18	19

#### Exhibit 4-11

**PREDICTION OF GENERATIONS EFFECT ON THE INDUSTRY IN THE NEXT 2 YEARS, BY NUMBER OF OFFICES AT FIRM** *(Percent of Respondents)* 

	Number of Offices at Firm				
	All Firms	One Office	Two Offices	Three Offices	Four or More Offices
Gen Y ability to buy a home (stagnant wages, slow job					
market, debt load, etc.)	52%	53%	43%	48%	48%
Gen Y view of homeowership (sharing generation)	34	34	29	41	31
Recruitment of Gen Y and Gen X real estate professionals	32	27	42	53	58
Baby Boomers retiring from real estate as a profession	29	27	31	36	49
Baby Boomers relocating to other states in retirement	24	24	24	15	22
Retention of Gen Y and Gen X real estate professionals	23	20	26	40	43
Too many older real estate professionals staying in the					
profession	22	22	28	21	24
Too many younger real estate professionals joining	17	18	11	11	7

#### Exhibit 4-12 FIRM EXIT PLAN, BY RESIDENTIAL AND COMMERCIAL FIRMS



#### Exhibit 4-13 FIRM EXIT PLAN, BY NUMBER OF OFFICES AT FIRM (Percentage Distribution)

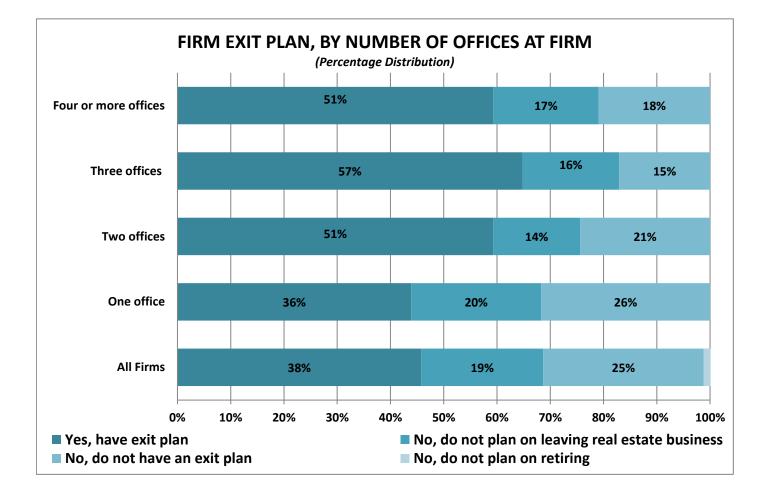


Exhibit 4-14 FAMILY RELATIONSHIPS IN FIRM, BY RESIDENTIAL AND COMMERCIAL FIRMS (Percentage Distribution)

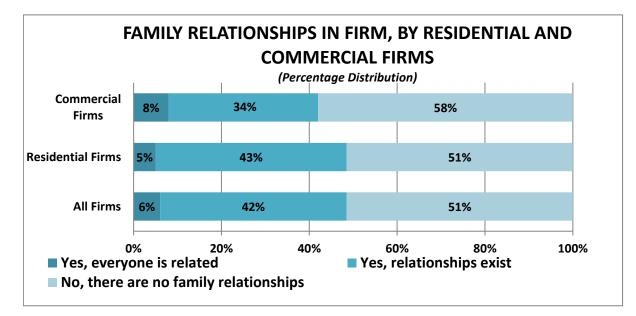
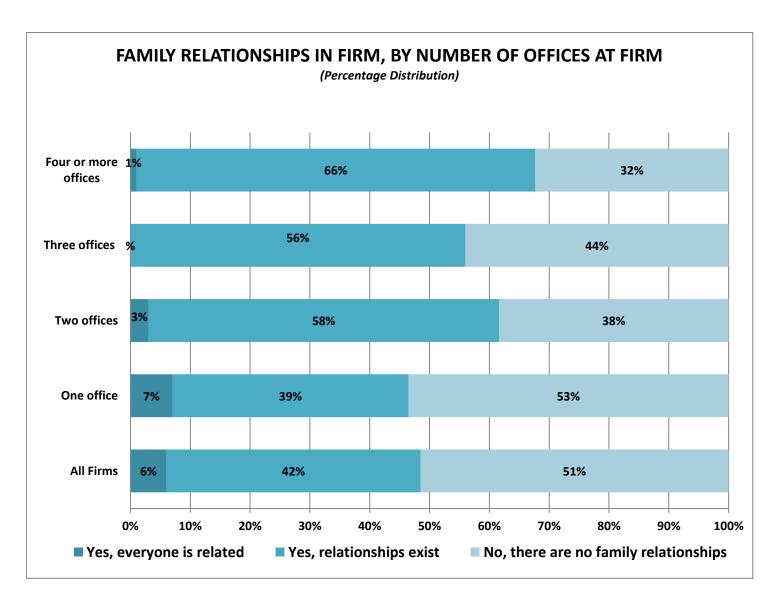


Exhibit 4-15 FAMILY RELATIONSHIPS IN FIRM, BY NUMBER OF OFFICES AT FIRM (Percentage Distribution)





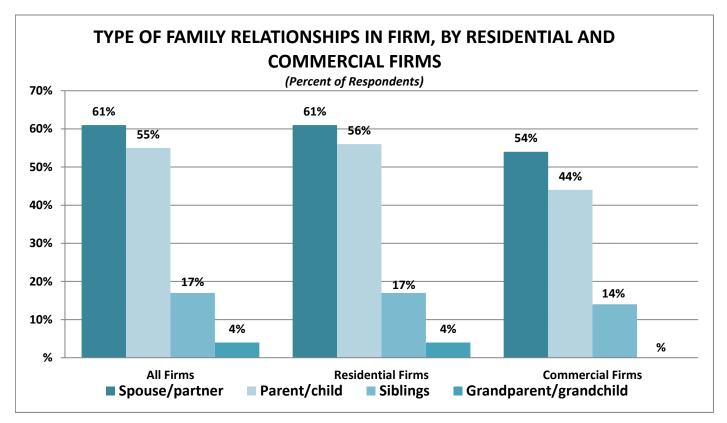


Exhibit 4-17 TYPE OF FAMILY RELATIONSHIPS IN FIRM, BY NUMBER OF OFFICES AT FIRM (Percent of Respondents)

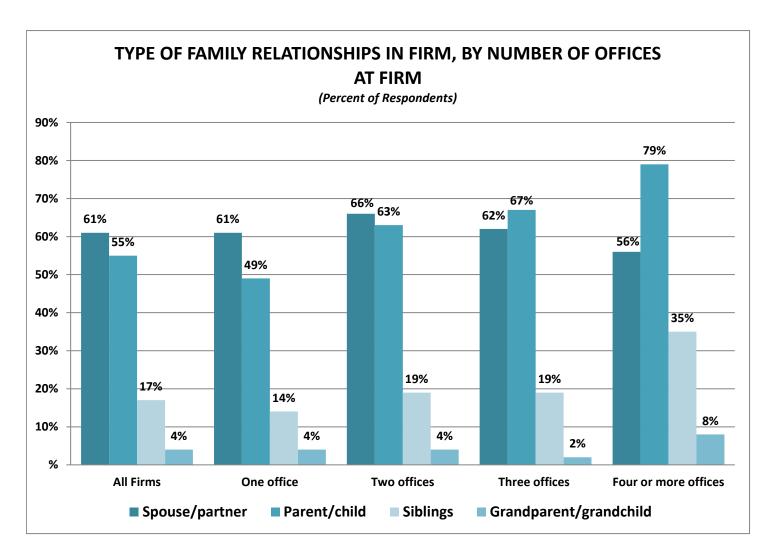
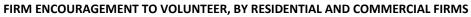
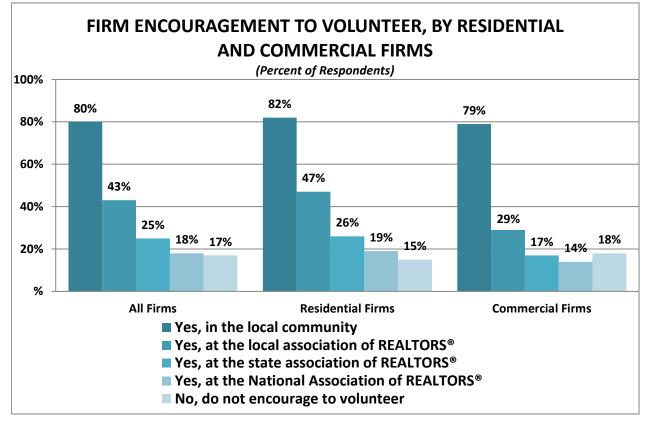
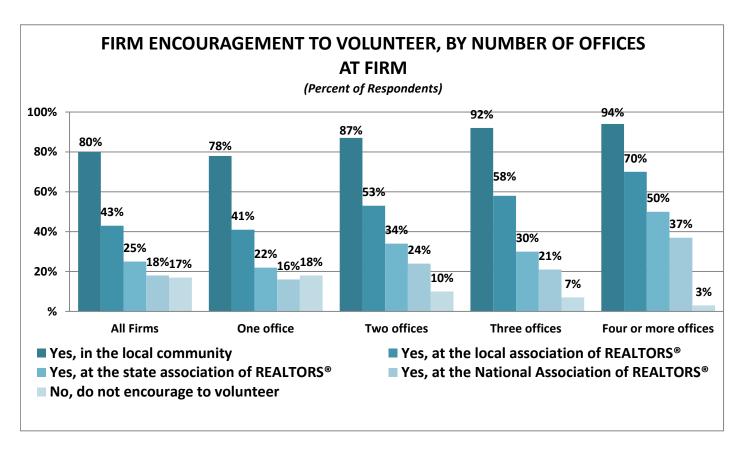


Exhibit 4-18









# **Methodology**

In July 2017, NAR invited a random sample of 165,598 REALTORS<sup>®</sup> who are executives at real estate firms to fill out an online survey. A total of 6,073 useable responses were received for an overall response rate of 3.7 percent. The confidence interval at a 95 percent level of confidence is +/-1.23 percent based on the share of real estate executives at real estate firms. All information in this report is representative of member characteristics in 2017 while sales and lease transaction values and other statistics where noted are of calendar year 2016.

The primary measure of central tendency used throughout this report is the median – the middle point in the distribution of responses to a particular question or, equivalently, the point at which half of the responses are above and below a particular value.





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